



FIN-SWAM SANITATION AND WASTE MANAGEMENT PROJECT 2014 ANNUAL REPORT By Shyama V. Ramani





Annual Report Jan 2014-Dec 2014

By Shyama V. Ramani

Introduction

According to the Annual Report of 2013:

“FIN-SWAM, the social venture, was launched in July 2012, with SWAM standing for **S**anitation, **W**aste **A**nd **M**anagement. It was to recruit local villagers and train them:

- ✓ To build safe toilets;
- ✓ Provide prior and post construction accompaniment;
- ✓ Maintain a village-level waste management system;
- ✓ Be able to document the entire process in a scientific manner both in hard copies and in a digital format;
- ✓ Be able to coordinate activity and cooperate amongst themselves, men and women, despite differences in sub-castes (all belong to backward castes – a term employed by the Indian Government to promote the socio-economic mobility of previously oppressed populations.).
- ✓ All while being respectful of local socio-cultural norms and the environment and cooperating with the local government (both formally elected and informally chosen (e.g. among the fishermen community)).”



This is very clear, but if someone had asked me last year to state the mission of Friend In Friend, I would have been at a loss for words. This is exactly what happened in March 2014, when I had organized a workshop with two external speakers, Ms. Sangeeta Venkatesh and Mr. Venkatesh, who were to also give us feedback. Mr. Venkatesh, a very renowned, Human Resources Manager, had casually asked me to present our mission and objectives and what impact I wanted to make. This resonated with the quip of Mr. Valentin Post of WASTE another well wisher, who often enquired – “What’s the impact of FIN? And when are you going to get out that village? What’s the point of it all?”

Well, this year’s journey has clarified all this.

The mission of Friend-In-Need is: To identify a model (or a set of models) by which villages in India can be as clean and healthy places to live as anywhere in the world.

The process by which we are trying to attain our mission is: to run a social enterprise that is engaged in toilet construction and waste management and is largely manned by local villagers.

This divides into four objectives to achieve our mission:

- (i) Build capabilities so that the tasks can be performed efficiently and with minimization of any negative externalities (i.e. side effects).
- (ii) Create demand with the ultimate goal of the venture team becoming self-sustaining.
- (iii) From this experiential knowledge that is constantly generated - create tools, indicators, organizational routines and guidelines and a teaching program – so that a ‘model’ or ‘soft ware’ of a social venture that can maintain toilets and hygiene in any village is developed.
- (iv) Finance the venture till it becomes self-sustaining and the above three goals are realized.

To make an impact – it aims: to replicate the FIN model across many villages. Or rather, if it is good, there will automatically be a demand from other villages to learn and replicate the model.

Thus, our impact has the potential to be realized beyond the confines of one single village. If documented fully and supported by tools, guidelines and a teaching – the model can be replicated.



In order to clearly mark the pathways of work in Kameshwaram and the efforts put in to develop tools, models, teaching material etc. for application elsewhere, we have decided to attribute the latter work to Sti4change – which is also founded by us.

The ‘software’ that will facilitate the scaling up of the experiential knowledge created by ‘Friend In Need’ in Kameshwaram will be developed by ‘Sti4change’.

The motivation for our work remains clear and well illustrated by world statistics. While, diarrhoea (an excreta related disease) does not figure among the top 20 diseases of upper middle income countries (mainly Latin America and East Asia) or the high income countries, it still plagues the developing countries with little improvement over the last 15 years (See Table 1).

So in the following pages I will present the main highlights of the year as a power-point presentation rather than a report, for the volume and variety of activity has been very great and it would be much easier to understand the highlights of the year in this fashion. I thank you for reading this report and for your support. For any questions or suggestions – please write to shyama_ramani@yahoo.com.

Sincerely,

Shyama V. Ramani, 09 March 2015

Table 1: Diarrhoea among the top 5 killers in the developing world (Source: WHO¹)

Low income Countries (Mainly African Countries)							
Situation in 2012				Situation in 2000			
Rank	Cause	Deaths in thousands	% of total deaths	Rank	Cause	Deaths in thousands	% of total deaths
0	All Causes	7445.958	100	0	All Causes	8127.188	100
1	Lower respiratory infections	773.699	10.39	1	Lower respiratory infections	879.763	10.82
2	HIV/AIDS	548.649	7.37	2	HIV/AIDS	878.147	10.81
3	Diarrhoeal diseases	445.918	5.99	3	Diarrhoeal diseases	689.424	8.48
Lower Middle Income Countries (India is among them)							
Situation in 2012				Situation in 2000			
2012				2000			
Rank	Cause	Deaths in thousands	% of total deaths	Rank	Cause	Deaths in thousands	% of total deaths
0	All Causes	19863.582	100	0	All Causes	18967.91	100
1	Ischaemic heart disease	2385.237	12.01	1	Ischaemic heart disease	1902.315	10.03
2	Stroke	1952.056	9.83	2	Lower respiratory infections	1588.341	8.37
3	Lower respiratory infections	1325.152	6.67	3	Stroke	1536.511	8.1
4	Chronic obstructive pulmonary disease	1293.657	6.51	4	Diarrhoeal diseases	1302.337	6.87
5	Diarrhoeal diseases	923.352	4.65	5	Chronic obstructive pulmonary disease	1010.662	5.33

SANITATION COVERAGE IS KEY TO REDUCING THE INCIDENCE OF DIARRHOEA.

