

SAAFCITY CAMPAIGN PROJECT REPORT

**AUTHORED BY:
CIVIC INNOVATION FOUNDATION**

SUPPORTED BY:



| CONSUMER PRODUCTS



Table of Contents

Executive Summary.....	03
Operations.....	04
Program Design.....	05
Trainings.....	06
Volunteer Kits and Reception.....	07
Engagement.....	08
Government Partnerships.....	09
Metrics.....	10
Successes.....	14
Challenges and Recommendations.....	15
Acknowledgements.....	16



EXECUTIVE SUMMARY

Mumbai produces close to 6,000 metric tonnes of solid waste every day – among the highest in India. Solid waste management is a pressing issue in the city, with significant impacts on the bastis or low-income settlements in particular. The city's rapid urbanisation and population growth have led to a sharp increase in solid waste generation, straining existing waste management infrastructure and posing environmental and health hazards, especially in marginalised communities. Our aim with the SaafCity Campaign is to demonstrate how civic action among young citizens can aid efforts in effective solid waste management.

The SaafCity Campaign is a small pilot program that focuses on behaviour change communication to encourage segregation of household waste, especially in Mumbai's informal settlements, as it is particularly challenging for urban authorities. Using their networks within the community, young residents of bastis were also tasked with conducting a short survey of homes in the community that collected information about the issues faced by residents in the case of waste disposal. Building upon the pilot, this data can be further consolidated and passed on to the solid waste management department in the respective wards to ensure timely interventions. Through the SaafCity Campaign, we are working towards building healthier and resilient urban cities. The program attempts to aid the efforts undertaken by the Brihanmumbai Municipal Corporation (BMC), as well as by the Government of Maharashtra under the Swachh Bharat Abhiyaan to effectively address the problem of waste segregation and disposal. This initiative hoped to bring awareness in communities through youth mobilisation and bridge the gap between governments and citizens through communication.

Young citizens show a propensity towards civic action, and the SaafCity campaign was designed to harness this energy and create positive impact within communities. Volunteers were also taken on a field visit to a solid waste management facility to see how segregation can help prevent waste accumulation.

Working within their communities, the volunteers were encouraged to observe and impact behaviour among their fellow citizens and support local authorities through civic engagement over a period of 8-10 weeks. Through this pilot phase, we have trained 53 volunteers who reached 2,687 homes across 2 wards in the Mumbai Metropolitan Region from November, 2023 to March, 2024.

About Civis

Civic Innovation Foundation, through its platform 'Civis', provides targeted stakeholder engagement services to governments. Civis works to co-create and conduct efficient consultations, which subsequently address on-ground challenges through effective policy interventions. Our work involves consultation design, simplifying policy documents, conducting outreach and gathering constructive feedback from citizens on draft laws and policies. You can learn more about the public consultation process and our work at www.civis.vote

OPERATIONS

Waste accumulation and its impact on health and environment are particularly high in the low-income pockets in Mumbai. Densely populated areas often pose the challenges of inadequate waste collection and disposal systems. Narrow lanes and congested spaces make it difficult for waste collection vehicles to access every household efficiently. As a result, some areas remain underserved or entirely excluded from formal waste collection services provided by civic authorities. Moreover, the lack of segregation at the source leads to mixed waste streams, making recycling and proper disposal more challenging. In bastis where awareness about waste management practices may be limited, improper handling of waste further contributes to the increasing volumes of waste accumulating in landfills in the city. It is imperative for citizens to work alongside corporators and civic machinery to address the challenges posed by waste for the health and well-being of the community.

Borrowing from the success of the ChooMacchar Campaign, a vector-borne disease prevention program, implemented by Civis between April 2022 to March 2024 in a phased manner, the current SaafCity Pilot aimed to target behaviour change in the community and strengthen the rapport between the government and citizens. The ChooMacchar Campaign laid the groundwork for youth engagement models that drive civic action. The SaafCity Pilot, therefore, was also an exercise in validity and transferability of the program design built and refined during the ChooMacchar Campaign.



