

Total Sanitation Campaign

Operation Guidelines

For

Alternate Delivery Mechanism for Establishing Production Centre

**State Water and Sanitation Mission
Rajasthan-Jaipur**



ABBREVIATIONS

APL: Above Poverty Line

BLS: Base Line Survey

BPL: Below Poverty Line

CBO: Community Base Organization

CCDU: Communication and Capacity Development Unit

CMS: Centre for Media Studies

DDWS: Department of Drinking Water Supply

DWSC: District Water and Sanitation Committee

DLM: District Level Monitoring

EA: Expert agency

GOI: Government of India

GOR: Government of Rajasthan

GP: Gram Panchayat

HH: Household

IEC: Information, Education and Communication

IHHL: Individual Household Latrine

NGP: Nirmal Gram Puraskar

NGO: Non-Governmental Organization

PC: Production Center

PHED: Public Health and Engineering Department

PIP: Project Implementation Plan

PRI: Panchayati Raj Institution

RSM: Rural Sanitary Mart

RCC: Reinforced Cement Concrete

SHG: Self Help Group

SCM: Supply Chain Management

SWSM: State Water and Sanitation Mission

TSC: Total Sanitation Campaign

TOR: Term of Reference

UNICEF: United Nations International Children Education Fund

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Chapter: I: Total Sanitation Campaign

1.1 Total Sanitation Campaign: An Overview

The Total Sanitation Campaign (TSC), a national flagship programme for sanitation by the Government of India, has been ongoing since 1999. It is managed by the Rajiv Gandhi Mission for Drinking Water of the Rural Development Department at the national level. The Total Sanitation Campaign (TSC) initially took time to take off but subsequently gained momentum after 2005. The coverage of Individual Household Toilets (IHHLs) in rural areas increased from 1% in 1981 to 11% in 1991 and 21.9% in 2001. With the pace accelerating in the last few years, the coverage has increased to 53.81% by end of 2007. In the first 5 years (1999 -2004) 93 lakh toilets were constructed. This increased to 363 lakhs in the next 4 years, out of which more than 120 lakhs were provided in 2007-8, crossing the enviable mark of one crore for the first time. (Source: DDWS Website)

The TSC, which is aimed at eradicating open defecation in India by 2012, has the following main components: (1) Start up activities; (2) IEC activities; (3) Rural Sanitary Marts & Production Centers; (4) Provision of Revolving Fund in the District; (5) Construction of Individual Household Toilets (6) Community Sanitary Complex; (7) Institutional Toilets – School & Anganwadi; and (8) Solid & Liquid Waste Management. (Source: *Guideline CRSP TSC, Department of Drinking Water Supply, Ministry of Rural Development, Government of India, December 2007*).

The Nirmal Gram Puraskar (NGP), a post-achievement award scheme introduced in 2004, provided a boost to the programme with a surge in terms of number of villages attaining 100% toilet coverage and giving sanitation the attention it deserves. Earning the NGP has become a matter of pride and prestige for the gram Panchayats / NGOs / Institutions and Individuals implementing the programme.

1.1 Sanitation scenario in the Rajasthan state:

Rajasthan, the largest Indian state (in terms of geographical area), has 33 districts with 238 blocks, 9189 Gram Panchayats and 41353 villages (source <http://www.rajasthan.gov.in/rajgovt>). The TSC was launched in the State in 1999 and scaled up in all the 32 districts in 2004-05. Though significant progress has been made in terms of sanitary toilet coverage in the state but still a large gap remains to be fulfilled.

Presently the coverage is around 46%. (DDWS figure). It is evident from the current progress that more than 50% of the households still are to be reached. Similarly, about 50% of the schools and more than 60% of the Anganwadi centres in the state are also to be provided with toilet facilities. To achieve the full coverage status, herculean efforts are required with fresh thinking. Moreover, emphasis has to be on usage also.

Chapter: 2: Alternate Delivery Mechanism

2.1 What is Alternate Delivery Mechanism?

Alternate delivery mechanism also can be referred as Supply Chain mechanism. In context to sanitation it denotes organizing logistics and manpower for effective service delivery i.e. awareness creation and effective dissemination, demand generation for sanitary facilities and meeting the demands by offering affordable and quality product with various toilet options suitable to the community and the region with proper monitoring of effective usage of the assets.

Sanitation promotion through alternate delivery systems like Rural Sanitary Marts (RSMs) and Production Centers (PCs) is a concept of commercial marketing principles to create demand and uptake of improved sanitation. It uses market research methods to understand the motivations and barriers for individuals to construct toilets as well as their preferences on different toilet options.

2.2 Why the need of Alternate Delivery Mechanism:

In most cases, there exists a gap between the agency which is creating demand through IEC activities and the agency (RSM/PC) or NGO and any other agency executing it. This leads to either duplication of efforts on demand generation and the demand generated gets phased out if it is not executed within the targeted time. Therefore, either there needs to be a good coordination between these agencies or better it would be that one agency is entrusted with both the responsibilities.

The TSC programme is community centric. The overall implementation scenario of the TSC programme in the state presents a mix picture. Though, achievements in terms of number of toilets have increased over the years but the field experiences suggest that the quality of construction is emerging as a challenge impacting usage. Many toilets constructed are without roof, door and are not being used. The need is to ensure quality construction with beneficiary participation.

The issues of accelerated implementation pace and quality can be addressed if districts implementing TSC have a sound alternate delivery system in place. Alternate delivery system is basically supply chain mechanism for sanitation and that means establishment of production centres (PCs) at strategic locations in districts and these Production centres engage themselves in counseling, capacity building, mobilization, marketing, construction and follow up action not only for household toilets but also for institutional toilets and other sanitary facilities.

2.3 Why the need of dedicated operational guidelines for Alternate Delivery Mechanism under TSC:

2.3.1 The status of Alternate Delivery Mechanism in the state

The DDWS website states that in Rajasthan, 183 RSMs and 33 PCs have been established till date but the most important concern is-how many of them are functional in a sustainable manner? Only 5 districts out of 33 have distribution of PCs while in 10 districts, there is no RSM or PC. NGOs identified by the districts have been entrusted with the responsibility of establishing and managing RSMs / PCs from TSC funds. Revolving funds were given for procuring and stocking items. The initial

and quick feedback on RSMs/ PCs suggests that most of these units are non-functional or financially unviable.

It was envisaged that an alternate delivery mechanism would ensure dissemination and demystification of toilet technologies, extension of know-how on technologies, supply of all the hardware required for construction of sanitary facilities and availability of trained technical manpower for construction of the facilities. The states, which have achieved good progress in sanitation coverage, like West Bengal, have a network of production centres across the blocks in the state.

So far RSM was synonymous with the alternate delivery mechanism in the state but based on experience and the studies conducted, it has been found that RSMs were functioning only as a sanitation outlet selling sanitation related items and did not involve in construction of toilets. In essence RSMs, did not deliver as expected.

In Rajasthan, though the household coverage has increased since the introduction of TSC but the progress is relatively slow and one of the major reasons for the slow pace is poor alternate delivery system across the state. Strong alternate delivery system can contribute significantly in scaling up the programme as is evident from states like West Bengal.

It has been observed that establishment of PC/RSM under TSC has been considered by DWSCs only as advancing revolving funds to the implementing agencies for construction of toilets and that too of BPL families. The TSC envisages 100% coverage of rural population toilets by 2012. There is need to market the toilets to APL families also. The following issues need clarification:

1. What is the definition of Production Centre and Rural Sanitary Mart
2. What are the provisions as per Gol and GoR guidelines
3. What should be the modal for alternate delivery mechanism
4. Who can operate PC/RSM
5. Is PC/RSM should be an integrated unit
6. What should be the modalities between DWSCs and agency operating PC/RSM (Tools, Agreements and Memorandum of Understanding)
7. Is toilet can be markets as a product
8. Are community to be given various options for toilets to choose from
9. Is Rs 2200 i.e. incentive provided by Gol is the cost of toilet
10. Can community i.e. BPL families opt for better quality toilet by contributing the difference in cost
11. Can principal of social marketing be adopted for marketing of toilets etc

2.3.2 A note on “STUDY ON SANITATION SUPPLY CHAIN IN RURAL RAJASTHAN” and its recommendations

UNICEF Delhi with the support of UNICEF Jaipur and SWSM, Rajasthan undertook a research study on “STUDY ON SANITATION SUPPLY CHAIN IN RURAL RAJASTHAN” by CMS Environment, in 2008-09 to study the contributions made by the existing delivery mechanism under TSC and also to explore other potential

contributing systems such as private initiatives, SHG involvement etc., analyze their strengths and weaknesses and arrive at solutions to vitalize the supply chain in the State to provide quality sanitation facilities to the communities which can ensure usage. The study identified actions for increasing the sanitation coverage in the state by looking at this crucial aspect.

The study after analyzing the findings has recommended that the most viable model which can be up scaled for construction of toilet within all target segments, is the modal specifically run by a private entrepreneur with capacity and technical inputs being provided by an expert agency and supported and monitored by DWSC as per operational guidelines under the TSC programme. The major findings and recommendations in the report are as follows:

- Stand alone RSMs have not been able to contribute to the sanitation programme in the state.
- Entrepreneur run Production centres in (Shisod) Dungarpur and (Rundera) Udaipur districts supported by an NGO, Action for Community Empowerment (ACE) with UNICEF support have mobilized communities, especially the APL families and have constructed toilets without any subsidy.
- Production centres (If required, RSM can be a part of it) are better option as an alternate delivery system for sanitation promotion and hence needs to be supported for not only qualitative inputs in the programme but also for accelerated implementation of the TSC programme.
- Though state level operational guidelines for implementing TSC is already in place and stating “The Production Centre can be set up by an individual entrepreneurs/institutions/ NGOs. (Source: P 52, Operational Guidelines for Implementation of Total Sanitation Campaign and Swajaldhara Programme, State Water and Sanitation Mission, Government of Rajasthan, Jaipur, August 2004)” but the details, implementation steps and tools needed are missing. To support DWSCs in establishing the business viable PCs a detailed operational guideline on supply chain management inclusive of implementation steps, financial norms and various tools needed is required.

The study recommended following actions to be taken by SWSM

- Constituting a task force by SWSM for developing operational guidelines on supply chain management with experts as members
- Develop operational guidelines for supply chain management
- Approval of the operational guidelines henceforth developed by the task force
- Sharing of the operational guidelines by means of an official letter to all DWSCs.
- SWSM to build capacities of DWSCs on the mechanism of establishing business viable PCs
- SWSM to support and monitor DWSCs in establishing sustainable supply chain management system in their districts

Based on the above background the PHED deptt, Government of Rajasthan constituted a task force vide letter no F(10)/UNICEF/PHED/PMU/TSC/2008-09/3469-75 dated 26.05.09 to develop dedicated operational guidelines for supply chain to increase the coverage and quality of TSC across the state. The following were the members of the task force.

1. Chief Engineer (Rural), PHED, Rajasthan
2. Chief Engineer, RCEE, Jaipur
3. SE (Rural), PHED, Rajasthan
4. Executive Director, Communication and Capacity Development Unit, Jaipur
5. WES Specialist, WES Officer and Consultant (Sanitation), UNICEF, Jaipur
6. Executive Engineer, Project Monitoring Cell, TSC, Rajasthan
7. IEC Consultant, CCDU, Jaipur
8. District Coordinator, TSC, Udaipur
9. District Coordinator, TSC, Tonk
10. 5 experts, having considerable experience in sanitation sector especially in establishing sustainable supply chain outlets

A three day consultation workshop was organized from 16.06.09 to 18.06.09 and the following draft guidelines were prepared.