¹ WHO, 2015 : http://www.who.int/healthinfo/global_burden_disease/en/

2014 Annual Report

1. Recall of Objectives

RESULTS

2. Toilet Construction

3. Waste Management

4. Localisation

5. Outreach

6. Self-Reflection Workshops

7. Financials

CONCLUSION

8. The good news

9. The challenges

10. Vision 2015



1. Recall of Objectives

Initial Mission of Friend In Need

- To Identify a model (or a set of models) by which villages in India can be as clean and healthy places to live as anywhere in the world.
- To integrate this model in a small, village based, social enterprise, i.e. Friend In Need India, that is self-sustaining and that maintains toilets and hygiene in the village.
- **Learning of 2014:** *If we succeed, and we will, we can replicate the model across many villages. So our efforts have the potential to have an impact beyond one village.*



1.1 What is a social enterprise?

“.....businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders”

<http://seq.realideas.org/Dti> 2002

Organizations (profit, non-profit, NGOs etc.) that offer products and services that add value to society.



1.2 HOW TO ARRIVE AT THE MODEL? THROUGH EXPERIENTIAL KNOWLEDGE GENERATED FROM WORK AT KAMESHWARM

- Make Kameshwaram as clean as any village in the world to identify model to keep other villages clean in India.
- Experiment and Identify the 'organisational' model by which this can be achieved.
- Develop tools and capabilities in a local team and make the organisation sustainable without outside dependence.
- Make these tools and processes replicable – build a teaching program.

1.3 LOCAL TARGETS TO ACHIEVE

- About 500 safe and well constructed toilets
- About 1500 households and 50 other organisations which pay for waste collection.
- A village level compost yard for maximum recycling of waste.
- Clean ponds
- Livelihoods between Rs 5000 – Rs 15,000 for about 20 people, which is auto-financed by other above activities.

1.4 FIN-SWAM's aims in terms of social impact in Kameshwaram

Toilets for All



Clean Environment



Behavioural Change

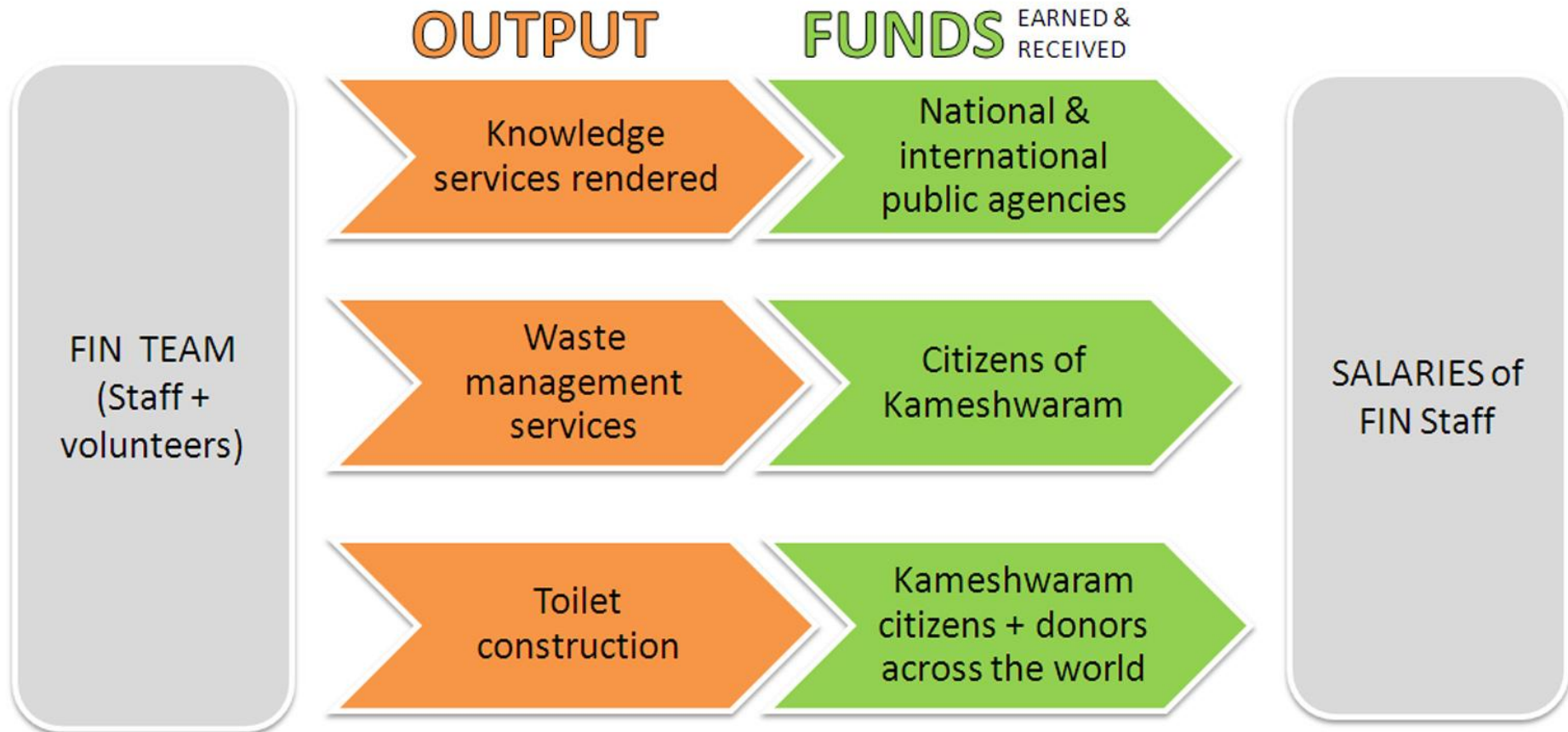


A Local Social Venture to sustain the above



1.5

FIN-SWAM : The Social Business Model



1.7 In 3 years we want to see three teams earning livelihoods in Kameshwaram



Waste Management Team from waste collection and recycling with 80% self-sufficiency

