



SROI **evaluation** **'20**

World Toilet College

Foreword: Jack Sim



The World Toilet Organisation (WTO) is proud to be a major supporter of Prime Minister Modi's Swachh Bharat Mission. Our vision is to eliminate the inhuman practice of manual scavenging and improve the status of sanitation workers by providing dignified livelihoods and overall rehabilitation. In 2018, we were pleased to establish the Harpic World Toilet College in Aurangabad with the support of Reckitt Benckiser.

Over the past two years, the World Toilet College (WTC) India has rehabilitated 5000 sanitation workers successfully by providing training, counselling and placement opportunities. Nearly all sanitation workers trained through WTC India were employed; many of whom were working informally. 98% declared an increase in dignity and 76% a reduction in stigma associated with their work. Our programme is a success, but we have a long way to go toward sustaining it and reaching our ambition.

However, we are aware that the current COVID-19 crises may undermine a lot of what we have accomplished. In order to improve the state of sanitation and hygiene, as our community's first line of defence against COVID-19, we need professionally trained workers to deliver services everywhere.

In response to this need, the exceptional team at the NGO Jagran Peהל have been able to scale this model and replicate it in other states, producing large numbers of qualified sanitation workers every year.

Let's join hands and create a safer world through World Toilet Colleges.

Cheers
Jack Sim

Foreword: Eric Hensel



Social Impact evaluations are really the story of a change.

Sanitation workers in India are not used to others caring about them but rather blank stares hidden behind a veil of ignorance. They feel forgotten. However, the past two years has seen the World Toilet College putting their cause in the spotlight using humour and influence to impart behavioural change and create awareness and dignity for Indian sanitation workers.

High-risk manual scavenging without proper training and equipment, though prohibited and rarely reported officially, is still the reality for those outside the comfortable confines of formal employment. This is the universe that the World Toilet College, Reckitt Benckiser and partners are targeting. Sanitation work can be an unhygienic and extremely high-risk job. It is time to hear their stories and begin to treat them like dignified human beings. Merely educating and providing safety equipment can save lives. Without it, workers at the forefront are needlessly dying, without respect or notice.

It is far more difficult to locate programmes that are hidden and lack broad appeal. The change made in such cases will be far greater than those in more obvious need. This is a story of change for sanitation workers, but the cornerstone is public perception and the admission of their existence. We will all need to change for this programme to reach its full potential.

Sustainably Yours
Eric Hensel

COVID-19 Brief

Currently, as the world faces the COVID-19 pandemic, those most exposed to the virus are keeping our societies running and safe, such as nurses and doctors. Very few understand that sanitation workers are also on the frontline.

India has been facing a near complete lockdown since March 25th, 2020. Sanitation workers, such as manual scavengers working in the informal sector, are still working in order to gain the financial means necessary for their families and their own survival. Manual scavengers are at a particularly high risk of contracting and spreading COVID-19, as the virus which survives for mere hours on most surfaces, can survive in fecal matter for days, according to a samples collected via a study after hospitals closed in Wuhan, the original epicentre of the virus. Compounding their vulnerability, many manual scavengers are already susceptible to respiratory disorders due to the hazardous nature of their work. In the current conditions (during lockdown), many will likely be pushed toward manual scavenging and may lack access to safety equipment and will act in haste due to economic urgency.

If sanitation workers have to operate in high-risk environments with compromised health, they

will contribute to the number of COVID cases in India. The pandemic and its socioeconomic consequences have already affected and will continue to affect their lives and perspectives in ways that are yet unknown. Going forward, programmes aimed at improving the lives of manual scavengers need to consider COVID-19 in their strategies, as the virus is likely to be around for a long time. Arming sanitation workers with proper awareness and knowledge of safety protocols and standards, will ensure that their health and livelihoods can be protected throughout the current lockdown and through a likely upcoming recession.

The COVID lockdown has affected everyone. The survey responses in this study highlight the effect of the WTC participant's financial situations and even their mentalities. The long-term effects will be beyond the scope and design of this report. Only comparing this to previous and future impact reports will demonstrate this influence. Lastly, it is an aspiration to inspire others to value the contributions of sanitation workers during the most dire situation humanity has faced in generations.

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2018



Executive Summary



Impact

₹183.7 CRORES

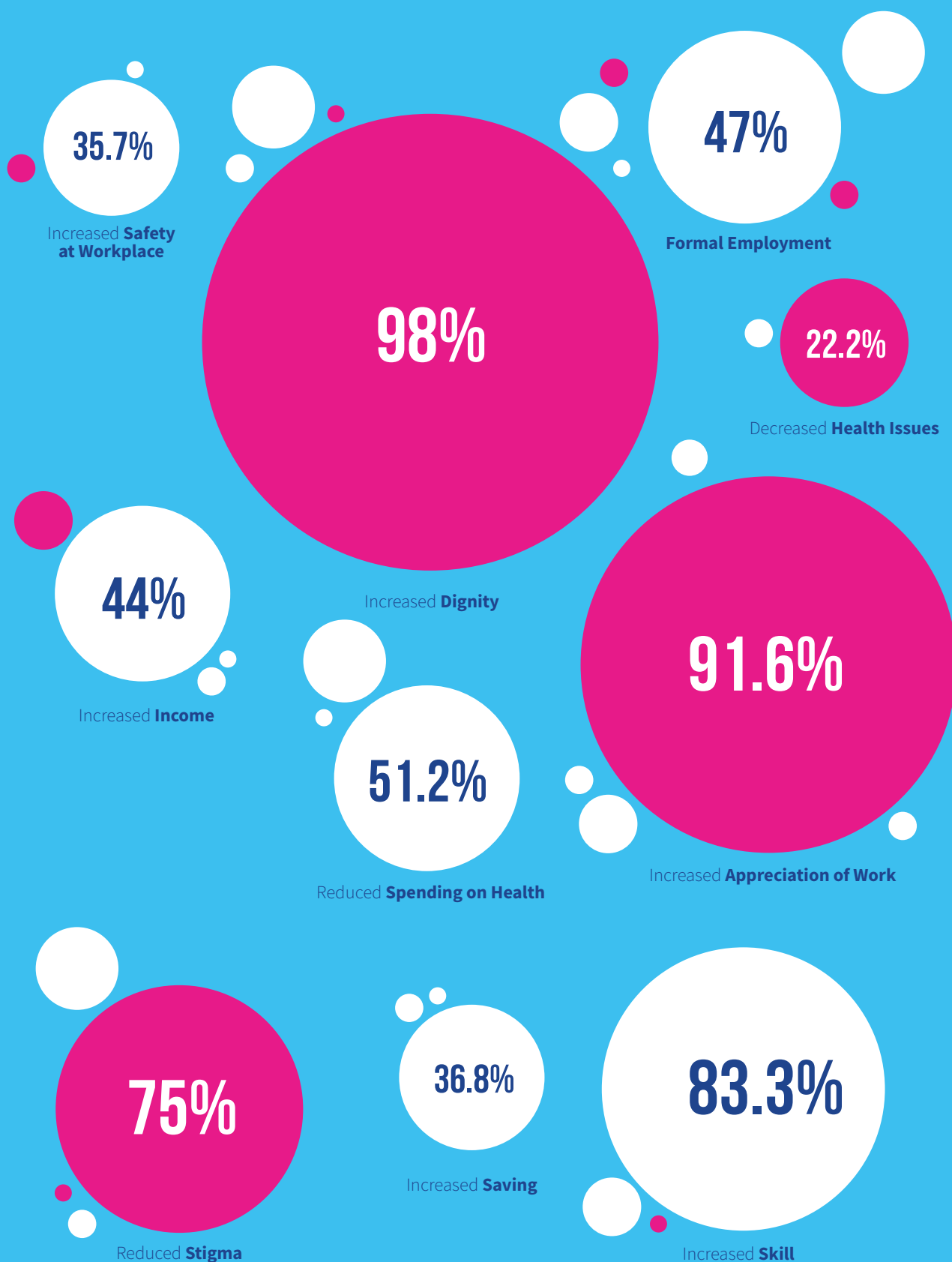
Total **Social Value** Creation

1:23

2020

For every ₹1 invested in the World Toilet college delivers ₹23.20 of social value.

Indicators of Change



Executive Summary: Narasimhan Eswar



The unsafe practise of manual scavenging is still massively prevalent across many parts of the country. The Harpic World Toilet College aims to primarily increase the socio-economic status of Manual Scavengers in Aurangabad, Mumbai and Pune, in efforts to compensate fairly those who risk their lives daily.

The World Toilet College has taken an adaptive approach, creating a better future by targeting unheard and forgotten informal sanitation workers to increase their skills and status within the community. It has done just that for over 5000 candidates in various geographies. This SROI evaluation highlights the programme's impact concerning the employment, health and social transformation of manual scavengers and their communities.

This study shines a light on various aspects of life that have changed for beneficiaries and provide an economic value to these changes. The most valued changes were demonstrably the **increase in skill, increase in dignity and reduction in stigma**.

We at RB believe in creating a holistic and sustainable ecosystem for Sanitation workers by making them value themselves and their work. We aim to develop a resilient, healthy and inclusive society for all.

Narasimhan Eswar

Senior VP and MD,
Hygiene & Home, South Asia
RB

Introduction

The World Toilet College (WTC) programme was established by the World Toilet Organisation, and implemented in Maharashtra by the NGO Jagran Peהל. It aims to upskill sanitation workers and improve their livelihoods. By training them in technical and safety skills, soft skills, health skills and water management, this 5-day course certifies enrolled candidates as professionals and places them into formal employment at hotels, hospitals, etc. Aside from this important upskilling component, the programme provides a variety of services to further empower candidates. It informs them of their rights under the Manual Scavenging Act as well as free health checkups, safety kits, information about safe procedures and personal protection. It also creates self-help groups for candidates who are interested in entrepreneurship.

This Social Return on Investment (SROI) study was conducted to assess the impact of this programme in terms of the employment, health and social transformation of manual scavengers and their communities. It also seeks to raise awareness around the lives and challenges of manual scavengers. Through the principles and framework of SROI, this report narrates the process of change created by this initiative, capturing the meaning and value of its socio-economic outcomes in monetary terms. Based on the key findings, this evaluation also serves to provide recommendations to enhance impact in future iterations of the programme.



World Toilet College- Aurangabad, Maharashtra



Shri. Amitabh Bachan donated machines to end the dehumanising work of manual scavengers and to give them the respect and dignity in society.

About World Toilet College



In association with the World Toilet Organisation (Singapore) and Jagran Peהל, Reckitt Benckiser has laid down the foundation of the first World Toilet College in India, in association with the Dettol Banega Swachh India programme. The college is located in Aurangabad, Maharashtra. According to the SECC data, the state of Maharashtra has more than 63,713 sanitation workers alone.

The Harpic World Toilet College focuses on those at the bottom of the pyramid of society and envisions the provision of dignified livelihoods to sanitation workers throughout India by improving the quality of their work, eliminating the inhumane nature and hazards that manual scavengers are exposed to and improve their socio-economic status by providing them a life of dignity.