Chapter 3: Operational Guidelines on Alternate delivery Mechanism

3. Operational Guidelines on Alternate delivery Mechanism:

3.1 Background

3.1.1 Key features and provision of RSM/PC under TSC guidelines (Dec 2007, DDWS, GoI)

The main features and provisions of RSM/PC under TSC guidelines are listed below:

- The Rural Sanitary Mart is an outlet dealing with the materials, hardware and designs required for the construction of not only sanitary latrines but also other sanitary facilities, such as soakage and compost pits, vermi-composting, washing platforms, certified domestic water filters and other sanitation & hygiene accessories required for individuals, families and the environment in the rural areas. RSM should necessarily have those items, which are required as a part of the sanitation package. It is a commercial venture with a social objective.
- The main aim of having a RSM is to provide materials, services and guidance needed for constructing different types of latrines and other sanitary facilities, which are technologically and financially suitable to the area.
- Production Centers are the means to improve production of cost effective affordable sanitary materials.
- The Production Centers/Rural Sanitary Marts could be set up and operated by NGOs/ SHGs/ women Organizations/Panchayats etc. Support of private entrepreneurs may also be taken for ensuring an effective supply chain.
- Sufficient RSMs may be established with production centers.
- Depending upon its function, the DWSC will decide the amount of revolving fund not exceeding of INR 3.5 lakhs. RSMs who decide not to run production centers may procure good quality pans with rural specification from suppliers through competitive bidding. They should ensure that a variety of pans (ceramic, mosaic, HDP, fiberglass) are available for choice.
- To meet the needs of remote and difficult areas, mini-RSMs are permissible, run by CBOs/women SHGs/co-operatives.
- For this purpose, less than 5 percent (subject to a maximum of INR 35.00 lakh) of the total Government outlay has been earmarked. Funding for this component will be in the ratio of 80:20 between the GOI and the State Government.

- Further, under the TSC project, maximum amount of INR 3.5 lakh per Rural Sanitary Mart/ Production Centre can be provided. The fund may be provided to the NGOs/ Panchayats/ other agencies for setting up of RSMs/PCs. The fund can be provided for construction of shed, training of masons and also as a revolving fund.
- After RSM/ PC attain a level of sustainability, the revolving fund should be refunded to the District Implementing Agency.
- The District Implementing Agency should identify key training institutions/ Resource persons to train the Mart/ Production Centre Managers, after ascertaining their training needs.
- The District Implementing Agency should also have a Memorandum of Understanding with the RSMs/PCs and a system of joint monitoring evolved to ensure that the RSMs & PCs are on track with production plans, are able to respond to local requirements, have a method of quality certification of products and a band of trained masons and motivators.
- RSM/ PC should demonstrate success as an enterprise and function in accordance with the objectives of the Programme.
- Based on the successful initiative taken by Self Help Groups and Dairy Cooperative Societies in arranging low / zero interest finance to their members for toilet construction in many parts of the country, a sum of upto Rs 50 Lakhs, subject to the restriction of 5% earmarked for alternate delivery mechanism (which includes the cost for setting up RSMs and PCs) may be given to each TSC project as revolving fund. This revolving fund may be further given by the Project Implementing Agency to Cooperative Societies or Self Help Groups whose creditworthiness is established, for providing cheap finance to their members. Loan from this fund should be recovered in 12-18 installments. District TSC projects will have the flexibility to decide the other terms and conditions for sanction of the revolving fund. This revolving fund can be accessed by APL households also.

3.1.2 Key features and provision of RSM/PC under TSC operational guidelines guideline GoR (Source: P 52, Operational Guidelines for Implementation of Total Sanitation Campaign and Swajaldhara Programme, State Water and Sanitation Mission, Government of Rajasthan, Jaipur, August 2004)

- **Production Centre:**
A production centre is an outlet where items related to home toilet & other sanitation facilities are produced through skilled masons and sold to an intended user with detail information on its merit and demerits. Knowledge and information about the items to help a user to make choice of affordable cost of technology option is also made available by the production centre. The production centre sells its products within a defined catchments area and supports households in toilet construction through trained masons associated with it. The production centre can be set up by individual entrepreneurs/institutions/NGOs. It should work on turnkey basis.
- **Support Available from the Project**
The TSC project funds can be utilized for the following:
 - Infrastructure support in the form of moulds, platform and hoarding/leaflets.
 - The entrepreneurs should be encouraged to invest own money for setting up a production centre. Revolving fund may also be given to the Production Centre on proper MOU between entrepreneur & the DWSC.

- Local SHG should be encouraged to run production centre.
- DWSC/BWSC's campus can be provided to entrepreneurs with a proper MOU between entrepreneurs and the DWSC.

In the light of the available TSC operational guidelines issued by the SWSM, TSC guidelines issued by DDWS and the status of the TSC programme, these operational guidelines on Alternate Delivery Mechanism with provisions therein will be effective from the date of issue and it will supersede all previous orders issued by SWSM in the context of Alternate delivery mechanism and related provisions. The DWSCs must ensure setting up of a strong supply chain network in their districts. This will bring a strong impetus in the drive to achieve the TSC objectives.

To ensure a vibrant and functional alternate delivery chain to accelerate the pace of toilet construction, production centres and wherever required Rural Sanitary Marts would be established across the state. The key provisions of these guidelines are as follows:

3.2. Production Centre – Rural Sanitary Marts

3.2.1 What is a production centre?

A production center is a unit with defined catchment area, having team of trained personnel dedicated to activities from awareness creation and demand generation to production and installation to after sales service of the toilets and other sanitation facilities, on payment basis. Production centres are expected to sell *Toilet as a product*. If required a PC can sell individual toilet items, but it would primarily concentrate on selling toilet as a unit. If required a Production centre can also establish a rural sanitary mart for selling of sanitation and hygiene related items.

Production centres are commercial or business enterprises serving social objectives and their primary focus would be on sanitation and hygiene promotion and after sometime they may add other products and services related with water, sanitation, low cost housing, water conservation, rain water harvesting and water quality related products, regeneration etc. These units may take up any other commercial activity either with the approval of DWSC or after the expiry of their agreement with the DWSC.

In short, a production centre is an outlet where items related to home toilet and other sanitation facilities are produced through skilled masons and sold to buyer with detail information on its merits, costs and other relevant details. The production centre sells its products within a defined catchment area and supports households in toilet construction through trained masons associated with it.

3.2.2 What is a Rural Sanitary Mart?

A Rural Sanitary Mart is a shop where all sanitation related items required by communities are available under one roof. The Rural Sanitary Mart is an outlet dealing with the materials, hardware and designs required for the construction of not only sanitary latrines but also other sanitary facilities, such as soakage and compost pits, vermi-composting, washing platforms, certified domestic water filters and other sanitation and hygiene accessories required for individuals, families and the environment in the rural areas. It is a commercial venture serving social objectives.

The main aim of having a RSM is to provide materials, services and guidance needed for constructing different types of latrines and other sanitary facilities.

3.2.3 Difference between Production Centre and Rural sanitary Mart

A Production centre is a place, where all sanitation related items are manufactured, assembled, stocked and toilets are constructed on payment. A production centre provides different options with varying costs to customers and constructs the facilities as per consumer preferences through skilled masons.

A Rural sanitary Mart is a place or a shop where all the items related with sanitation are available on sale. The difference between the two is that RSMs only sale the sanitation related items whereas Production centres not only sell the sanitation related items but also construct the facilities and provide technical know-how and services of masons and after sales service.

Now onwards DWSCs are advised not to support isolated Rural Sanitary Mart. Instead DWSCs should actively support establishment of Production centres and wherever required, Rural Sanitary Mart can be a part of it. A Production Center-Rural Sanitary Mart would be an integrated unit. PC – RSM would promote and sell Toilet as a unit instead of selling only parts and would do the job on turnkey basis. Turnkey basis here implies that: Different toilet options would be explained to families and based on their choice, PC-RSM would construct the toilet for the family on payment and would provide after sales service.

3.3: Main Provisions:

- 3.3.1 The Production Center- Rural Sanitary Mart will be an integrated unit and would function as an outlet for production of toilet parts and other sanitation facilities and would also facilitate construction of facilities on payment.
- 3.3.2 Minimum one PC-RSM for each block should be established. If a block is too large then one additional PC can also be supported. A Large block would, for the purpose of these guidelines, will mean, any block having more then 30 Panchayats. Similarly, if a block is very wide spread (Geographically and have difficult terrain to reach to villages) and if **DWSC feels** that one PC-RSM will not be able to cover the entire block and its **economic viability** is doubtful then three-four (as per feasibility) mini PC-RSMs can be promoted in a block but the expenditure on establishment of all the mini PC-RSMs in a block should not exceed the financial ceiling of Rs.3, 50, 000. (*Economic viability in the context would mean that after six months of operations, a PC is able to meet its recurring expenses and it would be able after twelve months to repay the revolving fund / loan or recover its capital cost in installments*)
- 3.3.3 The PCs will only be run by an Entrepreneur and generate enough revenue to sustain the enterprise. If any agency or group, as an entrepreneur wants to establish a PC with the support of DWSC, such cases can be considered on merit basis but PCs must be managed as a business entity and should be self sufficient.
- 3.3.4 To avoid any kind of confusion, entrepreneur, in the context of these guidelines would mean: An agency, an individual or an organization which is willing to invest resources for establishment and management of a Production centre as a social business.

- 3.3.5** DWSCs can hire the services of an expert agency to support it in identification of entrepreneurs, building capacities and establishment of business and economically viable PC-RSM in the district. The mechanism for hiring expert agency is detailed in Chapter-4.
- 3.3.6** The PC-RSM will be considered as an implementation agency of TSC and DWSCs will issue orders to such effect. PC-RSM will work as implementing agency and will also perform IEC and Capacity Building activities as per the project Implementation Programme in its catchment area. Ideally, for each PC –RSM a catchment of around 20 Panchayats is good. However, DWSCs can allot more Panchayats also, if it is satisfied with the performance or claim by a PC-RSM or the entrepreneur. If PC-RSM sees more business opportunities, it can always establish more depots or sentinel centres with its own investments.
- 3.3.7** The PC-RSM will construct APL as well as BPL Toilets in its catchment Panchayats and DWSC would reimburse @ Rs.2200 for construction of each BPL toilet to the PC-RSM. In case, if a BPL family constructs toilet on its own then the reimbursement of Rs.2200 will be made directly to the BPL family.
- 3.3.8** PC-RSM will create awareness, generate demand and implement construction of toilets for both, BPL and APL families. The construction / selling of sanitary facilities like soak pits, bathrooms, urinals, compost facilities and other hygiene and health products will be based on the community demand and the entrepreneur's capacity.
- 3.3.9** The PC entrepreneur can provide one or more than one services to the community with the specific role of constructing toilets. DWSCs should primarily focus on construction of toilets through production centres initially.
- 3.3.10** DWSCs will support and make available funds to PC-RSM for IEC and capacity building programmes, as per the state operational guidelines. The financial details and the training programmes, which would be entrusted to PC-RSM is attached as **Annexure III**
- 3.3.11** It would be mandatory for a PC – RSM to offer a range of toilet options with different price tags. The BPL and APL families can choose any model and have the option of value addition by using their own resources.
- 3.3.12** The TSC programme needs to be community centric. A RSM-PC would construct toilets and other sanitation facilities for all community categories – APL and BPL, Institutional Toilets – School, Anganwadi, and Community Sanitary Complexes. The APL families will pay the cost of toilet directly to the PC - RSM. The PC will compulsorily construct BPL toilets once it is a part of the TSC programme.
- 3.3.13** The component of incentive provided to BPL families may not be the actual cost of the toilet. The BPL families can construct toilets which are costing higher than the incentive they get (*At present the incentive is Rs.2200 + Rs.300 as beneficiary contribution in cash, kind or material*) but the additional cost has to be borne by the BPL household. If a BPL family constructs a toilet on their own the incentive amount will be given to them directly by the concerned DWSC, after due process of verification. If the toilets for BPL families have been constructed by a PC-RSM as per agreement with DWSC then the incentive of Rs. 2200 will be paid to the PC-RSM. The minimum contribution of Rs. 300 in terms of cash, kind or labour should be ensured from the beneficiary by the PC.
- 3.3.14** PC-RSM should be encouraged to demonstrate success as an enterprise and function in accordance with the objectives of the Programme.