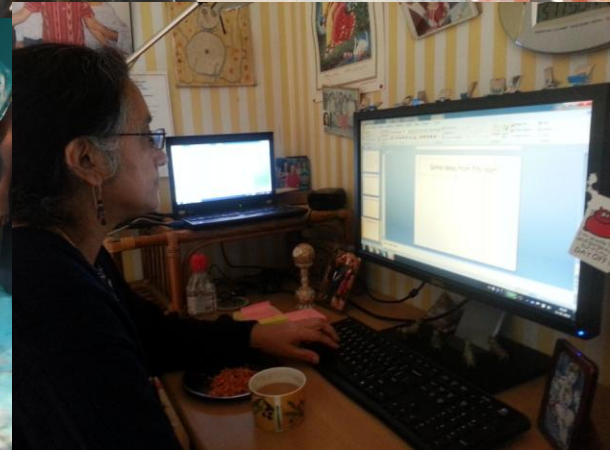
Mason Team from toilet construction with 90% self-sufficiency



Incubator team from field coordination, teaching and research with 70% self-sufficiency

1.8 The unique Features ...**WE ARE WORKING TOWARDS** :

1. Accompaniment of village masons with full documentation
2. Putting in place village level waste collection system.
3. Specialists in construction of septic tanks and ecosan toilets – without an engineer by village masons.



1.9 The Friend In Need – The core team of 2014



Shyama



Paranjothi



Rushva



Vijayakumar



Sangeeta



Raji





Identification of clients in the village



Construction of toilettes



Waste Collection

03

Waste transport to the compost yard of Nagapattinam

By the end of 2013 we had all these things going on



Workshops with experts



Saturday meetings via skype



Feedback from experts



Discussion with local elected officials



2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

2. Toilet Construction
3. Waste Management
4. Localisation
5. Outreach
6. Self-Reflection Workshops
7. Financials

CONCLUSION

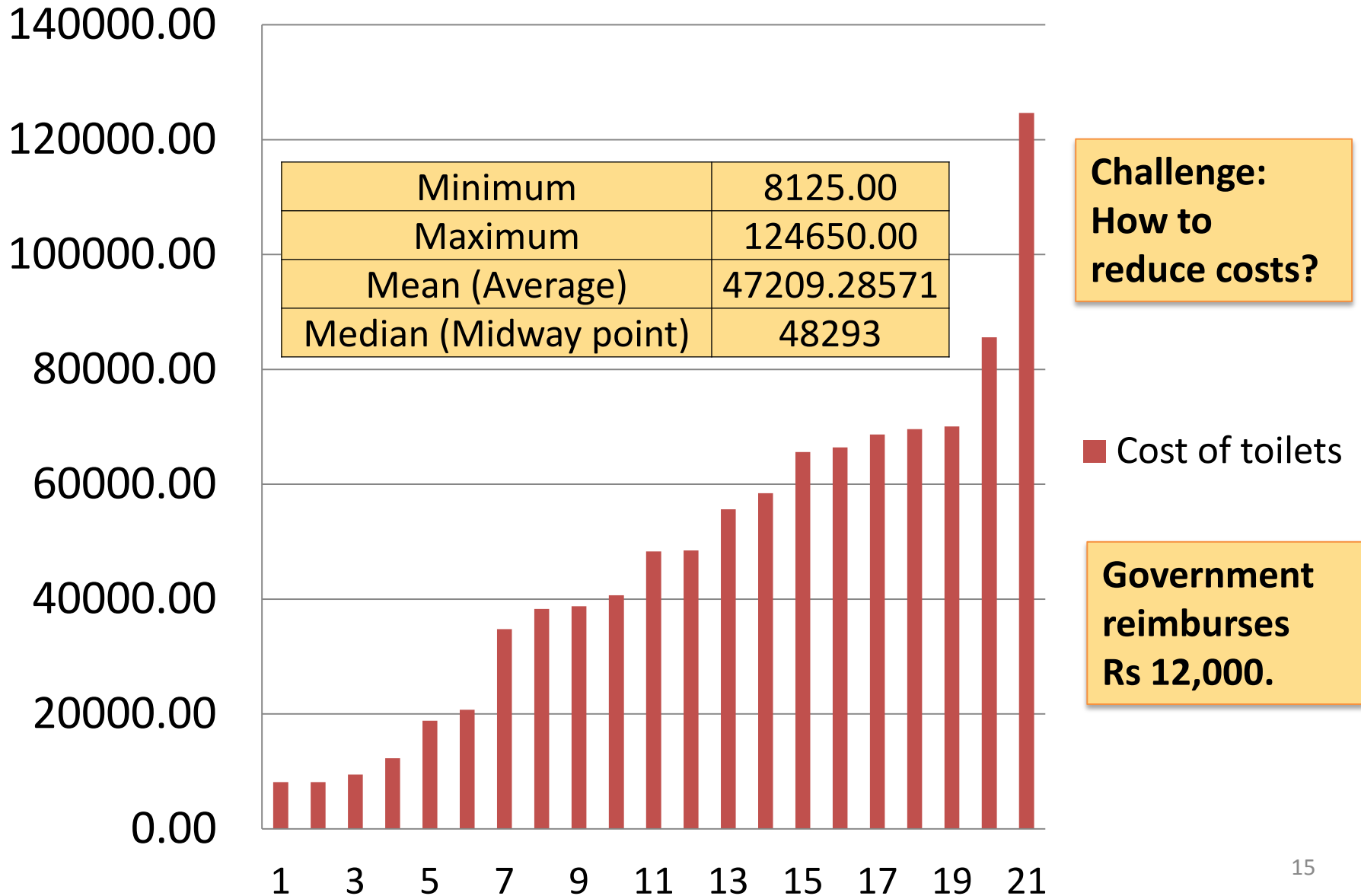
8. The good news
9. The challenges
10. Vision 2015