Volunteer Pools and Ward Selection

The pilot program targeted young citizens aged between 14 and 20 years. Building on our established partnership with SNEHA (Society for Nutrition, Education, and Health Action), we engaged their youth volunteers for the program. Our past collaboration with SNEHA during the ChooMacchar Campaign revealed the volunteers' strong civic-mindedness and social responsibility, making them ideal candidates for the pilot.

Based on our prior work with SNEHA in Kandivali and Dharavi wards, where both the organisation and youth volunteers exhibited a keen motivation to address waste management issues, we selected corresponding wards R/South and G/North for implementing the SaafCity pilot program.

PROGRAM DESIGN

The program design was significantly influenced by the insights gained from the three previous iterations of the ChooMacchar Campaign. The workshops were structured to enhance the volunteers' capacity, while the activities were designed to mobilise the community and affect behaviour change. A brief timeline of the program is as follows:



TRAININGS

Workshop Design

In the program structure, the two workshops and field visit acted as pillars for the entire intervention. The goal was to equip the young volunteers with various skills and to inspire and promote civic action. The first workshop focussed on the program content and activities. The second meeting, which was a field visit to a solid waste management facility, helped the volunteers understand the process of waste processing first hand. They also witnessed how the civic body and citizens can work collaboratively. The third workshop consolidated the volunteers' learnings and skills through a session on how they can build a professional profile for themselves by using their volunteer experiences. The workshops in particular as well as timeline as a whole were finalised after incorporating the feedback from our partners, SNEHA and Aakar Mumbai.

The workshops were designed using the principles of experiential learning. Each training workshop involved learning aids such as discussions, quizzes, pop-culture elements, skits, group activities, group discussions, and collective brainstorming. Activities such as CV writing were employed, and found to be very impactful. The activities were supported by the audio-visual learning tools to enhance the effectiveness of the workshops. Each workshop had a run time of about 60-90 minutes. The workshops aimed to achieve certain objectives and learning outcomes set at the start of each training. The workshop activities were designed to be eclectic and easy to tweak in order to suit various cohort demographics. It was essential for the workshop facilitators to create a fun, high-energy environment to sustain the participants' motivation throughout the program. Interactions and meet-ups with civic authorities or other stakeholders were organised for the youth volunteers as an exercise in understanding how a relationship can be formed with the civic bodies.

The volunteers were tasked with a community engagement activity in the weeks between the workshops. Specifically designed SaafCity kits were distributed amongst volunteers to help make the activity easier. In the initial two weeks of the campaign, the volunteers were encouraged to visit homes in their own neighbourhoods to spread awareness about waste segregation, with a focus on three categories of waste – wet, dry, and hazardous. Along with this, they were also expected to administer a short survey to the residents they interacted with. The aim for this survey was to understand the waste disposal mechanisms available in the community, and to gather information regarding any gaps in service provision which could be remedied through increased collaboration with civic bodies.

TRAININGS

In the second half of the campaign, the volunteers were encouraged to revisit the homes again to re-administer the survey to check whether the availability of services (or the lack thereof) was consistent over the month. They also enquired whether the residents had started to undertake any household waste segregation activities. Responses regarding the extent of behaviour change and reasons for the same were noted in the same survey forms.



SaafCity Kits

All volunteers were provided SaafCity Volunteer kits during the first workshop. The kits consisted of a folder containing a laminated guide to household waste segregation, a record keeping form to maintain a diary of waste collection activities in the community, a notebook, a pen, an ID card, and a parental consent form. The use of each of these items was explained to them during the first training itself. The purpose of the kit was to help them carry out their fieldwork with ease.

The volunteers found the laminated guide extremely helpful in carrying out the awareness campaign in homes, and used the record keeping forms to make a note of all the homes they visited. The guide explained the three categories of waste -- wet, dry and hazardous -- using simple language and graphics in Hindi and English. The volunteers administered the survey questions mentioned in the record keeping form to each resident they interacted with, thereby consolidating information on the waste collection mechanisms available in the community. This also helped to keep the volunteers accountable to their targets and helped us gain insight into how the community deals with its waste. The waste diary also had the space to record the reactions of the community which made a great difference in measuring behaviour.