3.3.15 CCDU on request will provide the Entrepreneur with IEC modules and other IEC material and will provide resource persons, if requested.

3.3.16 The DWSC should also have a Memorandum of Understanding with the RSMs-PCs (**Format attached as Annexure I**) and a system of joint monitoring evolved to ensure that the RSMs-PCs are on track with production plans, are able to respond to local requirements, have a method of quality certification of products and a band of trained masons and motivators / sales persons.

3.4 Financial Assistance to PC – RSM

3.4.1 A maximum amount of Rs. 3.5 lakh per Production Centre-Rural Sanitary Mart can be provided by the DWSCs to the entrepreneur. The fund would be provided to the entrepreneur for setting up of PC-RSMs. The fund of Rs. 3.5 lakhs would be provided for construction of shed, working platform, curing tanks, site development and also as a revolving fund. The detailed break up of a sum of Rs.3.5 lakh per PC-RSM is available at **Annexure II: Financial provisions for Revolving fund**.

3.4.2 DWSCs will not charge any interest on amount advanced maximum up to Rs.3.5 lakhs for establishment of a PC to an entrepreneur. DWSCs should make the advance only after entering in to a MOU with the concerned entrepreneur. However, if any entrepreneur is defaulter for more then 30 days after the advance due date payment then a penal interest @ 18% per annum be charged from the defaulter agency/ entrepreneur. The penal interest in all such cases would be counted or the defaulter months.

3.4.3 DWSCs will have the flexibility to decide the amount of revolving fund to an entrepreneur but in no case, it should exceed Rs.3.5 lakhs for a PC-RSM. It is advised that DWSCs should release the agreed amount to an entrepreneur for setting up of a PC in two installments: 80% of the agreed amount as first installment and 20% as second and final installment.

3.4.4 DWSC will monitor the performance of RSM-PC and ensure timely disbursement of funds for setting up of PC – RSM and as per MOU between PC-RSM and DWSC.

3.4.5 The revolving fund given to an entrepreneur for establishment of a PC-RSM should be refunded to the DWSC after completion of 12 months of the amount advanced. It is considered that 12 month time period would be sufficient for a PC to be fully operational and hence it should not have any problem in repaying the revolving fund. The amount may be recovered in 15 equal installments starting from 13th month of the advance made to an entrepreneur. Late payment of any installment will attract a penal interest of 18% after the payback period of 12 months and for the defaulter months.

3.4.6 The PC-RSM will construct APL as well as BPL Toilets in its catchment Panchayats and DWSC would reimburse @ Rs.2200 for construction of each BPL toilet to the PC-RSM. In case, if a BPL family constructs toilet on its own then the reimbursement of Rs.2200 will be made directly to the BPL family.

3.4.7 The DWSCs, if satisfied with the performance of a PC may consider, on request from the PC, an advance of maximum Rs.5 lakhs for construction of BPL toilets as working capital. The advance amount must be deducted / adjusted in ten installments from the bills submitted by a PC for construction of BPL toilets. DWSCs should not charge any interest on such an advance.

However, if a PC fails to submit any completed toilet list of BPL families within 45 days of the advance then the advance amount may be recovered with a penal interest of 18% from the date of advance made.

- 3.4.8** The DWSCS, which do not give advance to PC -RSM for construction of BPL toilets, must ensure due process of verification and release of payment **maximum within ten** days of receipt of the list of BPL toilets from a PC - RSM.
- 3.4.9** The revolving fund available with DWSC under Alternate delivery system can be accessed by APL households also who are facing cash crunch. Revolving funds to SHG/Diary Coop Societies for providing interest free loans to APL families are also provided in the TSC Guidelines issued by DDWS. If a PC requests for a revolving fund for construction of APL toilets, DWSCs can advance an amount, maximum up to Rs.5 lakhs and would recover the revolving fund in ten installments. The PC should develop mechanism to recover the loan amount advanced to APL families. DWSC will not charge any interest on such an advance. However, if a PC fails to submit any completed toilet list of APL families within 45 days of the advance then the advance amount may be recovered with a penal interest of 18% from the date of advance made
- 3.4.10** SHGs/CBOs and Dairy Cooperative Societies can arrange low/zero interest finance to the members for toilet construction with a sum of up to Rs. 50 lakhs, subject to the restriction of less than 5% of the total TSC project cost of a district, earmarked for alternate delivery mechanism (which includes the cost of setting up RSMs-PCs) may be given to SHG / CBO/Cooperatives as revolving fund based on their creditworthiness. This will help SHGs / CBOs / Cooperative societies to extend credit facilities on low / zero interest rate to its members and clientele. Loan from this fund should be recovered in 12-18 interest-free installments.
- 3.4.11** DWSCs will have the flexibility to decide the terms and conditions for sanction of the revolving fund advanced as loan to CBOs / SHGs and cooperatives. Wherever DWSC is convinced of the work performed by a PC – RSM and if it is satisfied then an interest-free loan for construction of APL toilets can also be given to PC – RSM. Any such amount advanced must be recovered in a period of 12-18 months.
- 3.4.12** DWSCs would advance, as per the agreement with entrepreneur, the funds available with it for capacity building activities. For each PC-RSM, DWSCs would sanction one Training programme each, for Masons, Motivators, PRI members and any other training or orientation, which DWSC may deem fit. But to ensure that a PC-RSM functions and achieves programme objectives to an optimum level, masons, motivators and PRI members training programmes must be supported for the catchment area of a PC. The financial norms for the training programmes would be as per the existing TSC Operational guidelines issued by the SWSM.
- 3.4.13** A PC-RSM will be responsible for implementation of IEC activities in its catchment Panchayats. DWSCs, as per their district TSC Project proposals and will allocate and mention the IEC activities, which a PC is expected to do along with the financial provisions in the MOU which they will sign with entrepreneurs. There is a 15% of project outlay on IEC in the district TSC Project Proposals sanctioned by GOI
- 3.4.14** For conducting baseline survey an amount of Rs.4 /household is also provided in the TSC Operational guidelines. If DWSCs has not used the

amount then the same can be given to PC-RSM for the catchment villages, it is catering to, so that baseline survey and market research can be conducted by PC-RSM.

- 3.4.15** Motivator / Sales persons and Panchayat coordinators attached with PC-RSM should be given incentive for motivating families for construction of toilets and hygiene practices as per the provisions detailed in the SWSM operational guidelines. The details are in Annexure IV.

Chapter: 4: Expert Agency

To implement the proposed model of alternate delivery mechanism, following activities, processes would be undertaken / followed by DWSCs in partnerships with entrepreneurs and Expert Agency. It will be the sole discretion of DWSCs to consider taking services of an expert agency or not. **If DWSCs feels** that they can establish production centres without any external support then they can go ahead even without an expert agency. DWSCs can take help of CCDU for identification of External agency, if they need one.

4.1 What is an Expert Agency?

Expert Agency can be an individual, group or an organization, NGO having experience in water and sanitation sector, and have experience and capabilities to support the development of alternate delivery mechanism in sanitation.

4.2 Identification and selection of Expert Agency:

If required, DWSC will identify and recruit an Expert Agency who would assist in selection of entrepreneurs and would facilitate and coordinate with entrepreneurs in setting up of Production centres for speedy and timely implementation of the programme.

4.3 Selection and appointment of Expert Agency:

DWSC, if it requires, will identify and appoint an Expert Agency (EA) based on its experience, capability and resources suitable for the work expected from the EA. DWSC will invite applications /expression of interest from the interested agencies for this purpose. The selection of an EA should be based on merit. DWSCs may adopt ranking parameters for selection of EA, as detailed in Annexure VIII. DWSCs can also request CCDU to identify an EA for the district.

The DWSC would enter in to an agreement with the selected EA and would define the responsibilities of both (EA and DWSC), process, outcome, payment schedule and reporting mechanism.

4.4 Functions of Expert Agency:

The Expert Agency selected would perform following functions:

- **Identification of Entrepreneur (s):**
EA through its network and professional cadre make field visits and will negotiate and identify capable entrepreneurs who must also have

commitment to sanitation promotion and recommend their names to DWSC. DWSC would consider these entrepreneurs and extend support for establishment of production centres and would make available the funds as per the financial norms, as detailed in these guidelines. DWSC would enter into a MOU with entrepreneurs as per existing MOU with NGO for TSC implementation (As per the Operational Guidelines issued by SWSM for Implementation of TSC & Swajaldhara Programme, August 2004)

- **Guide and support establishment of Production centres and its operationalization:**

EA would help the entrepreneurs in development of Business plans and would provide support in establishment and in operationalization of production centre(s) including site development, construction of working shade, platforms, curing tanks, procurement of moulds, human resource, marketing plans, production scheduling, and policies and strategies.

EA would also help build the capacities of a PC team through orientation and training programmes as per the provisions of the MOU between DWSC and entrepreneurs.

- **Support the quality assurance and control:**

EA would help entrepreneur to develop minimum quality standards and control mechanisms so that a PC does not face any problem when it moves from simple to more complex operations.

- **Organizing training and capacity building programmes for the PCs and related agencies**

EA would help build the capacities of PC team through orientation and training programmes as per the provisions of the MOU between DWSC and entrepreneurs. The key training programmes, unless otherwise specified by DWSC, which EA is expected to organize and facilitate are: Masons training, Motivators, and Training and Orientation of PRI members. DWSC can also entrust the responsibility of facilitating some more training programmes.

- **Help the PCs develop business plan:**

EA would assist entrepreneur in developing specific business plan for a PC. The business plan would be developed in specific format, as detailed in these guidelines.

- **Help the DWSC in developing norms, monitoring /reporting mechanism & benchmarks.**

EA would assist DWSC in development of formats and would also attend initial DWSC meetings with entrepreneurs for facilitation the monitoring and review process

- **Exit Policy for Expert Agency:** Expert Agency will provide hand holding support to the entrepreneurs and once all the activities are completed and PCs reach break even, the EA will exit from the scene. The maximum period for which an EA can be appointed should not be more than a year.