2.1 Toilet construction (2 masons + 1 helper)

January	1	
February	5	
March	2	
April	2	
May	5	
June	1	
July	3	
August	1	
September	1	1
October	1	1
November	1	1
December	0	0
Total	23	3
Average per month	1.92	0.75
Target for 2015 - Average per month	3 to 4	

Challenge: Why is construction so slow?

2.2 Cost of toilets in INR



2.3 Lack of Quality and Lack of Standardization



Cracks in septic tanks

Differences in dimensions – sometimes bigger than necessary



2.4 Lack of Systematic Learning & Lack of Knowledge Accumulation Supports



The concept and protocol of meetings and discussions is yet to be integrated into the individual and organisational 'mindset'.

We are on the learning curve to understand and regularly document activities using templates. The filling of templates on time is yet to catch on. This is the biggest challenge of our village venture team.



2.4. Our response – Evolution of Contract

Contract 1: Fixed salary for masons (daily wage of Rs 500), full labour paid for by FIN.

Result : Family took their time and masons took their time.

Contract 2: Fixed salary for masons (daily wage of Rs 500), 50% labour paid for by FIN.

Result : Masons took their time and families complained that they were paying more because masons were so slow.

Contract 3 : Fixed salary for masons (daily wage of Rs 500) paid by family, 50% of labour paid for by FIN after toilet is completed.

Result : Families are making the masons work faster because they can get their 50% to be cost efficient. More efficient work. But we are paying for masons putting tiles etc.

Challenge: Why is construction so slow?

**Answer : (i) weather;
(ii) Contract with mason & beneficiary.**

Contract 4 : Fixed salary for masons (daily wage of Rs 500) paid by family and fixed sum to be paid by FIN after toilet is completed.in 2015

2.5. Our response – Evolution of team

	Name	Expertise	What was the problem?	2014
1	Selvakumar	Mason	Doing everything very slowly to maximize the payments to every toilet; Other masons obeying Selvakumar too much.	Dismissed
2	Dhanabal	Mason		Dismissed
3	Murugasen	Mason		Dismissed
4	Kesavan	Mason		Dismissed
5	Karthikeyan	Economics	No capabilities and Lying	Dismissed
6	Kanagarajan	Management	No capabilities and Lying	Dismissed
8	Gandhiraj	Engineer	No capabilities and Lying	Dismissed

What's the point of education?

- Academic degrees are not a reliable indicator of expertise.
- Those with academic degrees exhibit 'lying' and 'cheating' tendencies with higher frequency.
- Even within dalits, those with academic degrees tend to treat others of their caste without degrees and those in lower sub-castes with disdain.
- Those with academic degrees are much more rude and arrogant in speech.
- Those without degrees tend to exhibit 'wolf pack' - implicitly obey a leader behaviour.

2.6. Our response – Development of tools

Name of tool	State of development	State of implementation	Digitilization potential
Toilet diary	Highly developed	Not up to date	High
Toilet album	Highly developed	Not up to date	High
Toilet Market Survey	Started	Poor	High
Toilet catalogue	Started	Poor	High
Checklist before construction	Has to improve	Not yet	High
Checklist during construction	Has to improve	Bit	High
Checklist after construction	Has to improve	Not systematically	High
Toilet building process	Has to improve	Not up to date	High
Toilet construction question-bank	Real innovation	Not yet	High
SWACH literacy question bank	Started – 100 questions	In Uganda	High
Village Venture management teaching material	Not started	Not started	High

2.7 Tool Example – A quiz



Source:-FIN Trust India Toilet Construction Photo

Question	35. Which part of the toilet are you looking at in the picture?
Choices	a) Pit of a double pit toilet b) Water collecting chamber ECOSAN UDDT c) Septic Tank of conventional toilet d) Compost chamber of ECOSAN UDDT
Answer	d) Compost chamber of ECOSAN Urine Diversion Dehydration Toilet
Explanation	There are two chambers in the ECOSAN toilet. The compost is taken out after 6 months from the first chamber and used in the kitchen garden.

This is part of a quiz that has been developed by our masons. But they needed 2 workshops and steady accompaniment to create a question-answer bank that tested the often tacit knowledge required for masonry of toilets.