Since its inception, the Harpic World Toilet College has been working extensively in this area. It has successfully trained 5000 sanitation workers and helped to secure sustainable employment opportunities for 100% of the candidates looking for jobs post training. This includes jobs in reputed and recognised national and local organisations.

Over the past two years, the project has engaged with a diverse group of stakeholders across different areas of the project such as community mobilisation, counselling, skill development, placement, knowledge creation, dissemination.

and so on. The stakeholders of this project includes the involvement of governments at both central and state levels, the private sector, technical/training institutions, and more.

DETTOL BANEGA SWACHH INDIA

“Dettol Banega Swachh India” is a 5-year ambitious program to address the rising need of hygiene and sanitation in India. The initiative aims to:

- Drive behaviour change towards hand hygiene, through numerous awareness initiatives such as the School Hand Wash Program and Young Mother’s Program
- Improve sanitation facilities by working with NGO partners to identify areas across the country, to support the development and maintenance of cleaner toilets

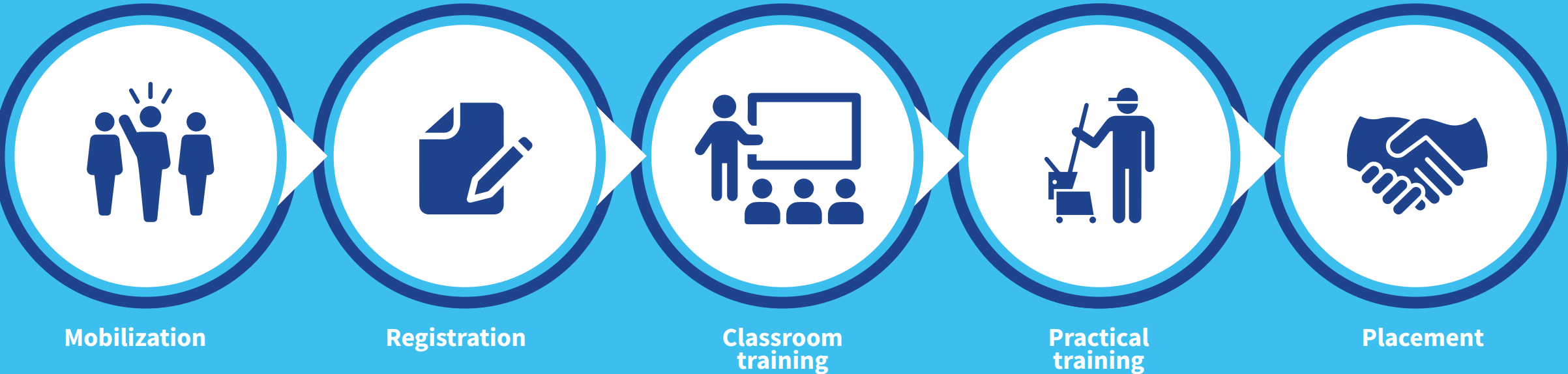


Candidates of the World Toilet College with their certificates.

Vision

To eliminate the inhuman practice of manual scavenging and improve the status of sanitation workers by helping them to lead dignified lives.

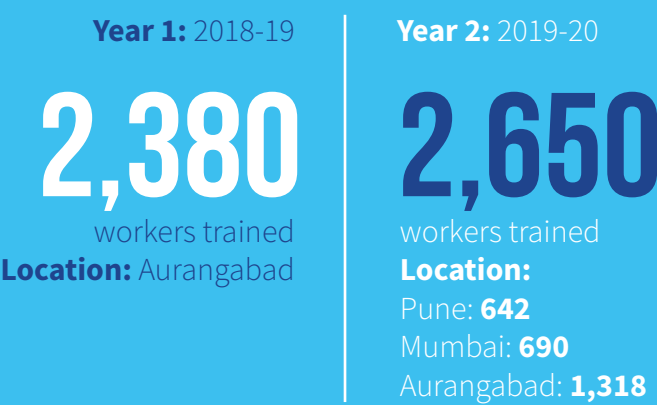
WTC Process outline



Number of candidates trained:



Achievements per year:



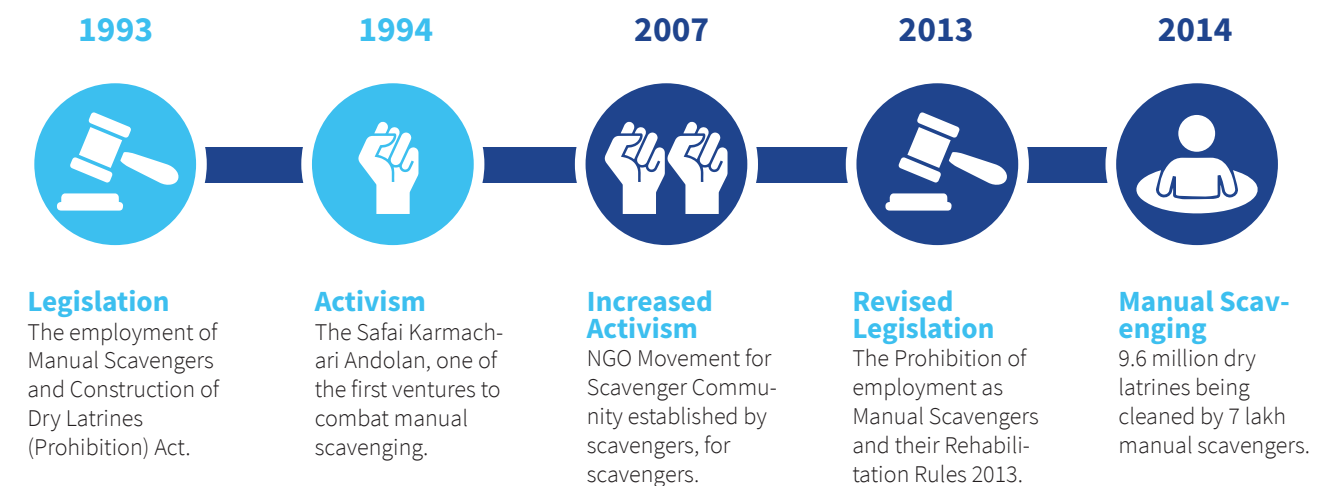
Number of candidates successfully placed:



Manual Scavenging Issue in India

Why is manual scavenging still an issue in India?

Manual scavenging is the practice of manually handling human excreta during the cleaning of open or dry toilets, without any personal protective equipment or safety measures. The following chart shows the progression of sociopolitical responses to manual scavenging:



It's prohibited, so why is it still important?

It is important to note that the aforementioned unit is a household, not an individual. This is because manual scavenging is essentially a family occupation, largely due to caste segregation.

Only the lowest castes, deemed untouchable by society, have historically taken on these roles. Laws and policies made by the Central Government to eradicate manual scavenging are often neglected by local government officials. Manual scavengers are:

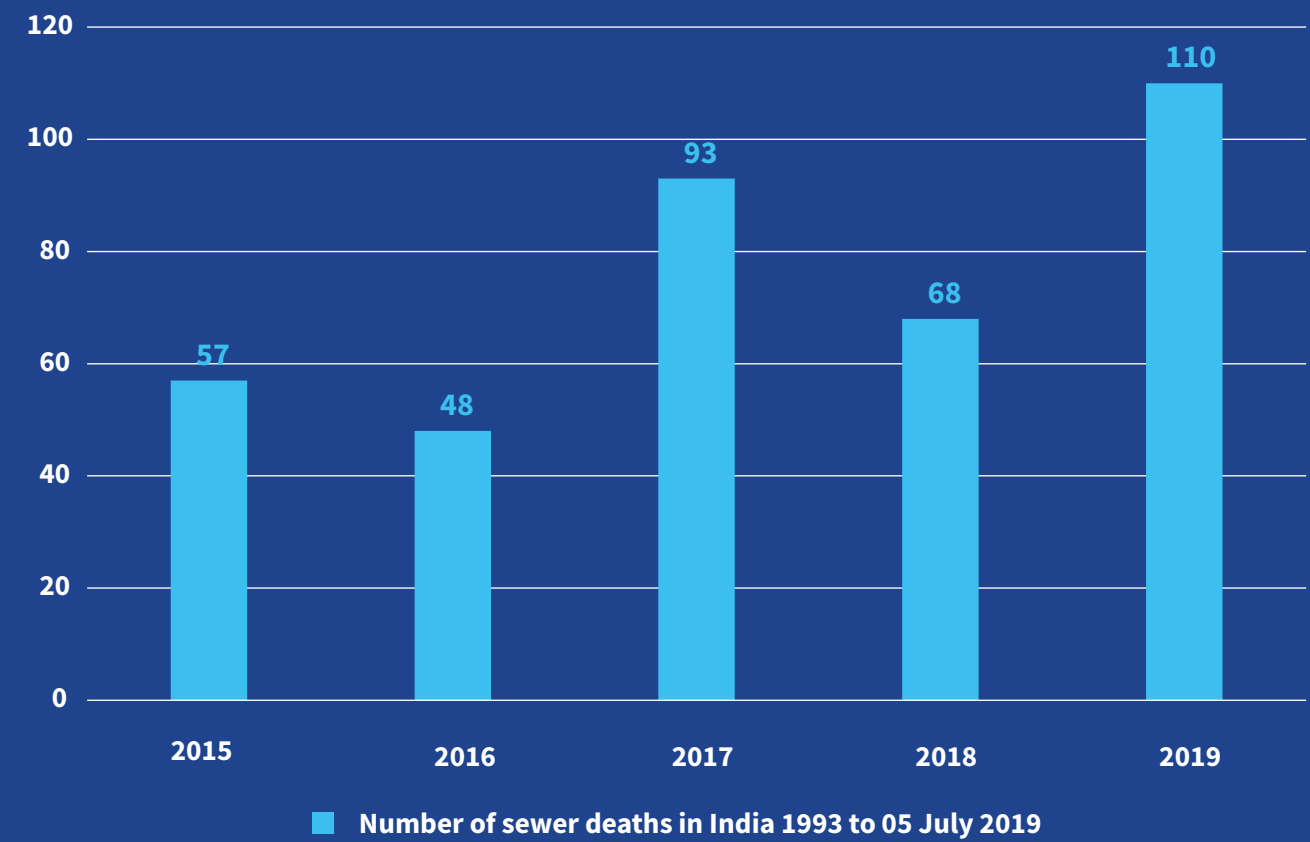
1. Often not paid cash wages.
2. Threatened to continue their work.
3. Do not have the luxury of social mobility.

Community members often discriminate against manual scavengers who are often:

1. Denied access to shared community resources such as schools, water wells, wood, open grounds, etc.
2. Due to their lack of education and lack of occupational freedom, their confinement to this practice continues.

These conditions have perpetuated manual scavenging and its deadly consequences: according to data, deaths among manual scavengers have increased over the years.

Manual Scavengers Death (2015-2019)



The graph above shows the number of reported deaths in India over the past few years that have occurred as a result of manual scavenging. It provides information on job deaths, long term health impacts and loss of life over a period of time not accounted for. Manual scavengers suffer from various musculoskeletal disorders, infections, leptospirosis, hepatitis and dermatitis.

Many beneficiaries of the WTC have lost loved ones due to poor health as an effect of working without knowledge of use of proper personal protective equipment.