4.5 The process of Identification and selection of Entrepreneurs by EA:

- EA will make field visits to identify potential PEs. EA would engage in consultation with entrepreneurs, petty contractors, manufacturers of cement products and would discuss with them on the production centres as business proposition and would shortlist the probable's and would prepare a profile and submit it to DWSC with its recommendation. DWSC will select the entrepreneurs and enter in to an agreement with the entrepreneur. EA may also adopt market research to identify potential entrepreneurs
- If the above process does not work then EA in consultation with DWSC would organize a district level workshop where all interested entrepreneurs shall be invited and introduced to the concept, rationale, processes, profitability etc. so that entrepreneurs present can take a decision.
- The interested entrepreneurs shall be shortlisted and the EA will have detailed discussions with them on the subject, prospects, challenges, economics and scope and would submit it to DWSC for final selection
- The interested entrepreneurs will enter into an agreement with the DWSC. The agreement between entrepreneurs and DWSC can be direct or can be through EA also. DWSCs would take a decision on the issue.

4.6 Financial Provisions:

Rs. 50000/- per Production Centre established to be paid to expert agency for services rendered as per the role of expert agency depicted in the chapter 4. The funds are to be taken from programme management cost of the TSC.

The detailed guide for How to establish PC-RSM is at Annexure-IX.

Chapter: 5: Business Plan

5. Development of Business Plan

It would be mandatory for an entrepreneur to prepare a detailed business Pan for the PC-RSM, which he/she intends to establish with the help of DWSC. DWSC will release funds for establishment of a PC to an entrepreneur only after it receives the detailed business plan.

- Business Plan is primarily a description of business, its objectives, its geographical location, its client base and profile, its area of operation, market segments and marketing strategies, Human resource policies, breakeven analysis, gestation period, processes, quality and control measures, Inventory management, business environment, financial planning and analysis of business with projections for profit etc. In essence, a business plan of an enterprise reflect, its business methodologies, strategy, financial, marketing, human resource policies and strategies, operational strategies, business objectives, goals and roadmap.
- Business plan is a tool to help others know about an enterprise as well it serves as a guide for the entrepreneur also.

- Production center being an enterprise with social objectives requires developing its Business Plan so that it has a ready guideline constantly guiding where it has to move, what it has to pursue, how much investment will it need and when etc. The business plan of a PC will also provides the information about the business details to DWSC, its partners and anybody who wants to understand about the profile of a PC
- A PC, in order to get financial assistance from DWSC or any other financial institution must prepare and submit its business pan along with a list of catchment villages so that DWSC/ institution can take a decision to support a PC.
- Though the Format for a typical business plan is attached as **Annexure VI** however for ease of understanding, following information must form a part of a business plan. EA would assist entrepreneurs in developing business plans. Entrepreneurs would be required to develop business plan for each Production centre and submit it to the DWSC along with the information required as per **Annexure VI**.

5.1 Business Plan Format

Entrepreneurs are expected to prepare business plans which must include following information:

- Introduction: A brief description about the business proposition
- Business Description: Description of the nature of business, proposed location, catchment area (geographic as well as families covered), market segments etc. and state:
- **Goals:**
- **Objectives:**
- **Mission:**
- **Vision:**
- **Business concept:**
- **Partners:**
- **Clients:**
- **Market:**
- **Business Development and Marketing strategies:**
- **Basic flow of operations:**
- **Development of Activity timeline:**
- **Future projections / activities:**
- **Human resource plan**
- **Details of proposed expenses:**
- **Inventory, Quality control, monitoring and reporting mechanism**
- **Financial requirements, loan repayments**
- **Break even analysis**
- **Roadmap**

Memorandum of Understanding between DWSC and Entrepreneur

To be executed on a Rs. Ten non-judicial stamp

This MOU is signed between DWSC.....district (herein after referred as Party 1 and Ms/Mr....., entrepreneur, resident ofon DD/M/Year herein after referred as Party 2 for establishment of Production Centre / RSM (optional) at..... as an alternate delivery mechanism to promote sanitation in ...(Numbers)Panchayats of....Block....district.. Both the parties will be governed by the provisions and details of this MOU, which are as under:

1. Party 1 agrees to support the Party 2 to establish a Production centre for production and marketing of sanitation and related products to promote sanitation in the defined catchments, as per the list of Panchayat / villages (attached as a part of MOU) agreed as catchment area of the PC-RSM, between both the parties.
2. Party 2 would establish the production centre as a commercial enterprise serving social objectives and would ensure that it becomes a self-sustaining enterprise in a two year period. If the Party 2 feels that there exists a need for having more than one PC-RSM in the block, where it is working, then Party 2 can invest resources from the revolving fund given by Party 1 to establish more mini Production centres. Party 2 will inform in writing about the location of such units to Party 1 with reasons for establishing more such units.
3. Party 2 would establish production centre and would follow the operational guidelines on alternate delivery mechanism issued by the SWSM, Rajasthan
4. This MOU will terminate after two years or before, if the party 2 returns the amount advanced as revolving fund by the party 1 to party 2 for establishment of production centre and related activities, whichever is earlier.
5. The party 2 will furnish a monthly progress report (Format attached as apart of MOU) to party 1 in prescribed format for a period of two years from the date of establishment of production centre
6. The Party 1 will advance a sum of Rs.....as revolving fund to party 2 for establishment of production centre and related activities. The party 2 will repay the amount advanced to party 1 within a period of two years. The repayment would commence from the 13th month from the receipt of revolving fund and party 2 would repay the amount in ten equal installments to party 1. Party 1 would not charge any interest on the advanced amount if all the installments are paid as per schedule. If party 2 fails to repay the installment in any month then it would be liable for a penal interest @ 18% for the defaulter months from 13 months onwards.
7. If Party 2 after receiving the revolving from the Party 1 fails to establish PC-RSM within a period of three months from the date of receipt of funds then it will have to return the amount received within a fortnight with penal interest @ 18% to Party 1. Party 1, can relax the period of establishment of PC-RSM by Party 2 in extra ordinary circumstances.

8. Party 2 will maintain accounts for the revolving fund received by it from Party 1. Party 2 will be responsible for maintenance of books of accounts and for getting the accounts audited from a chartered Accountant. A copy of the audited statement will be submitted by the Party 2 to Party 1.
9. Party 1 will not be responsible for any theft, misuse or misappropriation of funds; it has advanced to party 2. All liabilities and associated risks will be borne by party 2.
10. Party 2 can take loan from any source on its own risk to expand business and party 1 will be in no case liable for such an act.
11. In case of dispute between the parties, local jurisdiction confined to the district will be applicable.
12. Party 1 or its designate agency / officer will reimburse the incentive for BPL toilets (*@ Rs.2200 per BPL Toilet as per existing norms to Party 2 for the toilets constructed by Party 2.. If there is any revision in the norms, both the parties will abide by the revised norms*) Party 2 will submit the list of beneficiaries along with one photo of the each toilet constructed to Party 1. Party 1 after due process of verification will reimburse the incentive amount to PC-RSM / Entrepreneur within 10 days from the receipt of list by Party 1.
13. Party 1 will reimburse, on submission of list of incentive paid to motivators / Panchayat Coordinators for facilitating construction of APL / BPL toilets as per prevailing norms as detailed in the operational guidelines of TSC issued by SWSM, Rajasthan.
14. Party 1 will advance / reimburse the cost of training programmes and IEC activities which the party 2 does on behalf of party 1 in its defined or allotted catchments as per the provisions and norms prescribed in the TSC Operational guidelines issued by the SWSM, Rajasthan. The list of training programmes and IEC activities and cost norms will be as per the attachment.
15. Party 1 and Party 2 with mutual consent, alter, extend periodicity or amend the portions or provisions of the MOU.

This MOU signed and agreed on..date...Month....and ..year by both the parties

Witness: 1

Witness: 2

Signature

Name

Chairperson / Member Secretary, DWSC,
Agency
.....District

Signature

Name

Entrepreneur /

Financial Provisions for Revolving Fund

Revolving fund for establishment and operationalization of PC-RSM, which will be advanced by the DWSC to an entrepreneur, would be as follows:

Maximum revolving fund which can be advanced for one Block: Rs.350000

Break up of Rs.350000 for different activities.

A. Revolving fund for Establishment of Production centre: Rs.2, 50,000

The revolving fund will be utilized by entrepreneur for following activities:

1. Site development, construction of curing tank, construction of Working platform, shade, storage space: Rs.100000
2. Tools, implements, moulds, hoardings: Rs.40000
3. Development of sanitation technology Park: Rs.40000
4. Procurement of pans, traps, pipes: Rs.70000

B. Revolving fund to meet initial working capital requirements: Rs.100000

Entrepreneur will borne all the recurring costs, such as: Salary /wages to staff, masons etc, Rent, water, electricity charges and a other miscellaneous charges including repair of moulds and maintenance of premises. Entrepreneur will also arrange working capital and finances for all other expenses required for running the production centre-Rural sanitary Mart.

Note: Entrepreneur will refund the revolving fund received from the DWSC after completion of one year. Entrepreneur will return the revolving fund amount advanced in equal installments (@ Rs.15000 per month from the 13th month and will repay the entire revolving fund by subsequent months. If entrepreneur will be defaulter in any month then she / he will have to pay a penal interest @ 18 for all defaulter months.)

ANNEXURE III

Provisions for IEC and Training Programmes

DWSC will entrust the responsibility of Conducting and facilitating following IEC activities and Training programmes to Entrepreneurs, with whom DWSC signs MOU to establish and operationalize PC-RSM in a block.

IEC activities in the catchment Villages of a PC-RSM:

S. No	Activity	Output indicators/objectives	Unit	Unit cost (Rs.)	Agency to carry out the activities/ funds to be transferred
1	Village contact Drive (For creation of mass awareness about TSC with following activities- 1.Prabhat Pheri 2.Meeting with WUG 3.School Children Rally 4.HHs Contact 5.Choppal Meeting 6.Slogan writing & Family Contact 7.Cultural Program 8.Film Show	(i)At least 60% women are aware of TSC. (ii) At least 20% families are aware of low cost options	Per Village	4000/- (Rs.3000 for VCD, Rs.1000 for film/video show	PC-RSM Of the Block
2	Slogan writing (Branding of slogan should be in uniform:- Base Yellow, Writing should be in Green color)	Slogan sending message on TSC on walls with oil paints at 50 places with detailing as :- (i)One slogan in each sankul of 20-25 HHs. (ii)Size of each message shall cover at least (4'x2') = 8 square feet .	Per G.P.	6000/- (Rs. 15 per sq.ft.X8X50)	NGO/Panchayat /Other agency to be decided by DWSC
3	Village baseline on sanitation hygiene, water supply and KAP (Household, School, Anganwadi)	Data collection at village level with contact of each family & fill-up all the information in prescribed format. Baseline on	Per HH/ institution	04/-	NGO/Panchayat /Other agency to be decided by DWSC

		sanitation hygiene, water supply and K.A.P. (HHs, school and anganwadi)			
4	Honorarium to motivators / Salesperson, covering a GP	Required activities : 1.HH Contact– 2.Promotion for – a).Hand washing b).Use of DDL c). Safe disposal of waste water d). Safe disposal of solid waste e).Toilet construction 3.To attend the meeting at GP level 4. To attend meetings of SDMC/ WUC/SHG/ VWSC	Per month	1500/- (+Task based incentive)	PC-RSM
5	One time support to Motivators / salespersons for the period of one year	Register and formats available with motivator for record keeping	Per Motivator	800/-	PC-RSM
6	(i) Wall Painting for Displaying components related to water and sanitation programs (ii) Entry of data in columns of display board quarterly with oil paint.	At strategic point in each village. Size of the wall painting shall be 12' x 8' i.e. 100 (approx.) sq. feet @ Rs. 21/- per sq. foot Updated entries available	Per village Rs. 50 Per quarter	2100/- 200 per year	PC-RSM

Capacity Building Programmes:

The support which will be available to PC-RSM would be as follows:

S. No.	Activity	Output indicators/Objectives	Unit	Unit cost (Rs.)	Agency to carry out the activities and funds utilized/ Transferred to
1	Training of masons 5 days residential. 30 participants per training	Availability of trained masons at panchayat level for construction of toilets	Per training	86020/-	PC-RSM
2	Training of Motivators 5 days residential. 30 Participants per training	(i) All HHs have toilets ladle and hand washing facility and are used. (ii)60% families have knowledge and use ORS (iii)60% families adopt food covering practice	Per training	73650/-	PC-RSM

DWSC may entrust any other training or orientation to PC-RSM as per the decision of DWSC.