2.8 Tool Example – A toilet construction dairy



•TOILET WITH BATHROOM

	English	Tamil	Date	Day
1	Marking the lions for the foundation	அடித்தள அளவீடு செய்தல்		
2	Digging for the foundation by family	அடித்தளத்திற்காக குழித்தோண்டுதல் (பயனாளி)		
3	Building basement walls	அடித்தள சுவர்கள் கட்டுதல்		
4	Sand filling in the basement	அடித்தளத்தில் மணல் நிரப்புதல்		
5	Building walls	சுவர்கள் கட்டுதல்		

This is an extract.... In order that the masons work on toilet construction 'mindfully' it is necessary to 'codify' i.e. write out what they do. This was a revelatory exercise for me because it took so many hours of discussion with them to get this done. Filling this regularly is more challenging for them than building any toilet.....

2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

3. Waste Management

4. Localisation

5. Outreach

6. Self-Reflection Workshops

7. Financials

CONCLUSION

8. The good news

9. The challenges

10. Vision 2015

3. Waste Management

- 320 have benefitted from the waste management program since the start in April 2013.
- 230 have left the program after trying it out for some months since April 2013.
- People are unwilling to pay Rs 20 for waste collection – they want waste to be collected by Panchayat for free.
- Panchayat does not have the resources to do this.
- On the other hand, all households pay Rs 100 for cable TV and most spend at least Rs 1000 for alcohol.

3.1 Waste Management - 2014

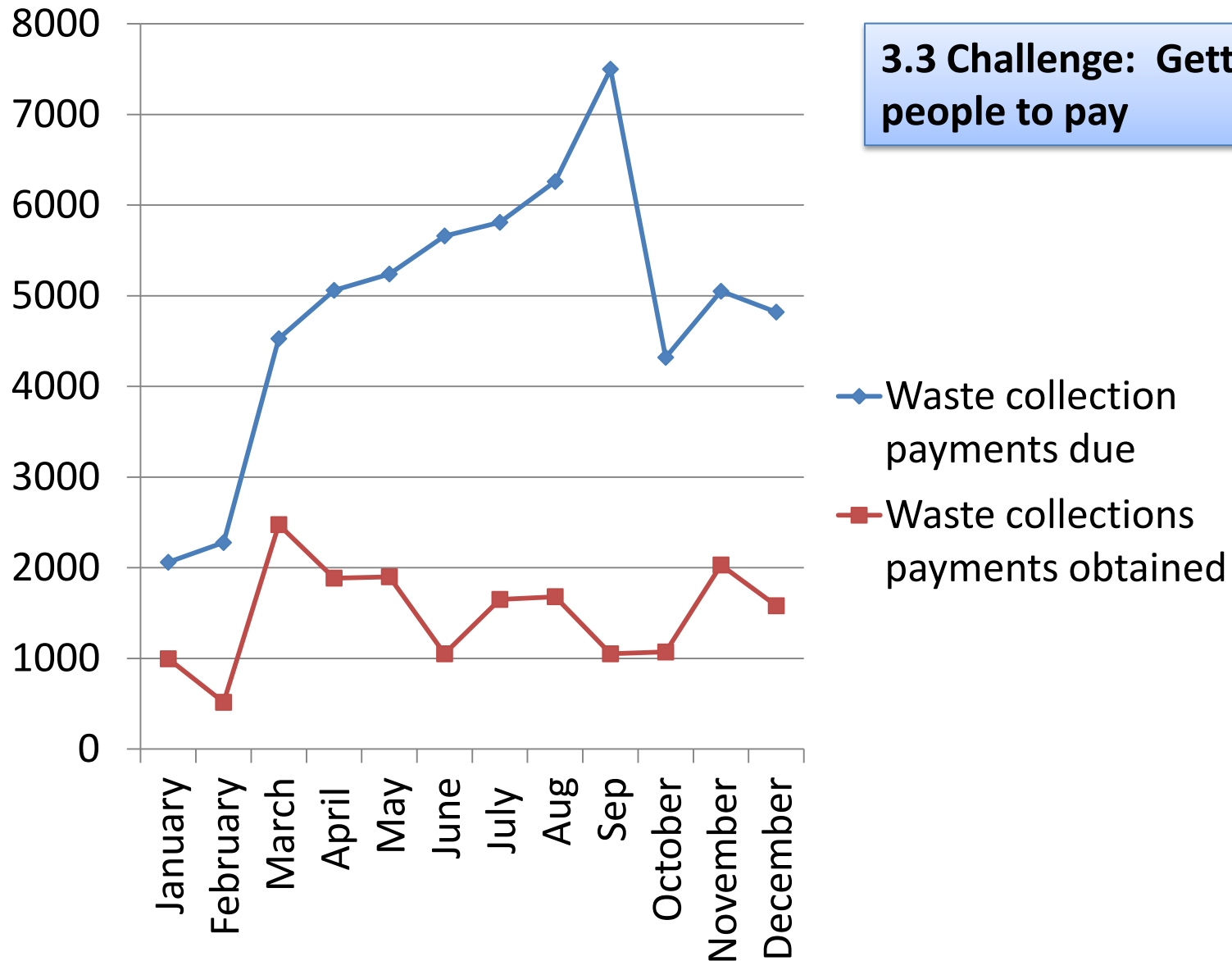
- 103 households were with us in January 2014.
- 90 were with us in December 2014.
- There were 150 new registrations in 2014.
- 177 households left the program in 2014.