Manual scavengers exist in a variety of sectors across the economy. Even if a manual scavenger is rehabilitated, he or she may not find another job or be accepted by their communities; making it imperative for communities and organisations to come forward with a holistic approach to eradicate this pervasive problem.

Laxmikant's Story

Laxmikant Ramdas Danake, age 22.

Laxmikant is from a family of manual scavengers going back three generations. The hazardous nature of this work contributed to his father's illness and subsequent death when Laxmikant was 8 years old.

Due to a lack of opportunities and poor education, Laxmikant continued in this same line of work for 5 years, when he met a WTC mobiliser who urged him to go for training. After completing the programme, Laxmikant was

offered a job at Mohan Talkies that pays **INR 8000 per month**, with benefits such as PF and ESIC. Since he has these benefits and understands safe cleaning practices, he has passed on his knowledge to family members about professional cleaning and maintenance of safety.

Laxmikant has encouraged his younger brother Shubham to also go through training, and plans to support his education. Furthermore, after the training Laxmikant quit his tobacco addiction and has develop the confidence to pursue entrepreneurship.

"I want to open my own business so I can help my family."

- Laxmikant Danade.



Various organisations and groups advocating the elimination of manual scavenging have proposed implementing a platform involving multiple stakeholders to create collaborative and comprehensive change. The World Toilet College also involves numerous partners and stakeholders who have come together to provide their expertise in terms of strategy, mobilisation, implementation, training and placement services. Additional details about stakeholders will be covered in the sampling section.



Placement of Candidates at PVR Cinema.

The Purpose of Impact Measurement

Impact Measurement of World Toilet College

Measuring the impact of the World Toilet College in India enables a better understanding of intentions and the relationship between design and outcomes. The WTC is trying to bring about a mentality shift in view and reality of the sanitation industry in Maharashtra. The primary purpose is to reduce discrimination towards marginalised manual scavenging communities by giving them a voice and creating a sense of self respect and communal dignity.

The programme also ensures better financial stability, health, safety and social respect. This study hopes to:



Demonstrate to government agencies to ensure the safety of both formal and informal sanitation workers in India.



Suggest to programme partners performance indicators and data-based recommendations.



Act as an additional platform for promoting dignity and awareness of sanitation workers.

Summarily, this study hopes to lend context and insightful supporting evidence to inspire the expansion and duplication of efforts undertaken by the World Toilet College from 2018- 2020.



Practical Training Session for the candidates.

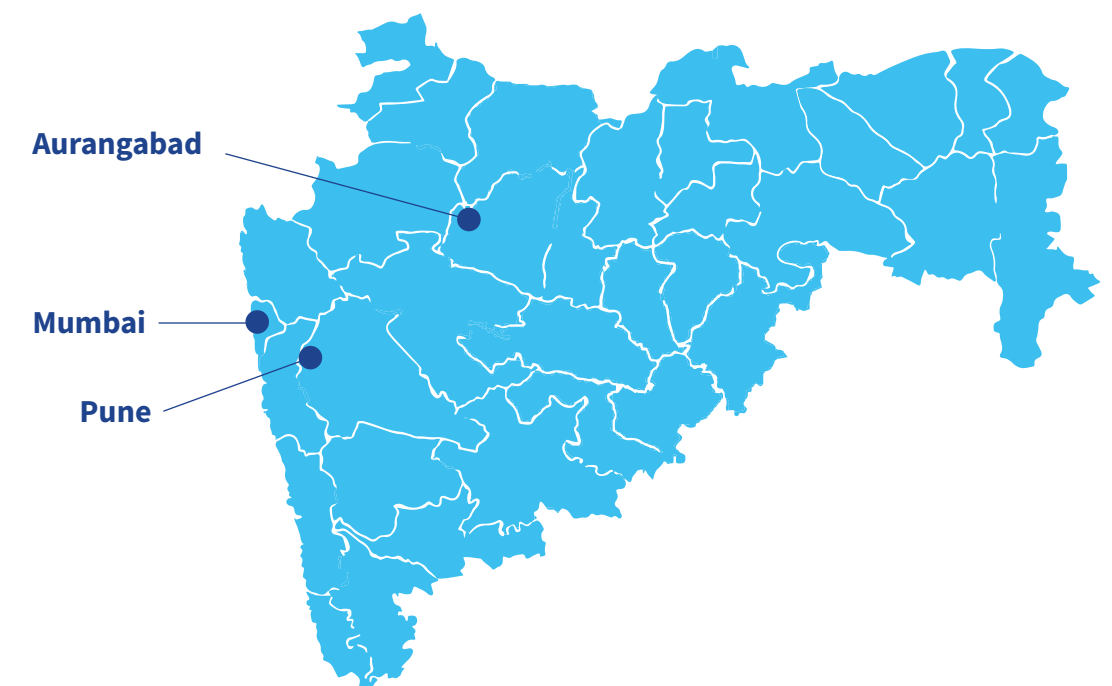
Scope of Evaluation

🔍 Objective

Assessment Year - 2018- 2020

1. To eliminate the inhuman practice of manual scavenging
2. To improve the status of Sanitation Workers by giving dignified living through Harpic World Toilet College

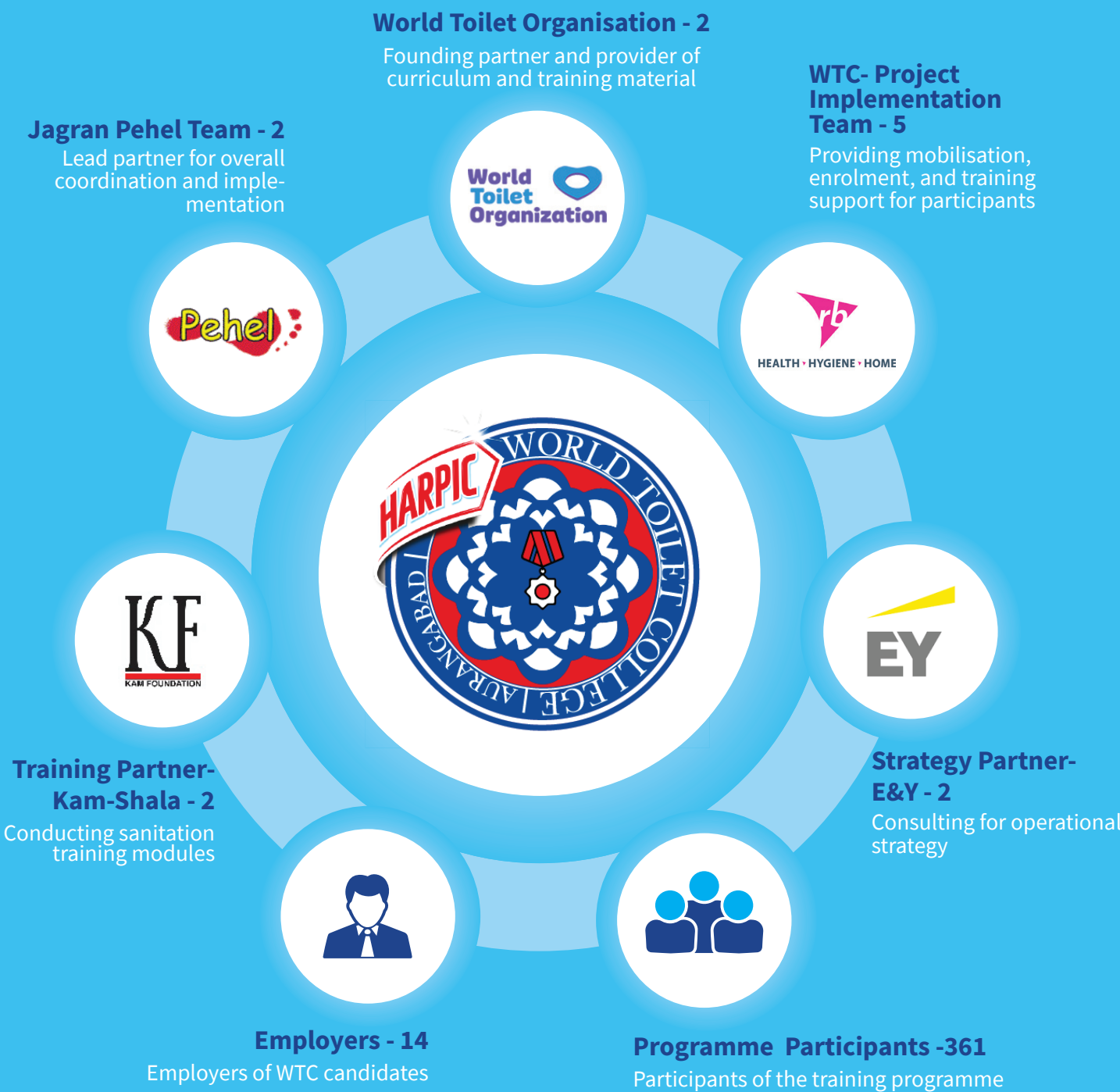
📍 Location



🔑 Key Considerations for the Assessment

- Trained candidates of the World Toilet College from 2018-2020
- Reduction in stigma in society
- Increased income, skill and dignity

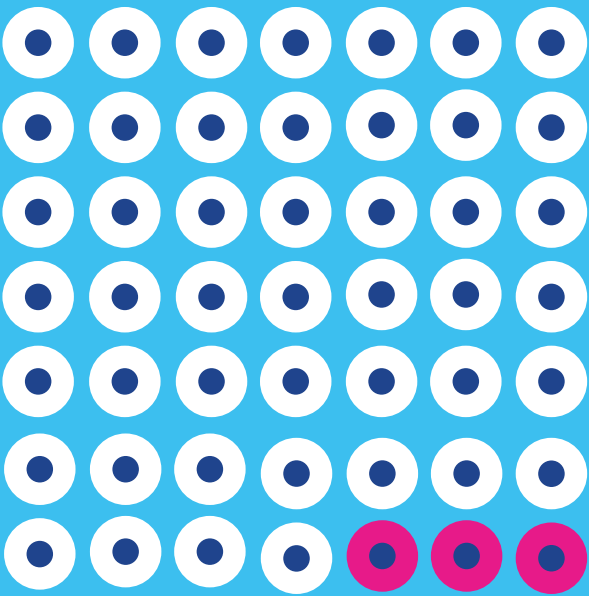
Stakeholder Mapping



*Numbers represent the no. of stakeholders engaged

Sampling Methodology

The World Toilet College has trained about 5000 candidates since its inception in Aurangabad, and expanded throughout the state of Maharashtra. To conduct qualitative and quantitative research, a total of 361 Candidates were reached through remote, telephonic interviews.



Total Number of candidates trained= 5,000
Sampling Confidence Interval = 95%
Sampling Margin of Error = 5%
Sample = 357 (+4 additional interviews)
361= N



Gender Breakdown of the Sample

Methods of Stakeholder Engagement:

All constituent engagements of partners and participants for qualitative, quantitative and valuations were done remotely via phone or video call due to COVID-19 Lockdown.