Annexure: IV

PAYMENT NORM FOR MOTIVATOR, LINKED TO OUTPUT AND SUPPORT TO I.E.C. IMPLEMENTING AGENCY

A HH having constructed a toilet and is using, having and using ladle, hand washing facility & practices safe disposal of waste water, is termed as a H.H. sanitary unit. For each such H.H sanitary unit, established by a motivator, incentive of Rs. 100/- is to be paid.

S.No	Specification	Expenditure on sanitation and hygiene promotion		
		Initial incentive Rs.	After six months of sustained use Rs.	Total Rs.
1	To Motivator for- <ul style="list-style-type: none"> • Installation of HH sanitary unit. 	80/-	20/-	100/-
2	To IEC implementing agency for having organized- <ul style="list-style-type: none"> • Kala Jatha and Children's rally in each village at least 2 times in a year. • Institutional overhead for each HH sanitary unit 	1000/- per village	- 15/- per HH	1000/- 15/- per HH

The DWSC may suitably alter the phasing of payment. Incentive is to be paid to the motivator of HH sanitary unit on submission of the demand form duly filled and certified by the household stating his own contribution and use.

Monthly Progress Report

(To be submitted by the entrepreneur / PC-RSM to DWSC by 3rd of every month)

Sr. No	Panchayat / Villages	Toilets constructed		Toilets constructed		Remarks
		BPL		APL		
		Target	Achievement	Target	Achievement	

The list of all toilets completed in the month must be attached with the format giving name of the beneficiary, BPL Number, name of village and Panchayat and also mention model. Separate list for BPL and APL should be submitted

List of toilets constructed (For BPL Families)

Sr. No	Name of Beneficiary	BPL Number	Village / Panchayat	Type of Model constructed	Remarks

List of toilets constructed (For APL Families)

Sr. No	Name of Beneficiary	Village / Panchayat	Type of Model constructed	Remarks

Business Plan for Production Centre

Note: Entrepreneurs need to develop the business plan with assistance from EA and submit it to DWSC. The entrepreneur must carefully detail all the information and submit. It would, broadly include following points / issues:

- Introduction: Please give here a brief about the business proposition
- Business Description: Please describe the nature of your business, proposed location, catchment area (geographic as well as families covered), market segments etc. and highlight:
- Partners:
- Clients:
- Market:
- Business Development and Marketing strategies:
- Basic flow of operations:
- Development of Activity timeline:
- Future projections / activities:
- Human resource plan
- Details of proposed expenses:
- Inventory, Quality control, monitoring and reporting mechanism
- Financial requirements, loan repayments
- Break even analysis
- Roadmap

In addition to the above following details must be worked out and submitted to the DWSC

1. Cost Projections for setting up Production Centre / RSM

S. No	Items	No	Unit cost	Total
	PC Establishment costs			
	Site development			
	Construction of curing tank			
	Construction of working Platform			
	Construction of working shade			
	Construction of storage space			
	Moulds, Tools, Equipments, Implements, Pipe etc			
	PC Revolving Fund			
	Cement			
	Sand			
	Concrete grit			
	Tiles, slabs			
	Bricks			
	Rural pan, foot Rest and traps			
	Pipe 4" & 3"			
	Iron, wire mesh, nails, wooden planks			
	Gate and fittings			
	Miscellaneous			
	Total			

2. Recurring Projected Expenditure Statements:

Human Resources & other recurring costs					
S. No	Personnel	Salary per month (Rs.)	Number	Total per month (Rs.)	Total per year
	PC Manager / Entrepreneur				

	Production and Dispatch Manager				
	Marketing and Installation manager				
	Accountant				
	Mason at PC for production				
	Labour/helper at PC				
	Mason team for construction in field				
	Sales team				
	Rent				
	Electricity / Water charges				
	Repairing of moulds, tools etc				
	Other Miscellaneous Expenses				
	TOTAL				

3. Capacity Building Expenditure Projections:

Sl. No	Activity/	Unit cost	Numbers	Total Cost	Remarks
	Capacity Building	Rs.		Rs.	
	5 days Training of PC functionaries (PC manager, Accountant, Production & inventory in charge, marketing and installation team)				
	5 day training to Mason Team				
	5 day Training of Motivators cum Marketers				
	1 Day Orientation of PRI/AWW/SHG				
	Total				

4. Marketing and Mobilization Expenditure Projections:

S. No	Marketing and Mobilization Activities			Cost	Remarks
		Unit cost	Numbers		
		Rs.	HH		
	Market research/ Household survey				
	Village Contact Drive				
	village meetings				
	wall paintings, Slogan writing, Flex sheets and hoardings				
	Exhibitions				
	Participatory Panning with families				
	School based activities like debate, Painting competition, Slogan writing, Rallies, Quiz etc.				
	Leaflets, Handbills, brochers , booklets, posters & folders				
	TOTAL				

5. Cost Projections for Establishment of sanitation Technology Park:

	Site development				
	Construction of 4 toilet models				
	Model I				
	Model II				
	Model III				
	Model IV				
	Construction of soakage pit, Garbage pit, smokeless Chula etc				
	Flex sheets, Cost displaying plates				
	Fencing around the Park				
	TOTAL				

Function of PC-RSM

1. Catchments:

Each Production centre- Rural Sanitary Mart will identify the villages adjacent to the location of PC and would submit the list of such villages to DWSC along with the business plan. DWSC would consider approximately 20 Panchayats (about 15 – 20 thousand Households) as catchment for each PC in the initial stage. Later on these can be amended as per the need and performance of a PC

2. Manpower:

Each PC would identify minimum 10-20 Masons from its catchment villages and also identify a team of 10-30 persons who can work with the PC as its sales force. DWSCs would support and organize training programmes for Masons and Motivator cum Sales team either through the Expert Agency or any other agency, which it finds suitable (If need be, support from CCDU can also be taken).

3. Functions of a Production Centre – Rural Sanitary Mart:

A PC-RSM is expected to perform following functions, as an alternate delivery mechanism of sanitation promotion:

- **Toilet options:** Develop different toilet models, different superstructures made of different materials and specify cost of each model and market these models to communities. Offering different models with different costs would help consumers in taking informed decision and would motivate families to choose toilets as per their needs and financial status.
- **Demand Generation using IEC and capacity building activities**
- **Construction, up-gradation of HH and Institutional Toilets:** Construct toilets for both BPL and APL segments. PC will act as an implementation agency of TSC programme and DWSCs to entrust the construction of institutional toilets (Anganwadi and Sanitation Complex) in the catchment area of a PC. School toilet complex construction can also be given to PCs in consultation with SDMC.
- **Construction of BPL Toilets:** Construct toilets for BPL families of its catchment villages. BPL family will bear the cost (plus beneficiary contribution) in excess of Rs 2200/- by depositing it to the PC.
- **Visibility and publicity:** Develop leaflet/brochure, wall paintings, advertisements etc. giving product details and cost, comparative merits for each mode for awareness creation in its catchment villages. A PC would also ensure that it enjoys a high visibility and hence should take appropriate publicity measures and would invest its own resources unless provided for in the agreement with DWSC
- **After sales service:** Follow up with the families, who have constructed toilets as after sales service
- **Market Research:** Conduct HH survey / Market research in its catchments. EA would guide the process and help in analysis of the findings.
- **Production of toilet related items:** Manufacture / construct pit covers, precast roofs, and any such material which it can produce and which is required for

construction of a toilet. A PC can add to its list of more items if it can market those products.

- **Pan Bank:** Maintain stock of Pans, Traps, Pipes and all material required for construction of toilet and other products which it is selling / promoting. A PC must be vigilant and maintain a minimum stock of Pans and traps so that the programme is not hindered in the absence of availability of Pans and tarps.
- **Networking:** Develop networking with CBOs / SHGs. A PC can collaborate with such groups and build its marketing network.

Ranking parameters for selection of Expert Agency

1. Steps for selection of Expert Agency:

- The DWSC would initiate the process of selection of expert agency through assessing the requirement keeping the numbers of Block/ Panchayat in view. Ideally there should not be more than two expert agencies in a district.
- The expression of interest can be invited for potential agencies (NGOs, firms or individuals) through letters/publication in newspapers etc
- Screening of the applications to be done based on suggestive criterion for assessment
- Name of the screened applicants would be recommended to DWSC for approval and endorsement of the selection
- Agreement/MOU to be signed as per the existing prescribed format (Chapter-4 to be referred for identifying the role of expert agency)

2. Expert Agency Selection Criterion

Eligibility for partnership

- NGOs registered under societies act with development objectives including water and sanitation
- Firms with proven record in entrepreneurs development
- Individual/Consultants having expertise in sanitation sector and worked with respected organizations

Assessment criterion

S. No	Parameter	Maximum marks	Allocation Criterion
1.	Local presence	10	Within district 10 Outside district but within state 5
2.	Experience of implementation of WATSAN programme	10	More than five year 10 3 years 5 Less than three years 3
3.	Experience in establishing and operating PC/RSM	20	More than five year 20 3 years 15 Less than three years 10
4.	Availability of expert having experience in developing entrepreneurs	20	Experts with proven records 20 Experts having experience of 3 years 15

			Experts having experience of 1 years 10
5.	Infrastructure, human resource and communication facilities i.e. fax, phone, internet etc	10	Office Space 3 For more than 10 persons For 5 to 10 persons Permanent professional staff 4 Engineers Social scientist Computer operator/accountant Office Equipment 3 Computer with accessories Telephone, fax , internet
6.	Financial capacity/experience of managing projects in the past	10	More than 10 lacs per year 10 More than five lacs per year 5 Less than five lacs per year 3
7.	Experience of working with reputed agencies in WATSAN	10	International/ national organizations 10 State level institutes 7 District level institute 5
8.	Experience of preparation of IEC material, guidelines, training modules etc	10	Related to WATSAN 10 Related to other 5

Summary of marks – For partnership entitlement the agency should preferably score more than 40 marks

ALTERNATE DELIVERY MECHANISM FOR SANITATION

***Establishment of production Centres:
Implementing steps***

Preface

This document has been developed with the view to guide those, who wish to understand and establish Production Centre to strengthen supply chain to promote comprehensive sanitation.