Social Impact	Number of houses in 2014 in waste management	Number of houses in 2013 in waste management
January	103	
February	188	
March	177	
April	177	
May	173	
June	150	
July	114	
August	132	
September	133	85
October	90	83
November	90	72
December	90	78
Average per month in 2014	127.83	
Average per month in 2013	79.5	



Progress

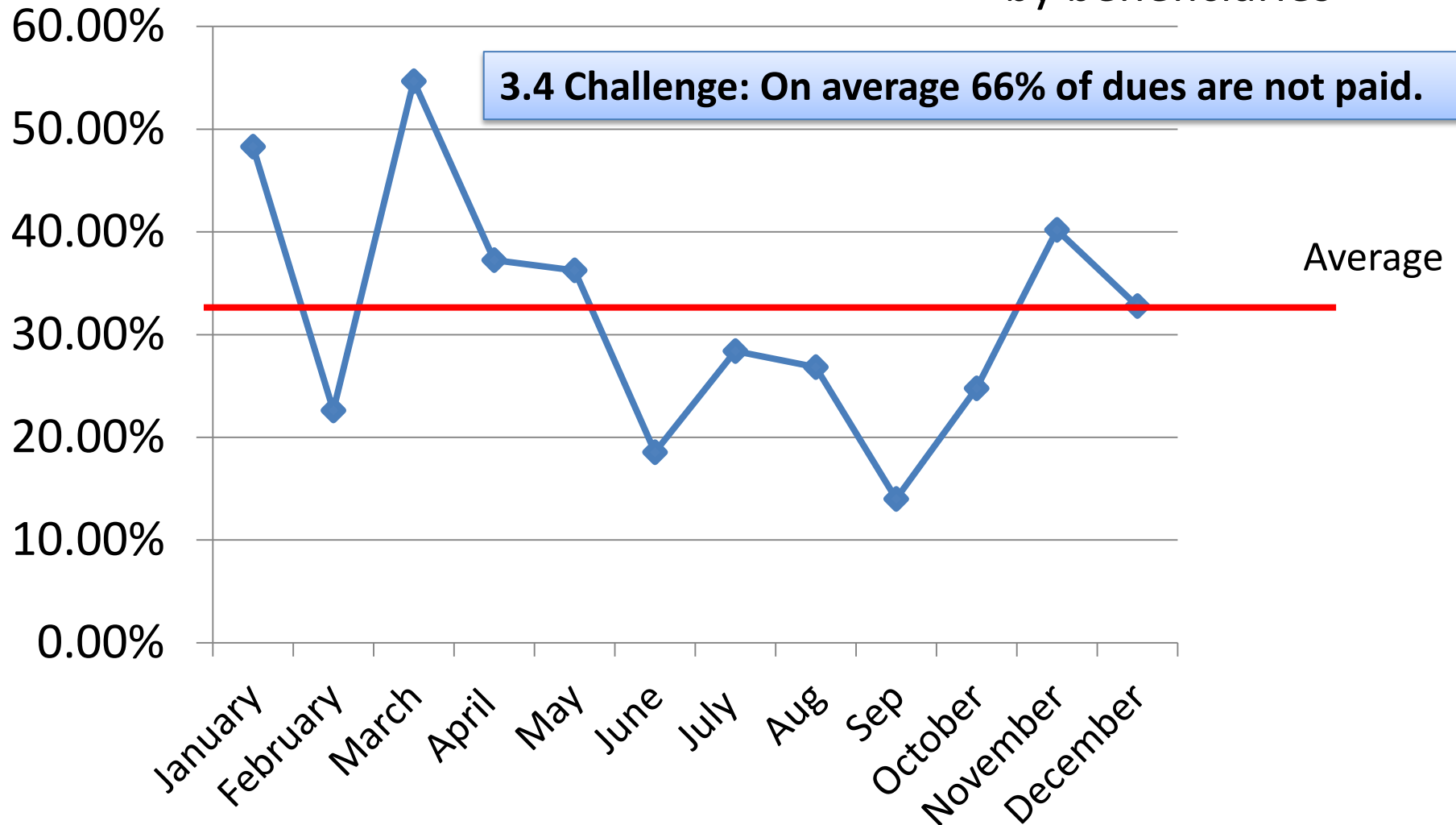
3.3 Challenge: Getting people to pay



% of waste collection dues paid by beneficiaries

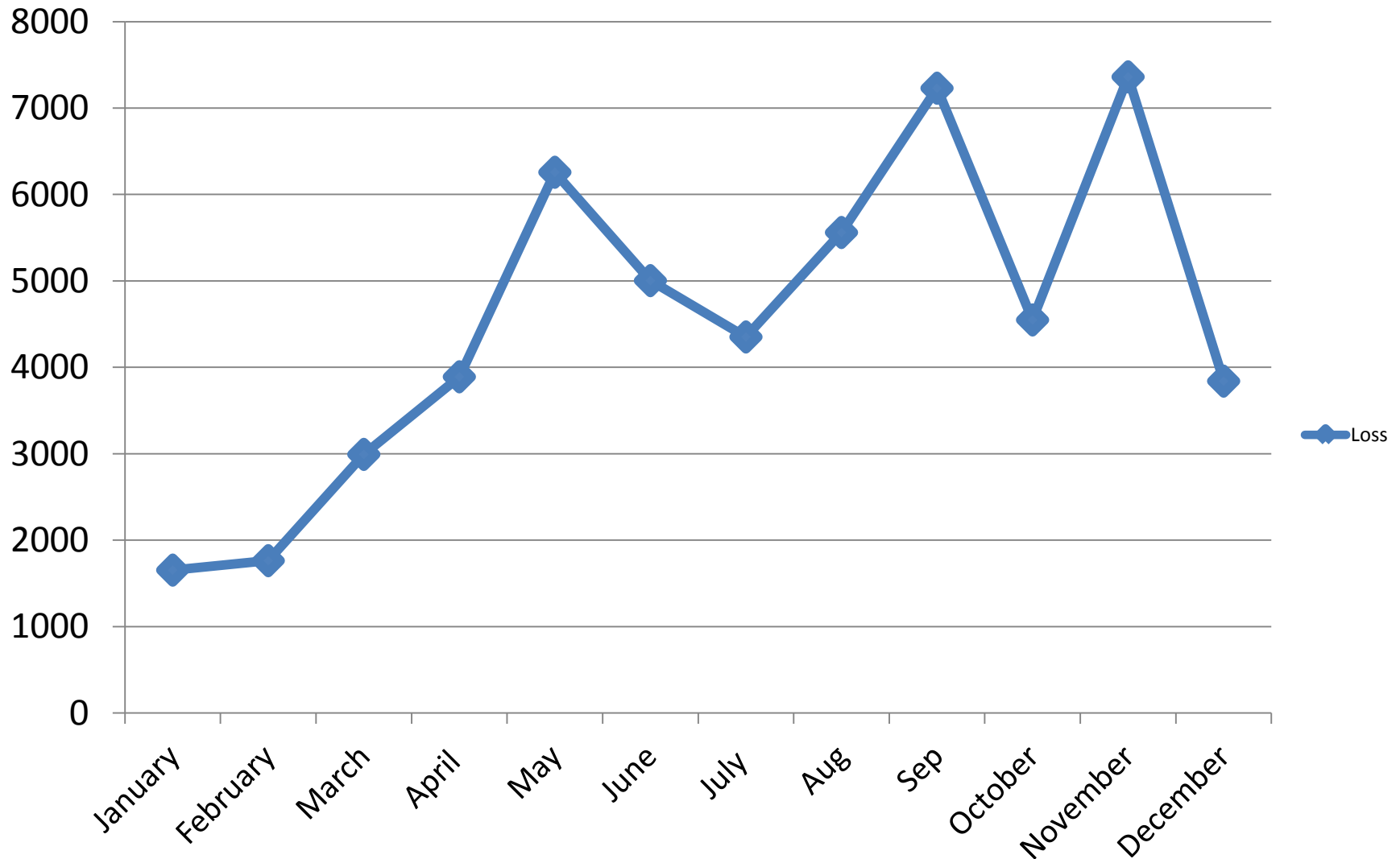
◆ % of waste collection dues paid by beneficiaries