Reception

Given the structure and nature of the trainings, all the volunteers were expected to actively participate in each workshop. Volunteers from different cohorts, wards and age groups responded differently to each training. Adjustments and iterations were made to the workshops and they were kept dynamic specifically to meet these varying needs.



The workshops were received very well by the participants. Moreover, they were also appreciated by the civic authorities, external observers, and teachers across institutions for their interactive nature.

WASTE DIARY

Name: _____ Institution: _____

No.	House Address	How many days was garbage picked up?	Was it picked up at the same time everyday?	Was it picked up from the house or outside?	Was wet and dry garbage segregated everyday?	Additional Comments
		कितने दिनों तक कचरा उठाया गया?	सब कबो-कबो हर दिन एक ही समय पर उठाया जाता है?	(Tick one) घर बाहर से उठाया जा रहा है या घर के अंदर से?	कचरा रोज रोजी उठाया जा रहा है और नमी कचरा भी अलग किया जा रहा है?	अन्य टिप्पणी
		(Yes/No)	(Yes/No)	(Yes/No)	(Yes/No)	
1	1			Home (घर)		
	2			Outside (बाहर)		
2	1			Home (घर)		
	2			Outside (बाहर)		
3	1			Home (घर)		
	2			Outside (बाहर)		
4	1			Home (घर)		
	2			Outside (बाहर)		





ENGAGEMENT

Keeping volunteers actively engaged throughout the program.

The program design involved engaging the volunteers for 8-10 weeks to carry out community interventions in homes in their respective areas. While they underwent two trainings and a field visit during this time, keeping them involved between the interactions was a key part of ensuring success in outcomes.

Various communication channels, incentives, and in-person activities kept volunteers engaged. Through our engagement with the volunteers during the ChooMacchar campaign, it was observed that not every participant had access to a phone or the internet. Thus, it was decided that weekly check-ins would be conducted in person at the SNEHA centres with all volunteers. These 30-minute check-in sessions were facilitated by the interns to troubleshoot problems, build accountability, and keep volunteers informed and motivated. The program coordinators in SNEHA also checked in with the volunteers regularly to keep the students motivated.

The logistics of these weekly check-in meetings were decided collaboratively to incorporate the volunteers' academic schedules. Most of the participants from municipal schools used their family member's mobile phones to connect with us. Understanding the different engagement levels among volunteers helped us tailor the program's approach to better suit the volunteers' needs and keep them motivated throughout the duration of the program. All the volunteers participating in the campaign were also given certificates of participation to acknowledge their efforts in the program.



GOVERNMENT PARTNERSHIPS

When designing the SaafCity pilot, our team conducted multiple visits to the Solid Waste Management (SWM) Departments of the Brihanmumbai Municipal Corporation in G/North and R/South wards, where the pilot was slated for implementation. As it was our first collaboration with the SWM department, these visits provided valuable insights into the department's organisational structure. Subsequently, we engaged in discussions with department heads and officials responsible for the targeted localities to outline the purpose and objectives of the pilot.

During these meetings, we actively sought feedback on specific behaviour changes that could contribute to addressing waste management challenges in these areas. Additionally, we inquired about the civic body's focus areas for the year, ensuring that our program activities align seamlessly with the municipal corporation's ongoing initiatives. These meetings helped us form relationships with the ward-level officers and contributed to the program design and activities. The initiative was greatly appreciated by officers in both wards.