Alternate Delivery Mechanism in the field of sanitation denotes organizing logistics and manpower for effective service delivery, which in essence encompasses: Awareness and knowledge, Demand creation for sanitary facilities and meeting the demand by offering different options to choose from, easy availability of trained masons, hardware availability required for construction, customer counseling, customer care and after sales service.

Therefore, the Alternate Delivery Mechanism put in simple terms is: to ensure availability of information, appropriate technological inputs, trained technical manpower and material required for construction organized systematically to reach out to communities and cater to their sanitation needs.

These guidelines offer all relevant information and the process of establishment and management of Production Centres and we hope it will help all those, who are interested in setting up production centres to promote sanitation.

1. What is Alternate Delivery Mechanism?

Alternate Delivery Mechanism in the field of sanitation denotes organizing logistics and manpower for effective service delivery, which in essence encompasses: Awareness creation and dissemination of knowledge, Demand generation for sanitary facilities and meeting the demand by offering different options to families to choose from, easy availability of trained masons, counseling and ensure availability of hardware required for construction of sanitary facilities, customer counseling, customer care and after sales service.

2. What is Production Centre?

A production center is a place, with loosely defined catchment area, have a team of trained masons and human resource for demand creation and follow up action and where sanitation related items, mainly for toilets, are constructed / pre-fabricated, stocked and are available to buyers on payment .

If appropriate, a retail outlet (Rural Sanitary Mart) can also be attached with a production centre, where sanitation items related with personal hygiene, home sanitation are also sold. Having such an outlet with a production centre will ensure that all the items required for sanitation and not merely toilets are available to consumers.

Therefore, a production centre with a retail outlet selling all sanitation related items can be termed as a:

One stop shop, where the consumers would get relevant information and know-how on technological options for toilet and other sanitary facilities, construction and all the items related to household sanitation, personal hygiene, and food and kitchen hygiene, along with the toilet construction material, and services of trained masons to facilitate construction of facilities. At this centre, facility of upgrading the existing toilets is also available to the consumers with emphasis on after sales service.

3. What does a Production centre do?

Production centre manufactures, fabricates or constructs parts of modular toilets, squatting slabs, cement rings for lining the pits, panels, roof and pit covers. It can also make doors. The

production centre, considering the community preferences, can also produce cement mosaic pans and traps, junction chambers, cement water storage tanks, cement mosaic flooring tiles, moulded pans, panels for compost pits, prefabricated drains etc.

If a Production centre does not have a Rural Sanitary Mart attached with it then the Production centre would normally sell the items which it is producing and would usually confine to counseling and construction.

Both, production centre and rural sanitary Mart are commercial ventures with social objectives and thus needs to be managed as a business.

4. Why Establish Production centres?

Studies, researches and surveys conducted to study the slow pace of sanitation coverage revealed that due to lack of appropriate supply chain links, the demand for facilities are not being fulfilled and thus the slow pace of sanitation. This missing link had been a major bottle neck in sanitation coverage, because even when there was demand for sanitation facilities there was no availability of mason or supply of rural pans or the correct technology appropriate for rural conditions.

Supply chain is required for linking the consumers with producers and for the promotion of comprehensive sanitation because it provides information and articles related to multi level hygiene such as personal hygiene, household hygiene and community hygiene and also makes available the customized construction material best suited for an individual

The basic objective of establishing the Production centre and Rural sanitary mart is to strengthen the supply chain for sanitation for construction of sanitary facilities. It implies that a production centres must have following:

- A marketing team, which would create awareness, engages in community consultations and motivates families to adopt better sanitary and hygiene practices. In short, these teams will be responsible for demand generation
- A team of trained masons, who can travel to the villages and construct different toilet models and can also guide / counsel families on toilet options
- A place where all sanitation related hardware is available on sale
- A place where information about all the available toilet options can be available

A Production Centre, therefore, would be a link between the prospective consumers of sanitation and the producers and retailers.

There exists, at present, poor links between the consumers and producers manifesting in a gap between demand and supply. Non availability of trained masons is another crucial bottleneck, which no body recognizes but is a fact. Usually, there are two types of scenario:

- Low demand or no demand for sanitary facilities and
- Demand is there but no or poor mechanism exists to cater to demand

Production centres are expected to cater to the existing demand and also generate new demand.

Lack of supply of rural pans and technology makes the available options unfit for rural conditions. Everyone can not afford the septic tank technology (Not even suitable for rural areas where no sewerage system exists) and at times unavailability of space makes it difficult to construct such type of toilet and unavailability of water disrupts its usage.

Practice of personal hygiene habits is also very low and so are disposal of solid and liquid waste. The overall scenario is very bleak and presents a discouraging picture. Efforts are required to be made to change this picture and thus need for strengthening the supply chain.

Major objectives of establishing Production centres are:

- ▣ To Bridge the gap between demand and supply in sanitation sector
- ▣ To Enhance sanitation coverage
- ▣ To promote alternate delivery mechanism
- ▣ To Make sanitation a lucrative business option for entrepreneurs
- ▣ Create job opportunities in rural sector
- ▣ Linking producers and consumers through a human resource network
- ▣ Create awareness about sanitation
- ▣ Motivate people to construct and use household toilets
- ▣ Discourage and completely stop the practice of open defecation
- ▣ Promotion of personal hygiene and household sanitation practices
- ▣ Promotion of healthy village environment

The Production Centres would provide the customers with quality products and services creating better experiences of life. Stress would be laid on developing technologically innovative toilet options keeping in mind its functionality, durability and affordability.

Mission of establishing Production centres is to create job opportunities in the sanitation sector and promote comprehensive sanitation in the area. Production Centres would provide technologically correct options according to the needs of the area and establish high standards of toilets that are used by each member of the family providing comfort and dignity to all. These units would also promote personal hygiene practices and good sanitary behavior, emphasizing on hand washing, usage of toilets and safe water handling practices.

5. How to establish a Production Centre: The Process

Important Steps to be followed are as follows:

Identification of Entrepreneur/ Agency / SHG / NGO etc



Identification of location and defining catchment area



Identification and training of marketing and sales team



Market research



Identification and Training of masons



Procurement of moulds, material, tools etc



Establishment of unit with construction facilities and curing tanks, storage space etc



Mobilization, Marketing (IEC activities)



Assessment, Analysis and Generation of demand



Develop Production schedule and produce articles



Construction of toilets & other sanitary facilities



Recovery of payment



After sales service



Satisfied customers



Sanitized village

It is very fragile in the initial stages hence all care should be taken up while establishment of such units. Usually gestation period is for initial six months and if managed professionally, it can achieve break even in normal situations in nine months. To establish a robust supply chain through establishment of production centres and Rural Sanitary marts, it is important that each and every step should be taken with care right from the beginning till a centre achieves break even. Some important steps, which must be borne in mind, are:

5.1 Identification of Agency:

Who will establish and manage a Production centre is very important and most DWSCs are unable to take a decision on this. DWSCs must be careful in identification of individuals / agency. A Production center can be established by entrepreneurs or individuals, SHGs, youth groups or any other CBOs at the village level or even NGOs and cooperative societies...

DWSCs can consider any of the above for support to establish a production centre or a rural sanitary mart but the final selection be based on the following considerations:

- Commitment to promote sanitation
- Wants to take up the responsibility to establish the PC / RSM as a business unit and not merely one of the activities under TSC with subsidies
- Willing to invest own resources, especially the capital investment (DWSC can support capacity building, support for moulds and tools, IEC activities and interest-

free revolving fund for construction of toilets, which must be recovered in a phased manner in a three year period, but recovery should not begin before six months of operationalization)

DWSCs can consider such proposals on merit basis and enter in to a Memorandum of understanding and release funds.

Thus the first step is to identify who among the above would be the most suitable to establish such a unit. However, if any entrepreneur or individual on its own has or is establishing a production centre or rural sanitary mart then DWSC must consider extending its support to the existing centre.

Whoever is identified to manage a production centre must have following capacities and abilities:

- Have leadership qualities
- Be able to work as a team member and also can lead the team
- Ready to take risks
- Understands financial management
- Be patient
- Have basic understanding of business
- Work with commitment
- Have communication skills
- Understand the principles of adult learning
- Understand process of behavior change
- Understand importance of sanitation
- Himself/herself construct and use a toilet at home and follow personal hygiene
- Can manage the unit as social entrepreneur

5.2 Identification of Location:

Identification of agency / Individual or a group is followed up by the identification of appropriate and strategic location where a production centre is to be established.

The location of a **PC / RSM** is important from its viability perspective

- The location should be chosen at a place where it can have high visibility and have easy access for the customers. Such strategic location can be:
 - At or near market place/weekly haat
 - Intersection of two or more roads
 - Near school/health center/panchayat bhawan/or any other prominent building in the village/panchayat
 - Near or on main road
 - The connectivity should be good for transportation
 - Potential market for sanitation
- The place where RSM / PC are established can either be rented or owned by individual/organization. The place should have ample space for manufacturing, stocking of raw material and finished products.
- Availability of electricity and supply of water are also necessary for choosing the site. A lot of water would be required for the curing tanks. Therefore, water availability is ensured.

5.3 Defining Catchment area:

The next step is to define the catchment area. Around 30-40 villages, depending on the size of villages may be determined as informal catchment for a production centre or a RSM.

Defining catchments helps the PC / RSM management to have a focused approach in the initial phase. Later on the catchments can be redefined and more villages, as per the capacity of a RSM / PC can be determined.

As part of future plans, after achieving break even, local networks would be developed and mini outlets or depots can be opened up at-

- locations of high demand
- places without good connectivity of transport
- far off place from the unit

5.4 Identification of Human Resource:

To successfully manage a production centre / RSM, following man power is required:

- **Entrepreneurs / Institution / Group / NGO:** To overall manage and run the PC / RSM as a social business.
- **Manager or In-charge:** To coordinate and manage day-to-day functioning and over all responsible for Production, procurement, manufacturing, quality assurance, maintenance of book of records and coordinate with government, Panchayats, vendors and to lead the team
- **Production in-charge:** To work as in-charge of the production centre and would be responsible for purchase of raw material, scheduling production, quality assurance, work allotment to masons and ensuring inventory management and dispatch of finished products, on request, to the construction sites.
- **Marketing and Installation in-charge:** To work as in-charge of leading the team for awareness creation, demand generation, market research, installation of toilets, labour payments at site, after sales service and follow up with customers.
- **Masons:** PC / RSM must have trained and skilled masons attached with it so that they can travel to the villages and construct the toilets as per consumer preferences. In case of Production centre, depending on the quantum of market size, masons have to be recruited to manufacture squatting plates, pit covers, roofs, parts of modular toilets, etc.
- **Marketing and sales team:** RSM / PC must develop a team of sales persons for marketing and follow up support. It would boost the sales and would also provide employment to the sales network. Marketing and sales team members can be either placed at Panchayat or village level depending on specific area.