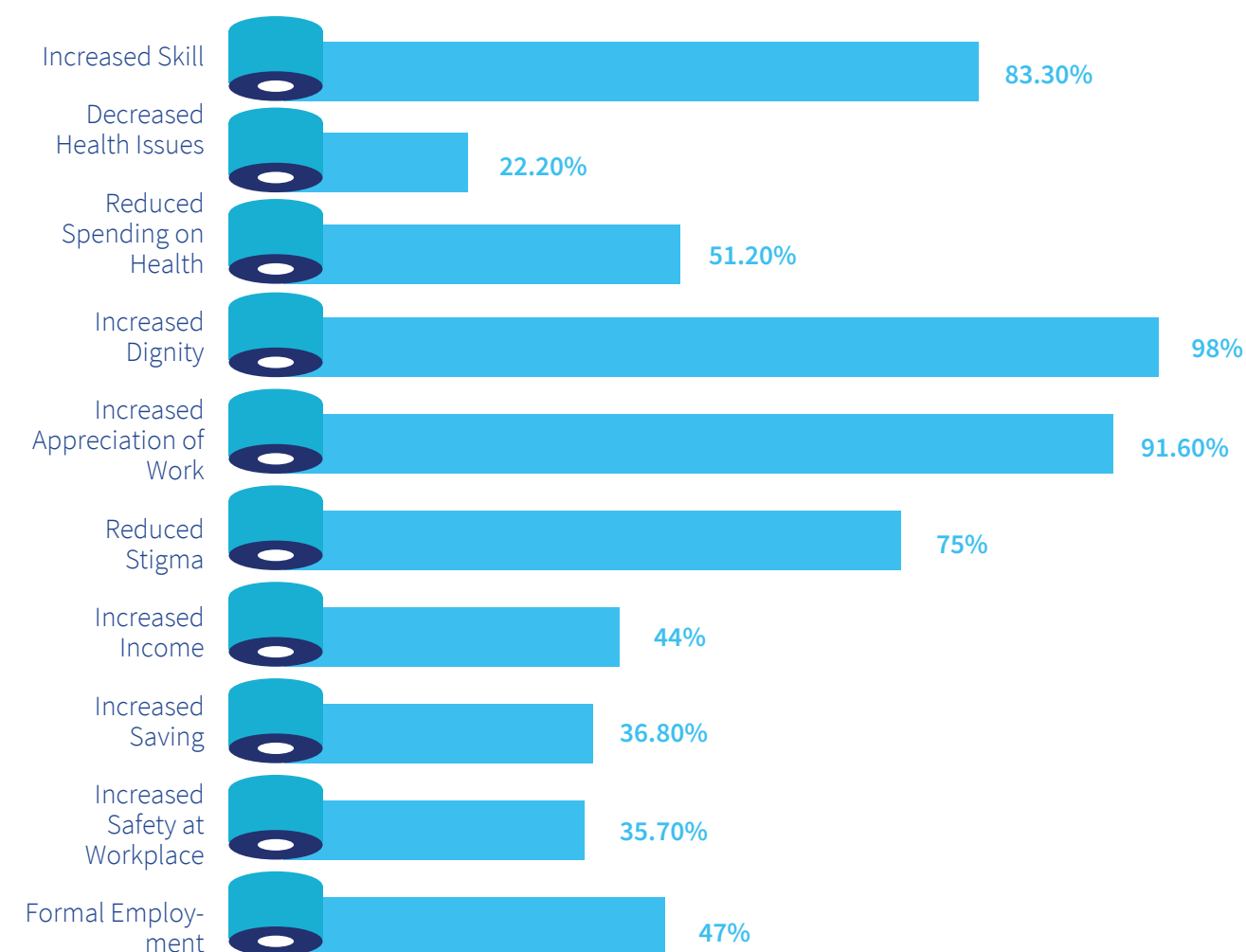
The purpose of the engagements is to capture the change created for the constituent by participating in the programme. The following sections present the changes indicated by the interviewees.

Findings & Explanation

Most participants in the WTC training and job placements have seen a change in their lives and careers. The amount of this change, the number of people who have disclosed each change taking place in their lives varies from individual to individual. This section combines their cases into a quantity of change, which is calculated in the SROI process.

Moreover, the response rates can be used as targets and benchmarks for upscaling or expanding this programme beyond its current scope.

Indicators and explanations



Skills

1. Technical and soft skills

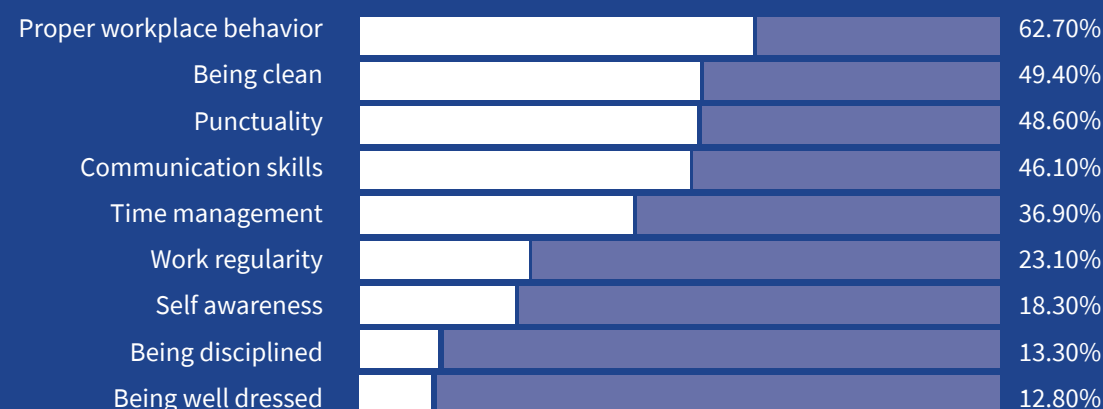
2. Safety precautions in the workplace

83.3%

Gained/enhanced technical and soft skills

↑ in confidence

↑ in capabilities of trade due to the training



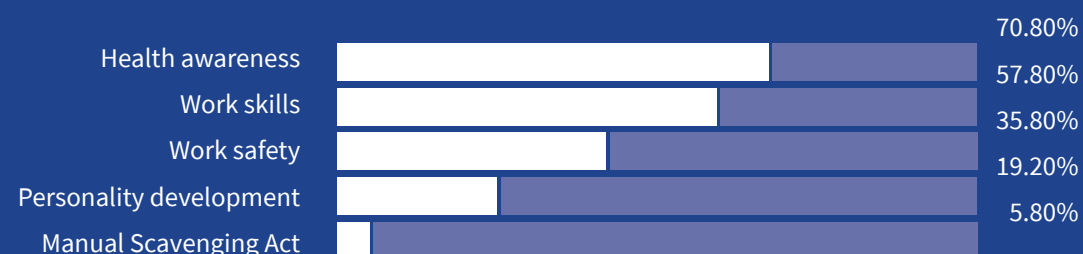
They have learnt how to use proper safety equipment and how to present themselves better in the workplace.

35.7%

Are practicing better safety precautions in the workplace

↓

safety hazards and accidents at work as a result of working in establishments that enforce safety standards and have followed safety procedures



Awareness of health and hygiene is the most popular skill learned from WTC among candidates.

“People showed me respect when I gave the interview and told them about details of the programme, and also my improved communication skills helped me a lot.” - Sachin Gaikwad

Health

Improvement in health

22.2%

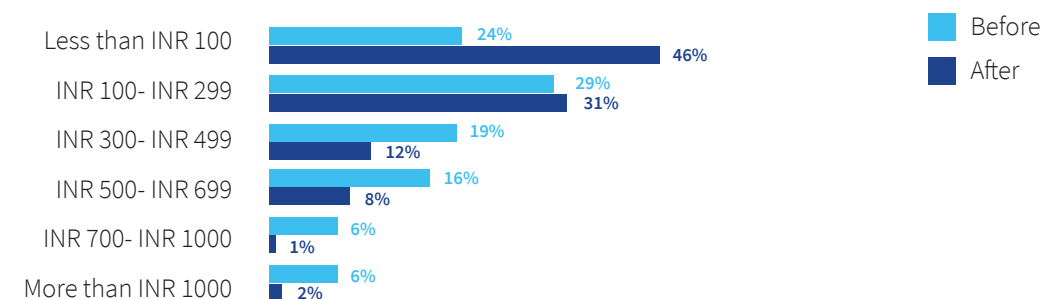
Reduced health issues leading to fewer days of work missed

↑ improve efficiency

51.2%

Reduced spending on health issues

↓ medical expenses due to understanding safety procedures as well as awareness of sanitary practices



“I have started to be cleaner, and have better knowledge about chemicals and their effects.” - Ajay Shinde.

The Story of Two Brothers

Ganesh and Rajesh Baburao Pakhare are both sanitation workers. Their family has been working in the sanitation sector for a long time. Their father, who worked as a drainage cleaner in the municipality, passed away at the age of 75 due to multiple health issues.

The brothers have been cleaning drains for the past 15 years and in many ways have mastered the trade. However, they lacked awareness about safety precautions and health issues which puts them at risk.

They joined the WTC in Aurangabad for five days of training, from this they could see the root cause of their father's health conditions. They mentioned that when their father was working, there was no awareness of safety

and health issues. If there was such training available during their father's time, they are certain that he would have lived for many more years.

The brothers now have a good understanding of health and safety and now use safety equipment and insist that their colleagues use it too.

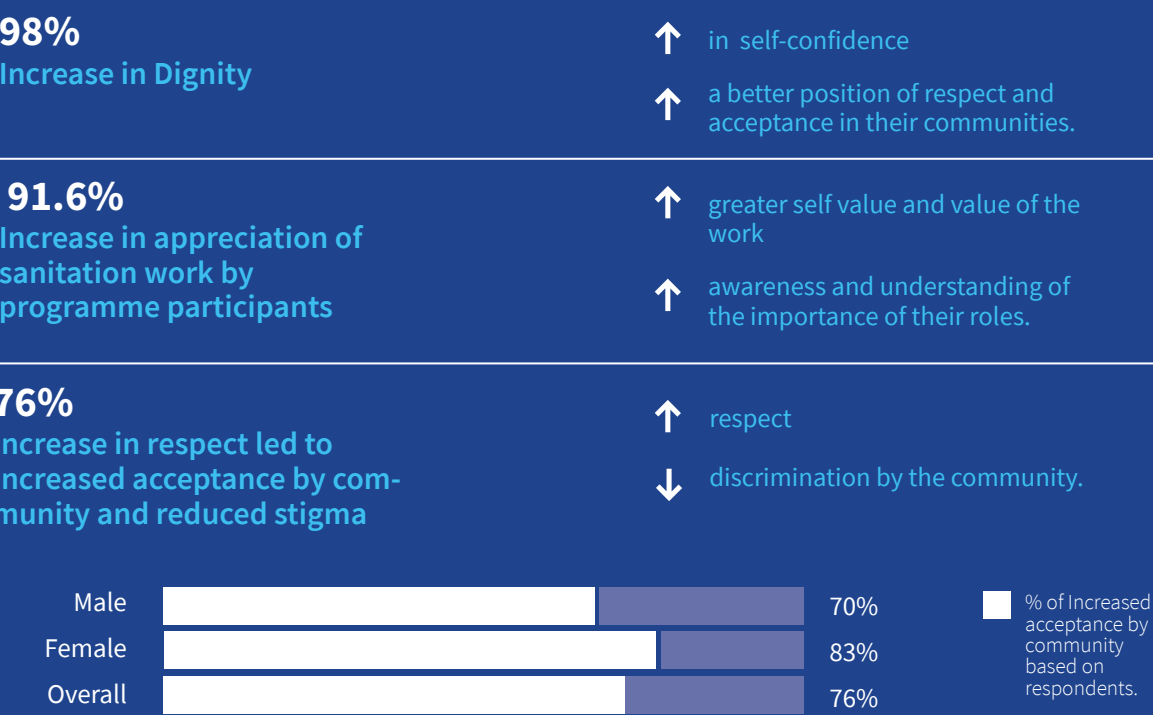
Apart from the technical knowledge gained, the brothers now do not drink alcohol, have control over their anger and have put what they have learned into practice.