METRICS

Volunteer Cohorts

Cohort	No. of Volunteers	Ward
SNEHA EHSAS Kandivali	35	R/South
SNEHA EHSAS Dharavi	17	G/North

Training Schedule

Date	Type of Activity	Cohort
21st November, 2023	First Workshop	SNEHA EHSAS, Kandivali
3rd January, 2024	First Workshop	SNEHA EHSAS, Dharavi
17th February, 2024	Field Visit with Aakar Mumbai	Both Cohorts
18th March, 2024	Second Workshop	SNEHA EHSAS, Dharavi
22nd March, 2024	Second Workshop	SNEHA EHSAS, Kandivali

METRICS

Metrics are essential in understanding the output, outcome, and impact of any program. To help us analyse performance and keep track of successes, monitoring and evaluation of the program was undertaken weekly.

We have analysed metrics on the following parameters:

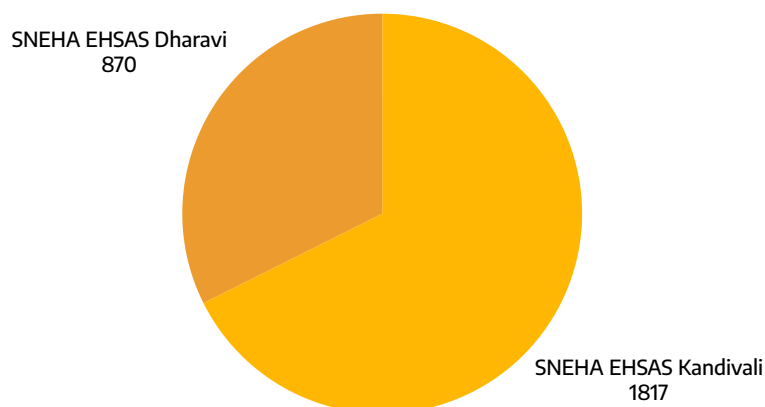
- The number of youth trained - 52
- The number of training sessions held - 5
- The number of homes visited/surveyed by volunteers - 2,687
- The number of revisits conducted by volunteers - 2,174

52 volunteers visited
2,687 homes across
2 wards.

Home visits across both cohorts:

Both the cohorts performed equally well in the campaign. Many of the volunteers visited more than 50 homes, with some even going beyond the target of homes.

More homes were covered in the R/South area as the number of volunteers in the Kandivali cohort were more as compared to the Dharavi cohort.



No. of homes reached by volunteers

METRICS

Cohort-wise Performance

Cohort	Home Visits	Follow-up Visits	Volunteers
SNEHA EHSAS Kandivali	1,817	1,655	35
SNEHA EHSAS Dharavi	870	519	17

Proportion of Revisits

The volunteers revisited a total of 2,174 homes across both cohorts. Thus, 80.9%, which is more than two thirds of the total homes visited, were re-visited by volunteers across the 2 wards.



Inferences from the Survey

In addition to spreading awareness about waste segregation, the volunteers also administered a short survey to all residents they interacted with. The purpose of this survey was to understand the waste disposal mechanisms available in their communities. Following are the inferences from the same:

- In the survey, many areas reported that a door to door collection facility for waste was not available to them. In some cases, households reported having to pay a fee of Rs. 10 to Rs. 20 to avail of the waste pick up facilities.
- Many households reported that while waste was being collected from home, the frequency of such collection was irregular.
- Many houses reported that waste collection itself was not being done in a segregated manner, due to which they did not see merit in segregating waste themselves.

METRICS

Inferences

- Overall, the students were very motivated and gave their best to the campaign. This may be because they themselves have been dealing with the problem of waste management for many years, and therefore see merit in implementing a program like this in their communities. Through conversations prior to the session, it was observed that the volunteers were already familiar with the issues of waste disposal in their communities. The program further contextualised this by giving them an overview of the waste management issue in the city and steps to remedy the same.
- Most students in both Dharavi and Kandivali cohorts went to 100 houses each. The in-person follow ups conducted by interns may have helped in keeping them motivated.
- Even though attendance dropped after the first workshop, the volunteers remained consistent in their home visit activities. This was because the field visit and the second workshop dates clashed with many volunteers' final exams as well as with Ramzan, when many volunteers were observing a fast.