5.5 Capacity building:

Capacity building of all the human resource employed directly or indirectly by a RSM or PC is necessary for optimum results. Capacity building of following is must to ensure smooth running of a PC or RSM:

- Orientation of PC / RSM managers on all aspects of sanitation, supply chain management and for managing the RSM / PC. The training duration should be not less than five days. Refresher be also done for the main functionaries.
- Training of Masons on sanitation, toilet options, toilet construction and communication skills etc. The training duration should be of five days with at least three days of field training. The objective of orienting masons is not only to upgrade their skills but also to develop them as motivators and managers.
- The identified marketing and sales team (also known as Motivators or Animators) should be oriented on concept and components of sanitation, Community mobilization, behavior change, principles of adult learning, communication skills, supply chain management, market research, PLA

techniques, after sales service, etc. The training of sales team should be of minimum of 7 days.

- Orientation of Market Research Teams: The market research teams should be oriented on sanitation, toilet options, communication skills, questionnaire, data collection and recording. The training should be of two day duration

It is very important that these training programmes should be done by experienced professional only otherwise it will just be routine activity without any yield. RSM / PCs being very fragile in the initial stages hence good professional training inputs are required.

5.6 Mobilization and Marketing:

Behavior change is not an easy process. It takes both time and patience and consistent efforts for achieving the desired results. After the market research is over and the marketing and sales teams have prepared the list of potential consumers the time comes for specific action.

For successful sanitation coverage it is advisable not to cover more than 30 villages at a time. And one member of the team should be chosen and permanently placed in one village. It would be advisable if he belongs to the same village. For bigger villages more than one person can be placed and conversely one person can take care of two smaller villages. The implementing agency needs to decide the placement of manpower at village / Panchayat level.

Though there are some general marketing and mobilization tools, which can be applied for sales promotion but each RSM / PC needs to develop its specific marketing strategy according to the feedback received from the market research and needs of area. The marketing strategy must be reflected in the specific business plans.

Here are some suggested strategies that can be adopted by a RSM / PC for spreading comprehensive sanitation in its area. A mix of all or any one activity can be adopted depending upon the clientele and local area requirements. Following are the suggestive list. PC / RSM can add to the list:

- Intensive sanitation drives
- village contact drives or door to door contacts
- focus group discussions
- inter personal communication / corner meetings
- cultural evenings
- nukkad natak
- community consultations using participatory tools
- spreading awareness through schools, AWW, ASHA
- Mobilizing CBOs / SHGs
- Exhibitions
- Wall Paintings
- Leaflets
- Road shows etc.

6. Rural Sanitary Mart / Production Centre: Establishment Process

The production center at the SUPPLY CHAIN UNIT comes to life once the demand is generated. It is headed by a production in-charge or production manager under whose supervision the master mason with one or two helpers constructs the various parts used in the construction of toilets specially the modular toilet. Pit covers, cement rings, side panels, roofs, pillars, squatting plates are all constructed by the master

mason with the right mix of iron, cement, grit and concrete. Wire mesh and iron bars are used in between the cement mixtures to give the article the required strength.

All the items are dipped in the curing tank for a day or two to strengthen them. Proper availability of water is necessary for the curing tank.

Production center needs to procure the raw material required for construction after proper survey in the market to get the best deal so that the community gets the ready articles at a reasonable cost. Buying in bulk would always be advisable unless there are very few orders and the storage space in the unit is insufficient.

The production center can have its own transport vehicle to dispatch the ready material along with super structure and pan and traps to the construction site. It could be a man driven cart or a small pick up van or anything else also.

Proper records need to be maintained to record daily production which would give cumulative weekly and monthly production at a glance. It is important for the unit manager or the entrepreneur to personally keep an eye on the production and dispatch so that demand generated could be met as promptly as possible and also there is no possibility of theft.

Format for the production register is annexed for reference

1. Sales promotion

Promotion of sales is vital for the SUPPLY CHAIN UNIT otherwise it would not be viable and would become dead soon. Thus sales need to be promoted using different marketing strategies mentioned above and also by proper advertising in the catchments area by displaying hoardings, banners, wall paintings, and distributing leaflets. Marketing and sales team comprising of one person from each of the villages of the catchment area would be the main force promoting the sale.

To create awareness and to make the SUPPLY CHAIN UNIT visible to all, Wall paintings are required to be made and hoardings and banners to be displayed at strategic locations all over the catchment area. It would be a good idea to conduct sanitation drives in the catchment area by the sales team twice in a year, with the help of community to mobilize them for term results. This activity should be taken up by the Production Centres / RSM as part of sales promotion.

The tentative time for conducting these bi-annual drives could be after holi and before diwali so that the village looks clean and sanitized

8. Business plan

Each PC / RSM needs to develop its own specific business plan to generate demand and promote sales so that it becomes a profit earning venture and sanitation can be promoted as a business.

- After finalizing the location, the next important step is to order for moulds, pans and traps.
- Before starting up with the market research it is essential to identify masons and sales and marketing team from the catchment villages.
- As soon as the marketing team finishes with their research and have demand in hand PC / RSM must be ready with masons to construct toilets wherever required. The faster the work, more demand it would generate.
- During the market research the sales representatives would go to each household, ask questions according to the format and write the responses in the form. There should be no manipulation in the answers for correct analysis of the market.

- Market research is crucial for the success of PC / RSM as it provides vital information on market segments, consumer choices and profile of consumers- consumers that are ready for construction, consumers that have shown little interest and can show willingness after little persuasion and consumers who have rejected the very idea of toilets and needs to be worked upon.
- Lists of all three kinds of consumers should be separately maintained in one register. A comprehensive list of the village should also be made in the same register.
- Once a toilet is constructed in any house hold it should be tick marked in the village list. Simultaneously the names of households showing readiness for construction should be shifted from list B to list A. similarly names of households showing little interest but still needing persuasion or in other words names of prospective clients should be shifted from list C to list B.
- In other words
 - list A-list of ready consumers,
 - list B- list of prospective consumers and
 - list C- list of distant consumers
- All these above lists, along with the village list would be maintained by the marketing in-charge of that particular village.
- On a weekly basis the list of ready consumers can be reviewed by the Marketing-in-charge and accordingly PC / RSM, production in-charge can be advised to dispatch material for the construction for those many toilets to the mason in-charge of that village.
- So for effective and economical dispatch of material, availability of construction material along with the availability of masons would be ensured by the manager.
- All the material required for construction of one toilet at one site be transported together in one round instead of sending the material in parts. This would not only check cost but also check breakage and damage and also ensure construction on time.
- While transporting the construction material, the unit in-charge should check with the form to ensure the type of toilet demanded by the consumer and refer to the check list to so that all the material is correctly loaded.
- It would be the responsibility of the manager to get everything loaded perfectly. And in his absence the production in-charge would be responsible for loading the material
- A gate pass would be issued to the loading van. This would keep a check on stock and the material dispatched so that there are no false stories of damage and the people involved are not able to sell the material at their convenience.

Financial

A Production centre / RSM must maintain books of record meticulously. Each unit must maintain following:

Management:

- Demand register
- Order form/order register
- Village list
- Production register
- Inventory register
- Dispatch register
- Gate pass register
- Cash book
- Recovery list

12. Incentives

The masons and the members of the sales and marketing team can work with the SUPPLY CHAIN UNIT either on incentive basis and paid separately for each activity that they conduct and the number of demand for toilets that they generate or they can be on the monthly rolls of the unit and paid at the end of each month. Each unit is free to adopt any method that is suitable to it.

The master mason and his helper can also be paid either on daily wages or on monthly basis.

The unit manager, marketing manager, production manager should be paid on monthly basis for a financially viable unit

13. Financial management and expenditures

- The finances would be managed by the manager and every year accounts are to be audited with profit loss account statement
- All books of accounts would be maintained by the person in-charge but would be checked by the unit in-charge at least once every month.
- For financial management the manager would keep note of
 - all the toilets constructed
 - Cash / Payment received against the construction of these toilets
 - Payment still to be recovered along with the date of commitment
 - Payment paid as advance for raw material- net, iron bars, cement, grit, bricks
 - balance payment to be paid for the raw material along with the committed date
 - Payment paid for pans and traps - advance and balance
 - Amount paid for doors - advance and balance
 - Amount paid for super structures - advance and balance
 - requirement of the raw material so that money can be arranged for its procurement
 - payment of salaries - advance and balance
 - payment of incentives
 - rent
 - electricity bills
 - water bills
 - stationary
 - tea and snacks
 - miscellaneous expenses
 - etc

14. Bank account, balance sheet, audits etc.

- The P C / RSM would have a bank account in the nearest bank in its name.
- The unit in-charge would handle this bank account.
- There would be 2-3 signatories for this account in case of an organization, to prevent mishandling / misappropriation by an individual.
- The accounts of the unit would be audited at the end of every month by a professional accountant to check discrepancies and to maintain transparency in financial dealings.
- An annual balance sheet would be prepared.
- If the SC unit is managed by an organization the balance sheet and the bank statements would be shared with the members bi-annually.

15. Sales book etc

All the toilet options available at the PC would be displayed in a book for promotion of toilet construction. This would be called the sales book.

This Sales book would have all the options of the toilets in colorful pictures with all possible permutation and combination along with the cost. The customers would be able to choose the option best suitable for them by going through this book.

Sales and marketing representative and masons would carry the sales book with all the time.

16. Branding the Production Units

Branding the Production centre / RSM is essential for

- Recognition
- Ease of the customer to have access to it
- Making the toilet a sellable commodity
- Easy approach by lay man
- Easy advertisement and publicity
- People recognize and connect with brands easily
- Brand name will allow a catchy slogans and punch lines to go with it
- Promoting sanitation as a business

The different brands of toilets can also be branded as-

- **Sugam**- single pit, brick or single cement ring lined toilet with bamboo or plastic superstructure. Lowest in cost worth Rs.....
- **Sulabh**- double pit, brick or cement lined toilet with brick superstructure, with or without plaster. Medium range toilet worth Rs.....
- **Sadabahar** – double pit, three cement rings lined pit with modular superstructure. Highest in cost worth Rs.....

Any brand name that is finalized would have specific font and colours and all the units using the brand name would have to adhere to the logo. In case it of difficulty in replicating the logo it would not be used. All stationary, IEC material, hoardings, banners, stickers etc. would have the same logo.

The prominent colours of the logo would be used in the dress of the sales representative and masons so that they can be easily recognizable.

18. after sales service

All the consumers and users of house hold toilets will be given the facility of after sales service by the UNIT whether their toilet has been constructed by the unit or not. The pool of masons would render their services to the consumers and charge according to the fault. The person requiring after sales service can either contact the unit or can even contact the mason directly and pay him. The record for all the after sales service jobs done through the unit would be properly maintained and reviewed every month to find out what kind of problems are being faced by the customers. In case of technical problems the design or the model would be upgraded to overcome further problems in future.

SALES BOOK

TOILET OPTIONS WITH COSTS

Single pit offset with non plastered brick superstructure with roof and door. Cost Rs.3500



Pit Lining (Bricks)

मूल्य मात्र

3,500 रु.