“Health and Safety is very important for us now.” - Rajesh and Ganesh



Dignity and Respect

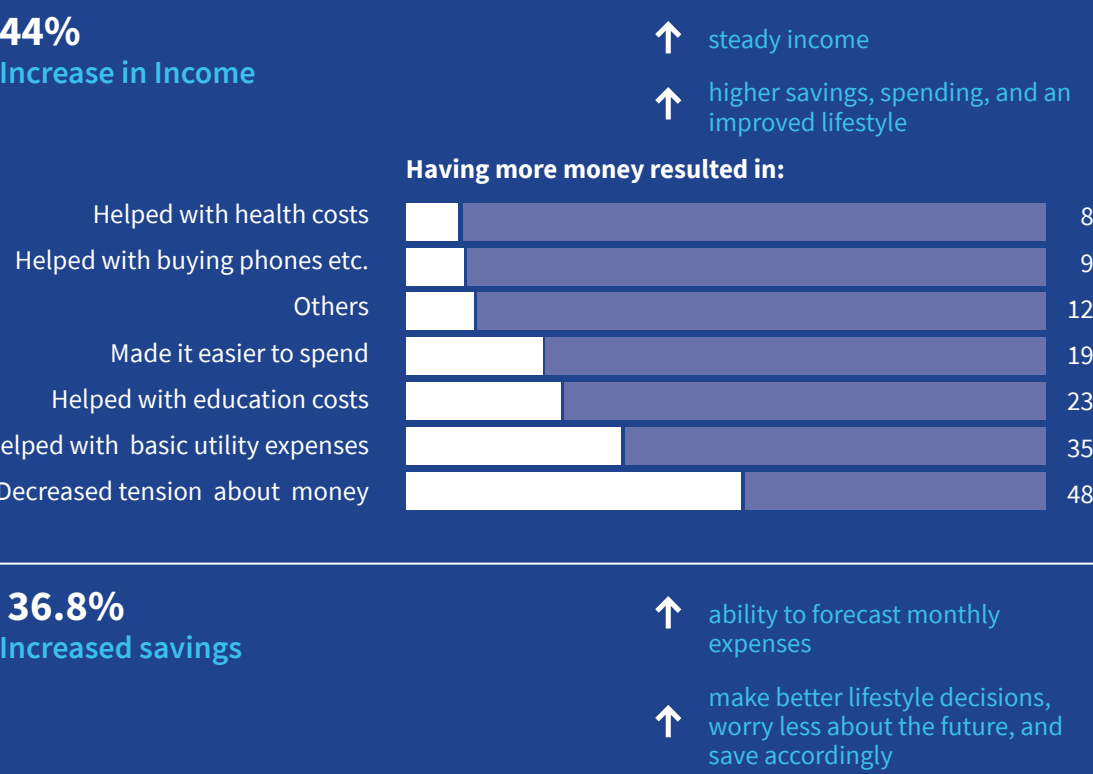
Dignity, Respect, Acceptance by community



Participants are placed at reputed organisations, carry themselves around better and earn more income to support their family.

Income

Transitioned from informal to formal employment



Archana's Story

Archana Shelke, age 28.

Archana comes from a family of manual scavengers, with the trade being passed down to her generation. She wanted to work to bring more income to her family, however there was a lot of resistance from her elders, who did not approve of a woman earning for the family.

Before joining the programme, she worked at a residential society earning **INR 2500** per month. WTC's community mobiliser reached out to her to show the benefits and value that she could gain from joining WTC, Archana agreed and joined the WTC for training.

After completing the training, she was placed as a housekeeper at Sheth Nandalal Dhoot Hospital. She now earns a salary of **INR 9200** plus benefits.

Archana did not step out of her community earlier and now she has seen the world of opportunities that are available to her. She now understands the importance of financial stability, safety and hygiene. She wants her children to work for the government and she is saving money for their education.

"I used to feel guilty at my previous work, now the feeling of guilt has disappeared and I am proud of the work I am doing" – Archana Shelke



Vijay Tak, 36.

Vijay Tak comes from a family of sanitation workers going back three generations, his father was the first person in Aurangabad city who used a suction and jetting machine in sanitation work. For 15 years, Vijay would stand on the roadside looking for manual scavenging work, before he was approached by a WTC mobiliser who encouraged him to go through training.

Vijay was eager to join as the programme did not have any education or qualification criteria to join. Throughout the programme, he learned lots of things – the types of gases septic tanks and drainage chambers release, how to safely use equipment, sanitary supplies, etc. His overall confidence also improved.

After training, he started working at Skybiotic Lifescience as a housekeeping operator, earning **INR 9500** per month, which is nearly **INR 6000** more than his previous wage.

His job has allowed him to save for the future and fulfil his children's dreams – his son wants to become a Defence Officer, and his daughter wants to be an artist and study at the JJ School of Arts. He has plans for himself as well, he wants to start his own business in the future which will support others.

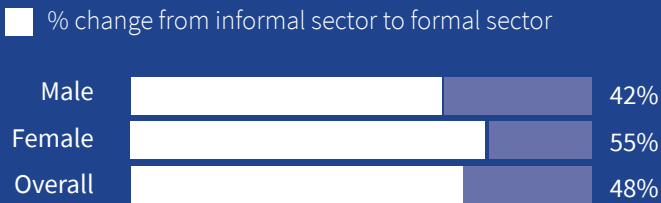
"I want to improve the lives of at least 10 manual scavengers and their families with my business. I don't want any of my family members to pursue this work." – Vijay Tak

Formal Employment

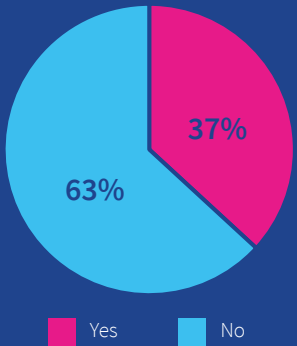
48%
Transitioned from an informal structure of working to a more formal and organised structure.

63%
Would not have been appointed in their current positions without the WTC programme.

- ↑ more aware of benefits gained due to working in a more formal work environment
- ↑ better job security and associated perks such as having a PF account save accordingly



Would they have gotten their current job without WTC?



Archana’s Story

Jyoti Ravi Chavariya, 30.

Jyoti learned her trade from her paternal grandmother and worked as a community and toilet cleaner. Her husband worked in the municipal corporation, but was a habitual drinker which led to domestic abuse. Due to this, Jyoti Left his house with their two children and moved in with her grandmother. At this time, her health started deteriorating due to her work and she had to quit her job meaning she no longer received any wages. It was at this point she joined the WTC.

Through the programme, Jyoti learned the importance of health and safety, proper use of chemicals and methods of cleaning. She improved her confidence and obtained a job at the Gandhi Hospital in Aurangabad, which improved her standard of living.

“I want to be able to provide quality education and a good life for my children.”

- Jyoti Chavariya.

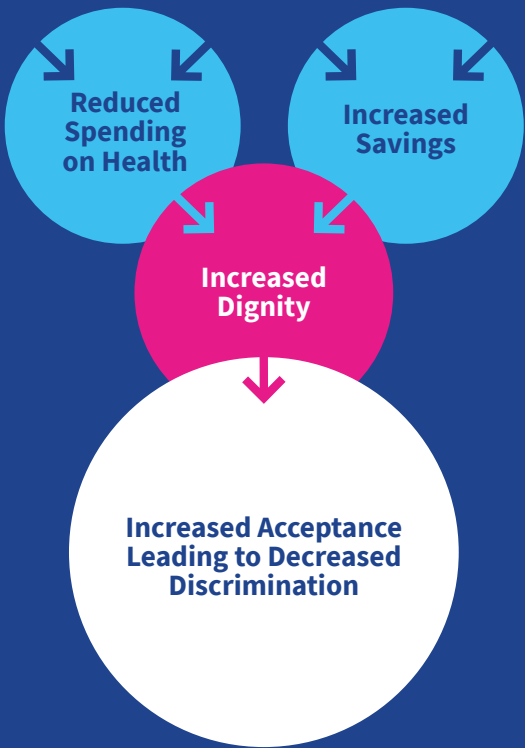
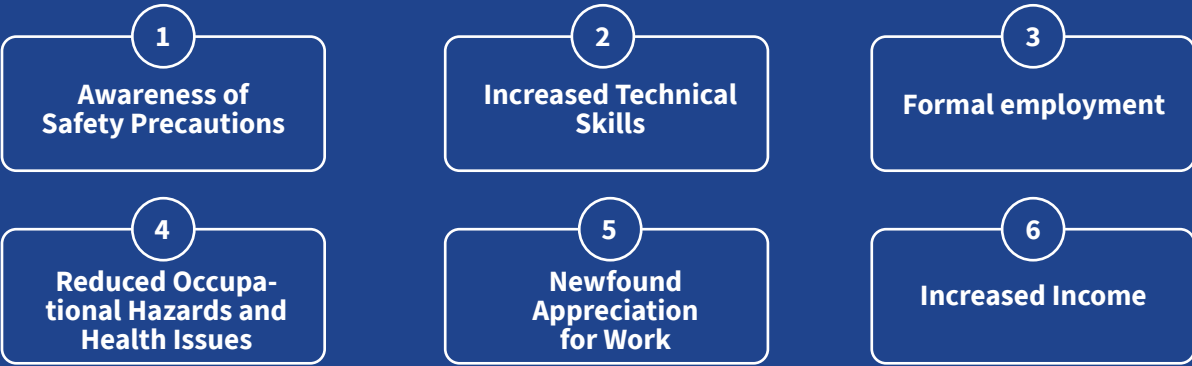


Justification

The three most tangible indicators of change that the participants display as a direct result of to the programme are:

- 1. Increased technical skills
- 2. Awareness of safety precautions
- 3. Formal employment

The remaining indicators are consequences of these. For instance, as a result of improving their skill set, participants discover a newfound appreciation for their work. By following proper safety precautions, participants have fewer health problems and spend less on treatments and medicines. Formal employment provides them with a higher income, leading to increased savings. Due to their improved skills, jobs and health, participants experience an increase in dignity, a reduction in stigma and greater acceptance within their communities.