Highlights

- All the workshops were highly appreciated by all volunteers. They were able to positively contribute to the discussions and had useful takeaways at the end of the workshops.
- The field visit was very impactful and was a great motivator for the volunteers as it helped them see merit in their own community engagement activities.
- Contextualising the experience in the form of a professional profile helped further the volunteers' professional development.





SUCCESSES

The pilot project successfully achieved many of its goals:



Volunteer Engagement:

The pilot program witnessed enthusiastic and proactive engagement from all volunteers, in spite of exams and festivals clashing with the program timeline. This may have been because of the volunteers' own sense of responsibility towards their communities, as observed during conversations between facilitators and volunteers during workshops, because of multiple in-person check-ins that helped keep them motivated.



Trainings:

The methodology and design of the workshops were appreciated by our partners and were well received by the volunteers. The workshops are dynamic and experiential in nature, which helped to achieve their learning outcomes.



Target & Performance

In the pilot program, the target set for volunteers was to reach 500 homes as a part of their home visit activity. The volunteers surpassed this target by a huge number, by reaching 2,687 homes altogether. Regular in-person follow-ups, encouragement from coordinators, and the opportunity to witness the waste management process first-hand helped in keeping the volunteers motivated and spreading awareness among as many homes as possible.



Field Visit

One of the biggest wins for the program has been the successful execution of interaction between young citizens and non profit stakeholders working in the field. The youth volunteers reported having enhanced their knowledge about waste management and developed more confidence in the program activities after this interaction. They also gained insight into how governments and citizens can work together.

CHALLENGES AND RECOMMENDATIONS

CHALLENGES



Workshop Logistics

Scheduling workshops was challenging with both cohorts given the program timeline. As most volunteers had final exams going on or were fasting during Ramzan, it was difficult to find mutually convenient time slots when everyone would be available.



Citizen-Government Interactions

Given the tight deadlines for the campaign, an interaction between officials from the BMC and the students could not be scheduled. Such an interaction would have further motivated the students, added to their learnings and further helped in cultivating rapport between the civic authorities and the community.

RECOMMENDATIONS



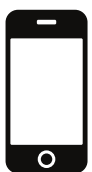
Program Structure and Duration

Given the volunteers' exam schedules and festivals, adapting to the volunteers' calendars may provide better results as the students have enough time for conducting home visits and follow-ups.



Government Partnerships

The volunteers across all cohorts may greatly benefit from interacting with the SWM officers from their wards. It may help form a better relationship between the civic body and the communities they visit. Going forward, these interactions can be scheduled as a part of the campaign, preferably between the 1st & 2nd workshops so that the volunteers are equipped with accurate information and contact details when conducting home visits and awareness sessions. These meet-ups can also be opened up to the volunteers' family members and community members in general, as such interactions helped both citizens and civic authorities assume greater stakeholdership.



Technology

Efforts can be directed towards supporting any existing and sustainable tech mechanisms such as the municipal corporation helpline numbers, MyBMC App, etc. This can help establish more direct channels of communication and accountability between citizens and civic bodies. Support can be provided on this front through app demonstrations.



ACKNOWLEDGEMENTS

Brihanmumbai Municipal Corporation

Dr. Mangala Gomare, EHO
Dr. Daksha Shah, EHO
Shri Kazi Irfan, Asst. Engineer,
SWM Department

Civis

Antaraa Vasudev
Atharva Joshi
Mallika Dandekar
Riddhi Khandhar
Shachi Nelli
Shonottra Kumar
Srushti Punghera
Nandini Bhore, Intern
Sufiyan Shaikh, Intern

Partners

Godrej Consumer Products Limited
Gayatri Divecha
Sagarika Bose
Ahona Ghosh
Aman Goharia
Anuja Jayaram
SNEHA Ehsas Team Dharavi
SNEHA Ehsas Team Kandivali
Family Health India
Som Kumar Sharma



PRESENTED BY

Civis

CIVIC INNOVATION FOUNDATION