सदाबहार जनता शौचालय :-

1. यह सबसे कम लागत वाला परंतु पुर्णगुणवत्ता वाला भौचालय है। इसमें भौचालय कक्ष खड़ी ईटों को सीमेन्ट द्वारा मजबूत जुड़ाई कर निर्मित किया जाता है।
2. इसमें लोहे की पतली चादर का दरवाजा होता है जो लकड़ी के फ्रेम पर लगाया जाता है जो बाहर व अन्दर से बन्द किया जा सकता है।
3. इस भौचालय में अपशिष्ट विसर्जन के लिये एक गद्दे का प्रावधान है जिसको जंक इन बॉक्स द्वारा भौचालय से जोड़ा जाता है। आगामी पाँच वर्षों में कभी भी परिवार दुसरे गद्दे का निर्माण स्वयं या हमारे द्वारा कर इसे विनिष्ट भौचालय में क्रमोन्नत कर सकता है।
4. गद्दे को सीमेन्ट, कन्क्रीट व लोहे से पुर्व निर्मित मजबूत ढक्कन से ढका जाता है।
5. इस भौचालय में गुणवत्तापूर्ण सही तकनीक वाला चीनी मिट्टी का रूरल पेन व ट्रेप लगाया जाता है, जिसके कारण इसमें बहुत कम पानी के उपयोग की आवश्यकता होती है। यह पूर्णतया दुर्गन्ध रहित है।
6. भरे हुए गद्दे से एक वर्ष पचात ढक्कन हटाकर उत्तम किस्म का खाद प्राप्त किया जाता है।
7. इसमें धुप, हवा व वर्षा से बचाव के लिये एस्बेस्टोस की नालीदार छत लगायी जाती है।
8. वर्तमान में भौचालय के गद्दों से लेकर सम्पूर्ण निर्माण, रंग रोगन सहित मात्र 3,500 रु. में परिवार को दिया जा रहा है।

Single pit offset with brick lining and brick superstructure with door and roof Cost Rs.5000



Pit Lining (Bricks)

मूल्य मात्र

5,000 रु.

सदाबहार सुविधा शौचालय :-

1. यह ईंटों द्वारा निर्मित होता है इस भौचालय में ईंटों को सीमेन्ट के द्वारा मजबूत जुड़ाई की जाती है परंतु अंदर व बाहर प्लास्टर नहीं किया जाता है।
2. इसमें पतली लोहे की चादर का दरवाजा लगाया जाता है जो बाहर व अन्दर से बन्द किया जा सकता है।
3. इस भौचालय में अपशिष्ट विसर्जन के लिये एक गढ़ड़े का प्रावधान है जिसको जंक इन बॉक्स द्वारा भौचालय से जोड़ा जाता है। आगामी पाँच वर्षों में कभी भी परिवार दुसरे गढ़ड़े का निर्माण स्वयं या हमारे द्वारा कर इसे विनिष्ट भौचालय में क्रमोन्नत कर सकता है।
4. गढ़ड़े में ईंटों की जालीनुमा चुनाई सीमेन्ट के साथ की जाती है, ताकी गढ़ड़ा धसे नहीं जिससे मल-जल व गन्ध का भूमि द्वारा आसानी से अवशोषण किया जाता है।
5. इस भौचालय में गुणवत्तापूर्ण सही तकनीक वाला चीनी मिट्टी का रूरल पेन व ट्रेप लगाया जाता है जिसके कारण इसमें बहुत कम पानी के उपयोग की आवश्यकता होती है। यह पूर्णतया दुर्गन्ध रहित है।
6. गढ़ड़े को सीमेन्ट, कन्क्रीट व लोहे से पुर्व निर्मित मजबूत ढक्कन से ढका जाता है।
7. भरे हुए गढ़ड़े से एक वर्ष पचात ढक्कन हटाकर उत्तम किस्म का खाद प्राप्त किया जाता है।
8. इसमें लोहे की जाली, सीमेन्ट व कन्करीट द्वारा पुर्व निर्मित मजबूत छत को धूप, हवा व वर्षा से बचाव हेतु लगाया जाता है।
9. वर्तमान में भौचालय के गढ़ड़ों से लेकर सम्पूर्ण निर्माण, रंग रोगन सहित मात्र 5,000 रु. में परिवार को दिया जा रहा है।

Double pit with brick lining and brick superstructure and both sides plastered with door. Cost Rs 8000



Pit Lining (Bricks)



Pit Lining (Bricks)

सदाबहार विशिष्ट शौचालय :-

1. यह ईटों द्वारा निर्मित होता है जिसमें बाहर व अन्दर सीमेन्ट का मजबूत प्लास्टर किया जाता है।
2. इसमें मजबूत लोहे की मौटी चादर का दरवाजा होता है जो बाहर व अन्दर से बन्द किया जा सकता है।
3. इस भौचालय में अपशिष्ट पदार्थ विसर्जन के लिये दो गड्ढे बनाये जाते हैं। जिन्हें जंकान बाक्स द्वारा जोड़ा जाता है।
4. इसके गड्ढों में ईटों की जाली नुमा चुनाई सीमेन्ट के साथ की जाती है ताकि गड्ढा धंसे नहीं। जिससे मल, जल व गंध का भूमि द्वारा आसानी से अवशोषण किया जाता है।
5. गड्ढे को सीमेन्ट, कन्क्रीट व लोहे से पुर्व निर्मित मजबूत ढक्कन से ढका जाता है।
6. इस भौचालय में गुणवत्तापूर्ण सही तकनीक वाला चीनी मिट्टी का रूरल पेन व ट्रेप लगाया जाता है जिसके कारण इसमें बहुत कम पानी के उपयोग की आवश्यकता होती है। यह पूर्णतया दुर्गन्ध रहित है।
7. एक समय में एक गड्ढे में अपशिष्ट पदार्थ एकत्रित होता है व छः सदस्यों के परिवार के लिए सामान्यतः पांच से छः वर्ष में भर जाता है। पहले गड्ढे के भरने पर दुसरा गड्ढा चालू करना होता है।
8. भरे हुए गड्ढे से एक वर्ष पचात ढक्कन हटाकर उत्तम किस्म का खाद प्राप्त किया जाता है।
9. इसमें लोहे की जाली, सीमेन्ट व कन्क्रीट द्वारा पुर्व निर्मित मजबूत छत को धूप, हवा व वर्षा से बचाव हेतु लगाया जाता है।
- 10- वर्तमान में भौचालय के गड्ढों से लेकर सम्पूर्ण निर्माण, रंग रोगन सहित मात्र 8,000 रु. में परिवार को दिया जा रहा है।

Modular Toilet with twin pits lined with cement rings
Cost Rs.10000



Cement rings pit lining



Cement rings pit lining

सदाबहार मॉड्यूलर शौचालय

1. यह सीमेन्ट, कन्क्रीट व लोहे से निर्मित होता है।
2. इसमें चार कालम व अठारह पाटिये, पिट कवर व छत उत्पादन केन्द्र पर निर्मित कर इच्छुक परिवार के यहाँ एक दिन के अन्दर लगा कर भौचालय तैयार करते हैं।
3. इसमें मजबूत लोहे की मोटी चादर का दरवाजा होता है जो बाहर व अन्दर से बन्द किया जा सकता है।
4. इस भौचालय में अपशिष्ट पदार्थ विसर्जन के लिये दो गद्दे बनाये जाते हैं। जिन्हें जंकान बाक्स द्वारा जोड़ा जाता है।
5. प्रत्येक गद्दे में तीन सीमेन्ट की जालीदार रिंग लगाई जाती है। जिससे मल, जल व गन्ध का भूमि द्वारा आसानी से अवशोषण किया जाता है।
6. गद्दे को सीमेन्ट, कन्क्रीट व लोहे से पूर्व निर्मित मजबूत ढक्कन से ढका जाता है।
7. इस भौचालय में गुणवत्तापूर्ण सही तकनीक वाला चीनी मिट्टी का रूरल पेन व ट्रेप लगाया जाता है जिसके कारण इसमें बहुत कम पानी के उपयोग की आवश्यकता होती है। यह पूर्णतया दुर्गन्ध रहित है।
8. एक समय में एक गद्दे में अपशिष्ट पदार्थ एकत्रित होता है व छः सदस्यों के परिवार के लिए सामान्यतः पांच से छः वर्ष में भर जाता है। पहले गद्दे के भरने पर दुसरा गद्दा चालू करना होता है।
9. भरे हुए गद्दे से एक वर्ष पचात ढक्कन हटाकर उत्तम किस्म का खाद प्राप्त किया जाता है।
10. इसमें लोहे की जाली, सीमेन्ट व कन्क्रीट द्वारा पूर्व निर्मित मजबूत छत को धूप, हवा व वर्षा के बचाव हेतु लगाया जाता है।
- 11- वर्तमान में भौचालय के गद्दों से लेकर सम्पूर्ण निर्माण, रंग रोगन सहित मात्र 10,000 रु. में परिवार को दिया जा रहा है।

Brick superstructure with both sides plastered
twin pits lined with cement rings Cost Rs.9000



Cement rings pit lining



Cement rings pit lining

सदाबहार उत्तम शौचालय :-

1. यह ईंटों द्वारा निर्मित होता है इस पर बाहर व अन्दर सीमेन्ट का मजबूत प्लास्टर किया जाता है।
2. इसमें मजबूत लोहे की मौटी चादर का दरवाजा होता है जो बाहर व अन्दर से बन्द किया जा सकता है।
3. इस भौचालय में अपशिष्ट पदार्थ विसर्जन के लिये दो गद्दे बनाये जाते हैं। जिन्हें जंकान बाक्स द्वारा जोड़ा जाता है।
4. प्रत्येक गद्दे में तीन सीमेन्ट की जालीदार रिंग लगाई जाती है। जिससे मल, जल व गन्ध का भूमि द्वारा आसानी से अवशोषण किया जाता है।
5. गद्दे को सीमेन्ट, कन्क्रीट व लोहे से पुर्व निर्मित मजबूत ढक्कन से ढका जाता है।
6. इस भौचालय में गुणवत्तापूर्ण सही तकनीक वाला चीनी मिट्टी का रूरल पेन व ट्रेप लगाया जाता है जिसके कारण इसमें बहुत कम पानी के उपयोग की आवश्यकता होती है। यह पूर्णतया दुर्गन्ध रहित है।
7. एक समय में एक गद्दे में अपशिष्ट पदार्थ एकत्रित होता है व छः सदस्यों के परिवार के लिए सामान्यतः पांच से छः वर्ष में भर जाता है। पहले गद्दे के भरने पर दुसरा गद्दा चालू करना होता है।
8. भरे हुए गद्दे से एक वर्ष पचात ढक्कन हटाकर उत्तम किस्म का खाद प्राप्त किया जाता है।
9. इसमें लोहे की जाली, सीमेन्ट व कन्क्रीट द्वारा पुर्व निर्मित मजबूत छत को धूप, हवा व वर्षा से बचाव हेतु लगाया जाता है।
10. वर्तमान में भौचालय के गद्दों से लेकर सम्पूर्ण निर्माण, रंग रोगन सहित मात्र 9,000 रु. में परिवार को दिया जा रहा है।

हमारे द्वारा निर्मित सभी प्रकार के
भौचालय उत्कृ ट उत्पाद है ।
यह आपके परिवार को बिमारियों
से बचाएगा ।

यह आपको सदैव सुविधा, सुरक्षा
व सम्मान प्रदान करेगा ।