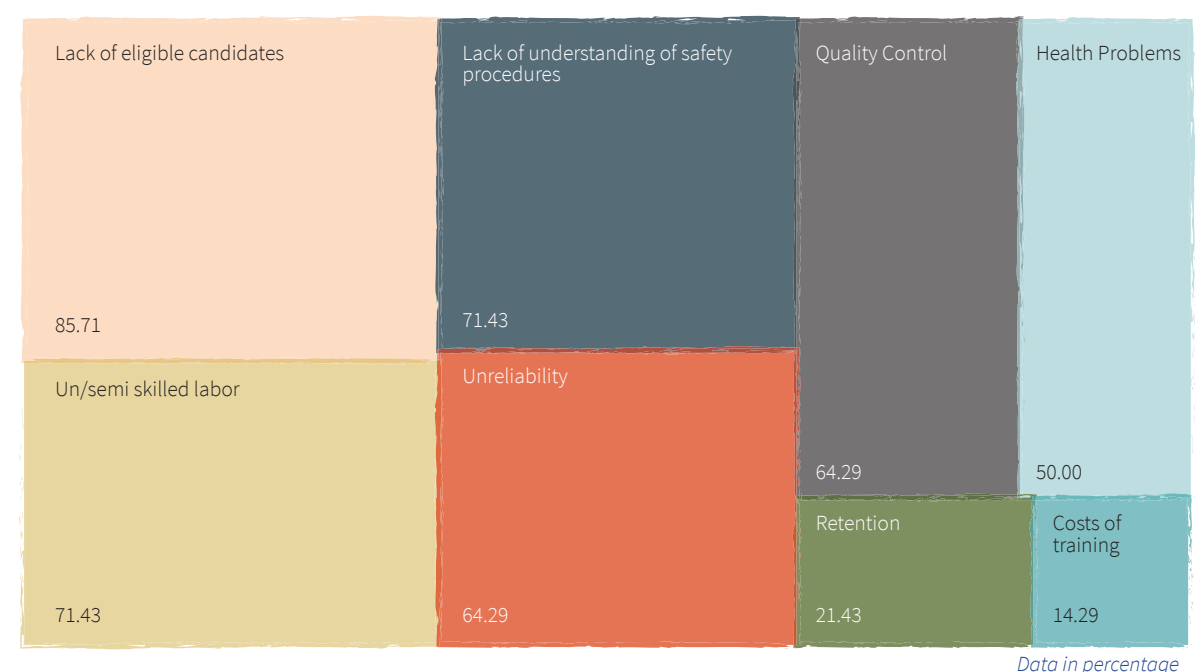
Findings from Employers

14 Employers of WTC alumni were engaged and discussed:

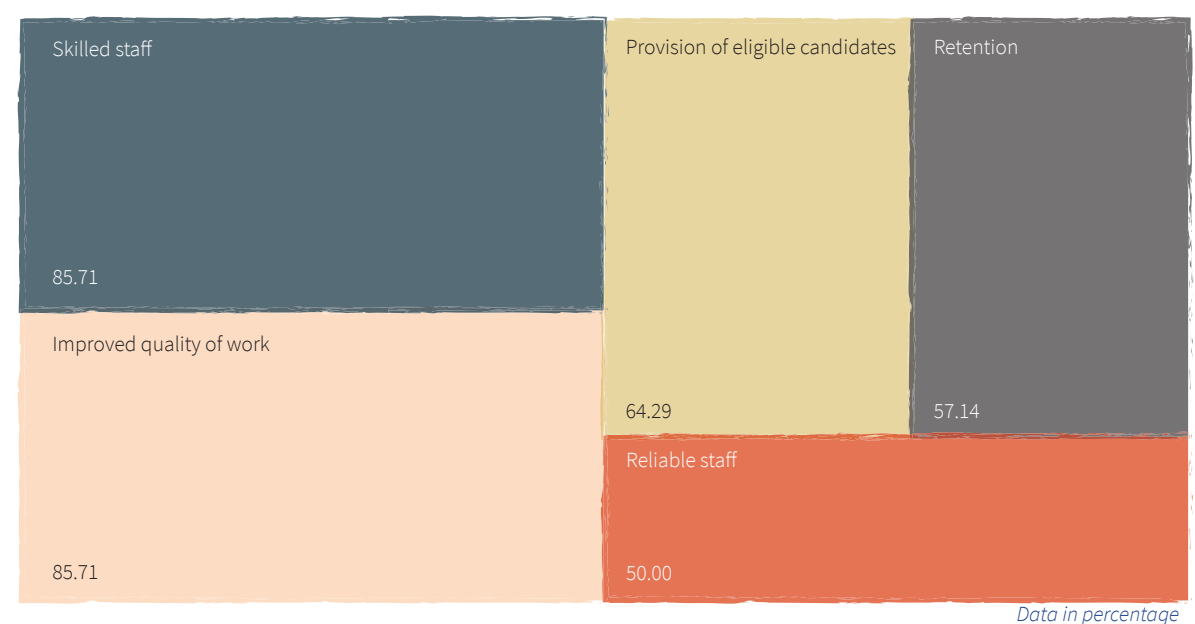
1. How hiring from WTC solved some of their issues
2. The challenges they face while hiring

Employers have an overwhelmingly positive opinion of the programme and its candidates, rating them better than their non-WTC counterparts. Further details regarding employers' perspectives are provided below.

Problems reduced by hiring through WTC



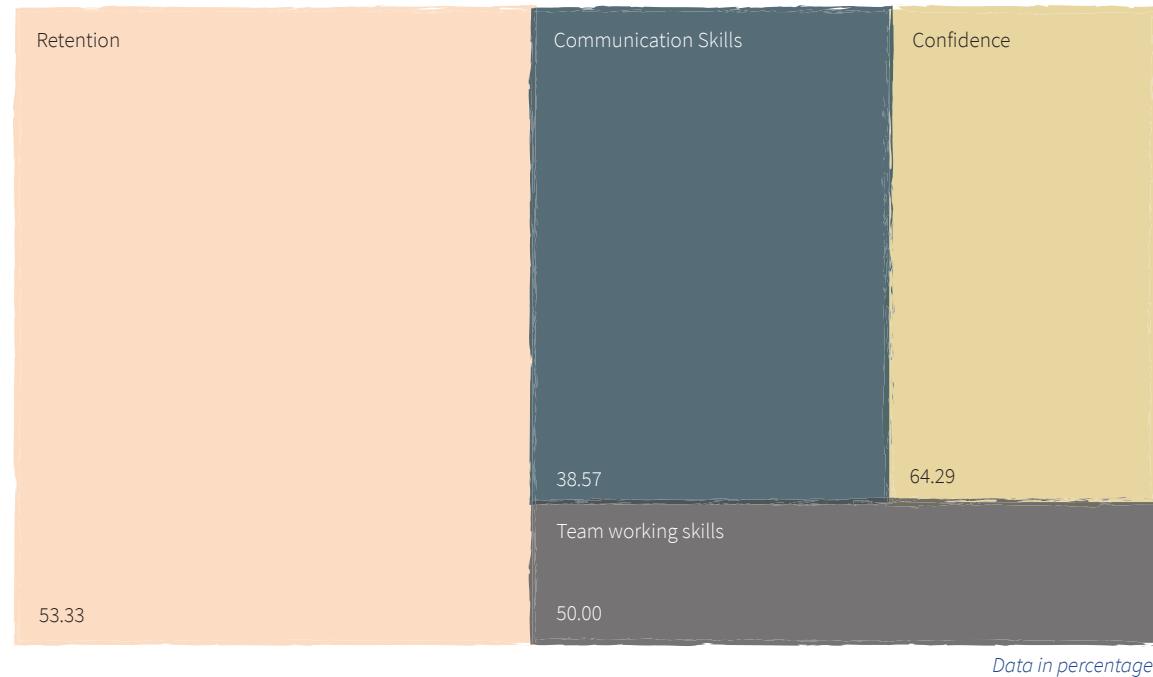
Benifits of Hiring through WTC



WTC Hiring vs Non-WTC Hiring

	Hiring through WTC	Hiring out of WTC
Candidates eligibility	Candidates have the requisite qualifications for the jobs offered.	Candidates do not have proper training or experience in proper sanitation work.
Un/Semi-skilled labour	Hired candidates have the necessary skills to start their jobs.	Hired candidates are unskilled or semi-skilled, requiring additional investment in terms of training.
Cost of training	Employees have been properly trained and display a higher quality of work.	Due to unskilled or semiskilled employees, employers have to invest money in training them.
Lack of understanding of safety procedures	Candidates are equipped with the necessary skills and knowledge to follow health and safety measures while performing their jobs.	Candidates are not aware of the health and safety hazards present in their work, and the procedures to maintain safety.
Health problems	Health problems are lower due to safe practices.	Due to unsafe practices, employees have health problems such as skin/breathing disorders.
Retention	Employees have respect and skills for their job and are hence more likely retained. Note: Employers still face severe challenges in convincing employees (even from WTC) to stay at their formal jobs.	Due to inadequate skills or other factors, retention rate is low.
Unreliability	Employees understand the value of work and demonstrate consistent work performance and regularity.	Employees are unreliable in terms of work performance and regularity.
Quality control	Employees do meet quality standards for their work.	Employees do not meet quality standards for their work.

What skills do WTC employees lack?



Retention

Employers still face severe challenges in convincing employees (even from WTC) to stay at their formal jobs.



Communication skills

WTC employees are short of meeting the expectations for professional workplace communication set by their employers.



Confidence

WTC employees less confidence in themselves at work compared to other non WTC employees



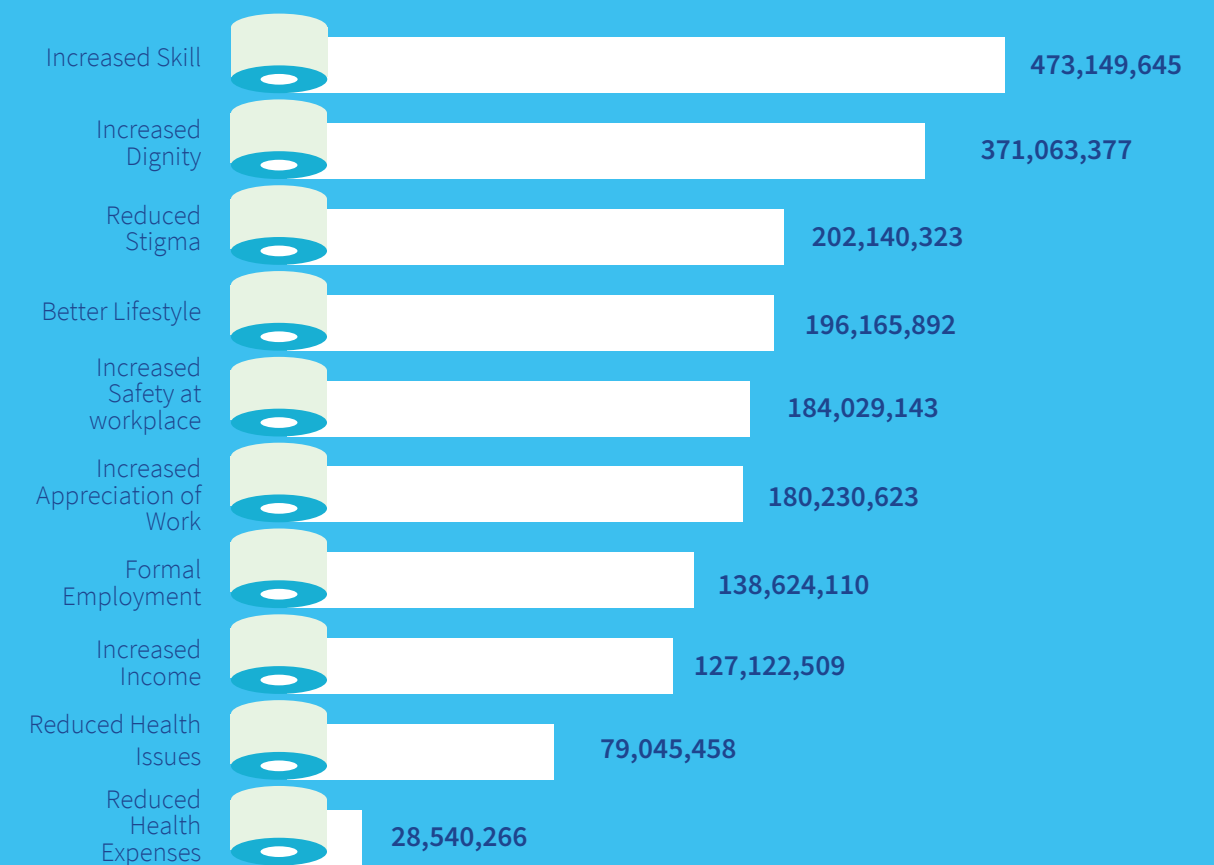
Team Working skills

WTC employees fall short of the standards for working well with others.

Valuation

To measure the social value and impact created in monetary terms, financial values have been assigned to things that do not have a market price. For this study, the financial values were determined using primary sources (revealed preference) and secondary sources.

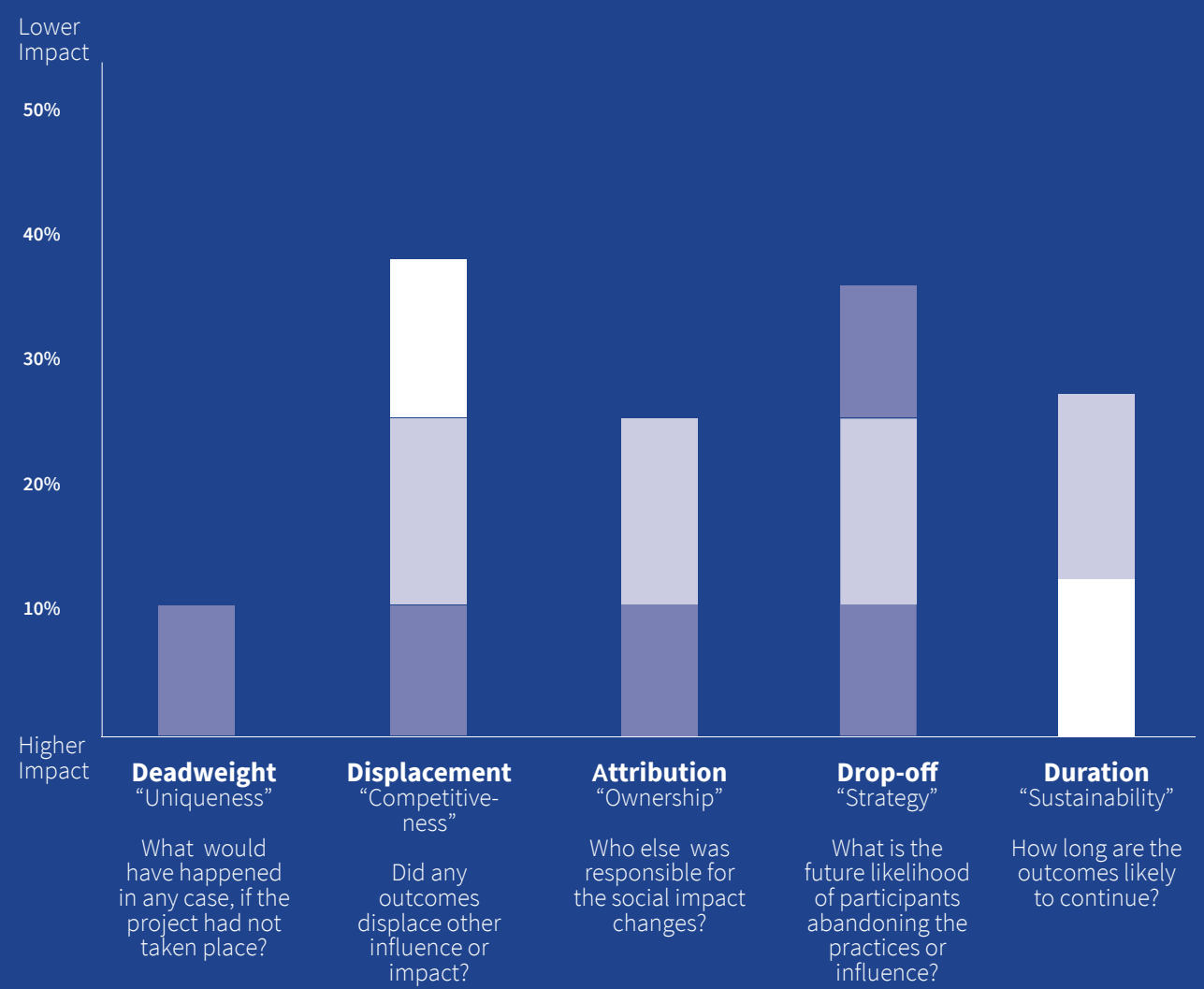
Revealed preference valuation proxies were taken directly from sanitation workers who participated in the WTC programme, giving them the agency and autonomy to determine their own valuation of their impact. Secondary data was used for validation and for additional valuations. For more information about the valuation, please refer to the Annexe.



Observation	Rationale
Indicators related to dignity and respect were lower than indicators related to skill development, employment and health.	This might indicate that skill related indicators are valued more as improvement in skills leads to increase in income. With the increase in income, the societal position will improve which will lead to more acceptance, less discrimination and an increase in dignity.
83% of participants stated that they gained new skills by joining the programme. Participants also valued gaining new skills and knowledge more than any other indicator.	This shows the programme has achieved its aim to upskill sanitation workers by training them in necessary skills.
8% of the participants surveyed are currently unemployed.	It is worth noting that the study was conducted during the COVID-19 lockdown, some participants are living off freelance work and due to the lockdown, they are now unable to work and generate income.

Externalities

External factors on WTC’s social interventions have been included to devalue claims of impact calculation, accounting for other influences in creating social value as per the following:



Only 3% (have attended similar training programme) + 75% of the projects in WASH have a different approach focusing on infra-structural support = WTC programme is unique with low displacement, as it **focuses on upskilling and creating better opportunities for sanitation workers.**

Deadweight: Low deadweight means that the programme is unique and that there are not many similar programmes by other organisations.

Displacement: Low displacement means that the constituents preferred this programme over other similar programmes (if any available).

Attribution: Accounts for factors outside the programme that influence the beneficiaries of the programme

Drop-off: Is the rate in reduction of impact in future years (ie. duration)

Duration: Duration means that the change will last longer

Quantity: Measures how effective the programme is at reaching the constituents

For more information about the externalities, please refer to the Annex.

Sensitivity of Valuation



Mr. Narsimhan Eswar, Senior VP and MD, Hygiene & Home, South Asia- RB , interacting with the trained candidates of the World Toilet College in Aurangabad.

Limitations



Due to the COVID-19 lockdown, constituents could not be reached on the field, and have had to be remotely engaged.



Due to telephonic data collection, only programme participants with mobile phones and available networks could be reached.



Due to telephonic data collection, optimum probing on various aspects of socio economic background was limited.



Choice modelling was conducted with only 11 people as it requires a phone with video-calling services, as well as a strong mobile data connection.

Benchmarking

Although there are several organisations working in the WASH sector, few focus on sanitation and hygiene training, and even fewer focus on upskilling the most vulnerable sanitation workers: manual scavengers. Hence, the WTC programme is part of a rare group of initiatives that advocate for the rights of manual scavengers through upskilling and generating employment opportunities.

Below are a few of the organisations working in the WASH sector and their alignment with the key provisions of WTC: focusing on manual scavenging, working directly with scavengers to improve their skill set and find formal employment.

Organisation Name	Manual Scav-enging as focus area, specific	Work directly with beneficia-ries or support as donors	Skill develop-ment of Manual Scavengers	Employment of Manual Scavengers
Jan Sahas	Yes	Directly	No	No
Movement for Scavenger Community	Yes	Directly	No	No
WASH Institute	No	Directly	No	No
FORCE	No	Directly	No	No
Manuski	No	Directly	No	No
Sulabh International	Yes	Directly	Yes	Yes
Safai Karmachari Andolan	Yes	Directly	Yes	Yes
Kam Foundation	Yes	Directly	Yes	No
Mission Garima	Yes	Directly	Yes	No



Recommendations



Mobilisation and Enrolment

Increased enrolment, particularly of actual former manual scavengers

Data	Based on insights during data collection, it was found that not all participants of the programme are former manual scavengers, and that participants are eager for the programme to expand.
Rationale	Focusing on manual scavengers would help the programme achieve more impact.
Implementation	Mobilisers can identify wards and districts with high numbers of manual scavengers and focus on enrolling manual scavengers instead of people from other cleaning-related occupations.
Desired impact	A higher number of manual scavengers will be rehabilitated, contributing to meeting India's goal of eradicating manual scavenging and improving the lives of those working in it.

Priority



Targeted interventions based on participants background and aspiration

Data	60% of participants joined to get a new job 58% of participants joined to learn new skills 28% of participants joined to earn higher income
Rationale	Understanding why participants have become scavengers, the reasons behind them doing the work, ie. if they inherit the work, or were forced upon them, or they chose it. This will help in knowing their motive and aspiration from joining the programme and help them with their career options.
Implementation	- Categorise the participants and tailor the training to based on their needs and aspirations. Training can include leadership and entrepreneurship. - Add other forms of partnerships to cover for example access to equipment, loans, and leadership training.
Desired impact	Allow many participants to move out of the bottom end of sanitation work and up into higher roles and responsibilities.

Priority



Training

The programme can increase its length and enhance the imparting of safety skills, soft skills and awareness of the Manual Scavenging Act.

Data	More than half of the participants indicated that safety skills are not their biggest takeaway from training	Employers have indicated that WTC candidates would benefit from additional training for personal grooming	Very few participants said that awareness of the Manual Scavenging Act was crucial learning for them
Rationale	According to schemes proposed by the National Safai Karamcharis Finance & Development Corporation, training for manual scavengers should be 200 hours	Soft skill development would help participants adjust to working cultures and potentially improve their retention	Awareness of the Act would further empower manual scavengers
Implementation	To ensure a more thorough training process, and that training is retained by participants, the period of training should be lengthened	The programme can emphasise soft skills and personality development modules to take advantage of longer term of training	The programme can create further awareness of this act, its importance and relevance to beneficiaries
Desired impact	Safety skills will be retained for longer and will contribute to improving participants' health	Participants' retention would improve, thus improving their incomes and lifestyles	Scavengers would be aware of their rights and agencies

Priority



Support entrepreneurship and business among programme participants, so that they are able to sustain themselves in case they lose their jobs

Data	Due to the lockdown, several participants have lost their jobs
Rationale	In the future, cleaning jobs will be vulnerable to trends in the industries where cleaning services are provided, i.e. in hospitality.
Implementation	Training related to developing businesses can be emphasised and awareness of financial support and links with government schemes can be provided to those candidates who want to pursue entrepreneurship or business
Desired impact	A higher number of participants would be able to support themselves independently

Priority



Placement

Placement services can be improved to meet the convenience and preference of the participants

Data	Programme participants have noted that the placement process is long and difficult for them to navigate	Less than half have transitioned from the informal sector to the formal sector, and many participants have left their jobs
Rationale	Manual scavengers are not accustomed to formal interviews and placement processes	According to the Self Employment Scheme for Rehabilitation of Manual Scavengers, only 11.1% were offered jobs and only a quarter of these joined these jobs, due to insufficient income, inconvenient location, and disinterest in work
Implementation	The process can be made faster and easier with learnings from experience and feedback from candidates	These factors should be considered when offering placements, and participants should be provided with placements of reasonable convenience and preference
Desired impact	Participants will be more comfortable with the placement process	Participants will retain their placements for a longer time, potentially improving their long-term financial situation and lifestyles

Priority



Post Placement

Post placement support should be emphasised to ensure participants' wellbeing after the programme, and to create a strong alumni network that can support itself

Data	Based on insights during data collection, there has not been satisfactory contact between the participants and the programme	Based on insights during data collection, participants do not have an institutionalised alumni support network
Rationale	Many participants are currently unemployed due to the lockdown, and awareness of different opportunities would be beneficial to them	An alumni network would help orient new trainees and new graduates with what they should expect from the training, and after the training
Implementation	Regular post-placement follow-ups could be conducted to understand the current challenges faced by participants in an attempt to overcome the same. Post-placement support can be provided to those who have left or lost their jobs	An institutionalised, official alumni network can be encouraged to act as a system providing employment opportunities, awareness and social support to participants and potential candidates
Desired impact	This would help the programme keep track of its longer term impact and would help participants with their challenges	Alumni would support the programme in mobilising and enrolling new candidates, and help candidates with employment and other support




Priority



Conclusion

The World Toilet College supports the socioeconomic value of upskilling and rehabilitating manual scavengers in India. Since India is far behind meeting its sanitation coverage needs (with 23% met in rural areas and 58% met in urban areas, according to WHO), interventions targeting sanitation are necessary. Manual scavenging is a widespread and hazardous obstacle on the road to achieving a clean India, hence, adequate and relevant capacity building opportunities are necessary to eliminate both the practice of manual scavenging as well as social discrimination and stigma it causes.

Despite the short length of the training, the World Toilet College has created a substantial impact compared to other WASH-related programmes in India. This is because:

-  It has targeted the under-served community of manual scavengers, who are not common programme constituents.
-  It has invested in capacity building and skill training as opposed to constructing infrastructure.
-  It aims to provide employment opportunities for candidates, enabling proper rehabilitation.

These unique factors have led to appreciation from government authorities as well as programme participants, who have experienced improved lifestyles, health and a better outlook for the future as a result of training. With further iterations, the World Toilet College can transform the lives of many more people.

About Sustainable Square

Sustainable Square is an advisory firm that delivers impact through redefined solutions in the field of social investment, sustainability and environmental practices. More than just an advisory firm however, Sustainable Square is a culture in itself.

Sustainable Square has developed a globally robust Social Impact Measurement Framework and ensures that each intervention is localised and assessed on an individual basis. The Sustainable Square team will scrap what they know in order to achieve the best results in any context.

Assessment Team



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The assessment was conducted independently by Sustainable Square.

IMPACT
REDEFINED

Annexes

Impact Map: [Click here](#)

About the Assessment and Methodology

An SROI analysis gives more than a financial measure of the social impact. The process involved in analysis and the evidence of outcomes construct a larger narrative of the qualitative and quantitative change of stakeholders. An SROI helps organisations to identify which stakeholders are affected, how they are affected and where they have created the most value. This process, in turn, can guide the development of the organisation to benefit a larger group of individuals and society.

7 Principles of SROI



1. Involve stakeholders

Interview stakeholders who have benefited directly from the programmes.



2. Understand what changes

Look for the changes that stakeholders have experienced after the programmes came into effect – keeping in mind both positive and negative impacts as well as intended and unintended consequences.



3. Value the things that matter

In calculating the SROI ratio, mainly including the benefits that have been stated directly by stakeholders



4. Only include what is material

Look at the information collected and include only information and evidence that provides a realistic and genuine picture of the programme; reasonable conclusions can accordingly be drawn about their impact.



5. Do not over-claim

Be aware that investing in social programmes has other indirect benefits, such as improving the well-being of other community members. This report illustrated these indirect benefits, but have not counted them within the SROI ratio calculation.



6. Be transparent

Demonstrate the basis of the analysis and the study limitations.



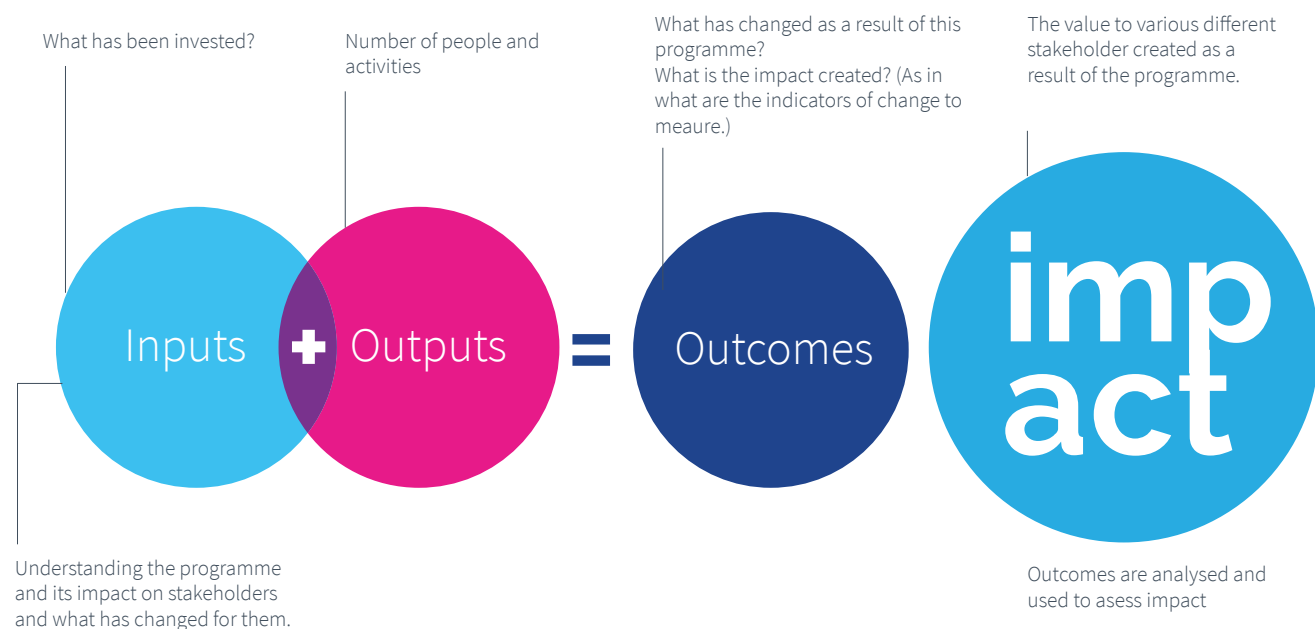
7. Verify the result

Discuss and verify with a 3rd party expert.

SROI Methodology

For this assessment, the methodology used is the Social Return on Investment (SROI) framework formalised by Social Value International. At its core, SROI is a measurement valuing both financial and non-financial outcomes of social interventions. There are four main elements to how we have measured social value: inputs, outputs, outcomes, and impact (the SROI) as detailed below.

SOCIAL VALUE INTERNATIONAL



Engagement Process

1. Mapping out key stakeholders of the programme.
2. Identifying how and which resources were used to deliver activities.
3. How these activities resulted in the outcomes for the target audience.
4. Evaluating and evidencing outcomes and elected values based on stakeholder feedback.
5. Assessing the impact and the extent to which the activities have contributed to this impact.

Valuation

Indicator	N (Base 5000)	Valuation	Explanation
Increased skill (technical and soft skills)- Self reported by the candidate	4169	₹ 473,149,645	Helped perform in safer and more efficient ways at their workplace
Increased dignity	1108	₹ 371,063,377	Raised awareness and provision of safety and dignity kits, adding conventional professionalism to these jobs.
Increased respect led Increased acceptance by community leading to reduced stigma	2562	₹ 202,140,323	Deep social change may take more than two years to fully materialise
Increased savings due to increase in income leading to lifestyle development	4903	₹ 196,165,892	Many participants had left their jobs or lost them due to the COVID-19 lockdown
Increased knowledge leading to an increase in usage of safety precautions in the workplace	4584	₹ 184,029,143	Some difficulties were noted in maintaining safety precautions and learnings in the workplace, even in formal settings.
Formal employment-transition from informal to formal sector	3781	₹ 138,624,110	
Increased income as a result of employment	2202	₹ 127,122,509	Many participants did not have additional sources of income or their income had not increased significantly.
Increased appreciation of sanitation work by beneficiary	1842	₹ 180,230,623	Due to loss of employment, and poor social treatment, some participants did not overly value their appreciation of their own work.
Decrease in health issues leading to fewer days missed from work	1787	₹ 79,045,458	Programme duration too short for participants to notice comprehensive improvement of their health. Medical expenses in rural areas are generally lower, and many people do not even opt for treatment, so participants may not be experiencing significant changes in this area.
Reduced spending on health issues	2355	₹ 28,540,266	

Input Cost

Doner and Partner	Input Type	Input in INR
Reckitt Benckiser	Direct Donation	7,75,60,288
Candidates	Cost of working hours missed due to the programme	16,50,000
Total Input		7,92,10,288

“

Since the inception of the World Toilet Programme two years ago, 183.7 Crore of social value has been produced. By putting the focus on increasing skills and dignity and reducing stigma, 3.9 times more value has been generated compared to that from formal employment. By identifying the issues that lie at the foundation of Sanitation & Hygiene, we now have a more holistic understanding of what problems need tackling. At this time of great uncertainty in the world, I encourage others to conduct similar studies to deepen our understanding of the multifaceted nature of the impact created. This will enable us to collectively take well informed, effective action which creates maximum value for society.

Ravi Bhatnagar

Director – External Affairs and Partnerships,
Asia Middle East and South Africa,
Reckitt Benckiser

“Wherever we live, whatever we do, we want to secure a healthy and happy life for ourselves and those closest to us. Therefore, we research, test, create and produce effective and convenient solutions to the everyday challenges faced by people all over the world.”



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