3.4 Challenge: On average 66% of dues are not paid.

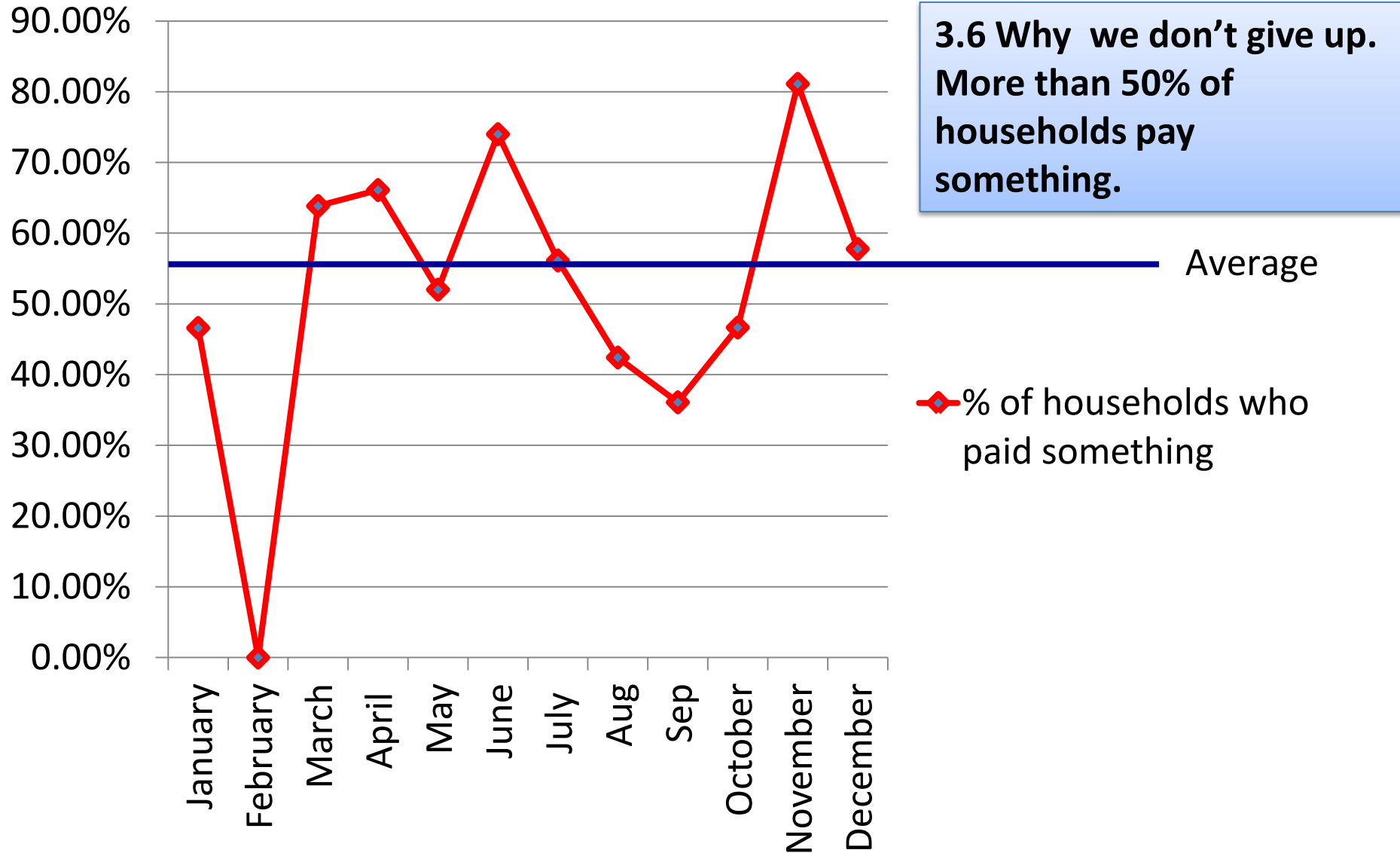


3.5 Challenge: How can we at least break even?

Loss

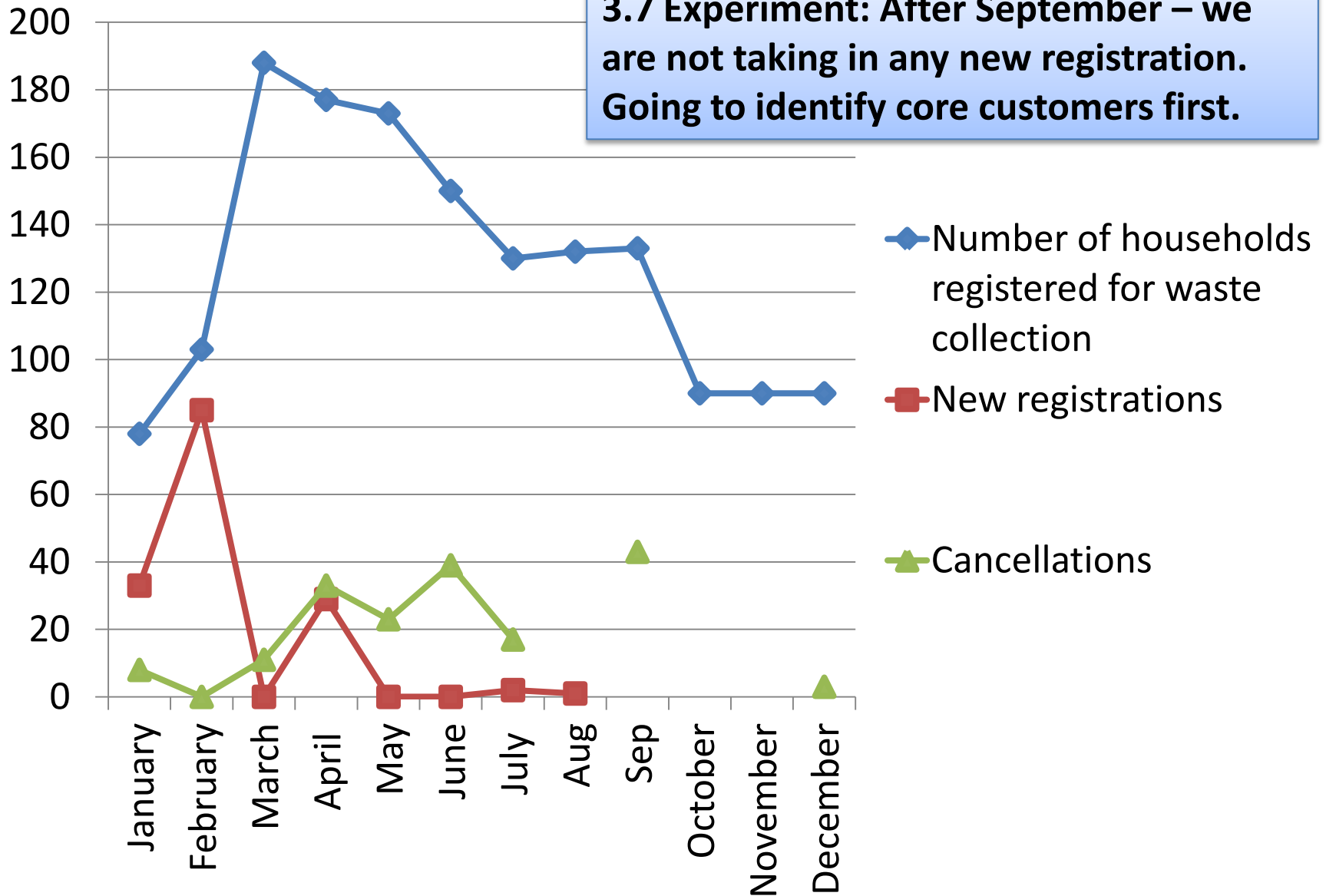


% of households who paid something

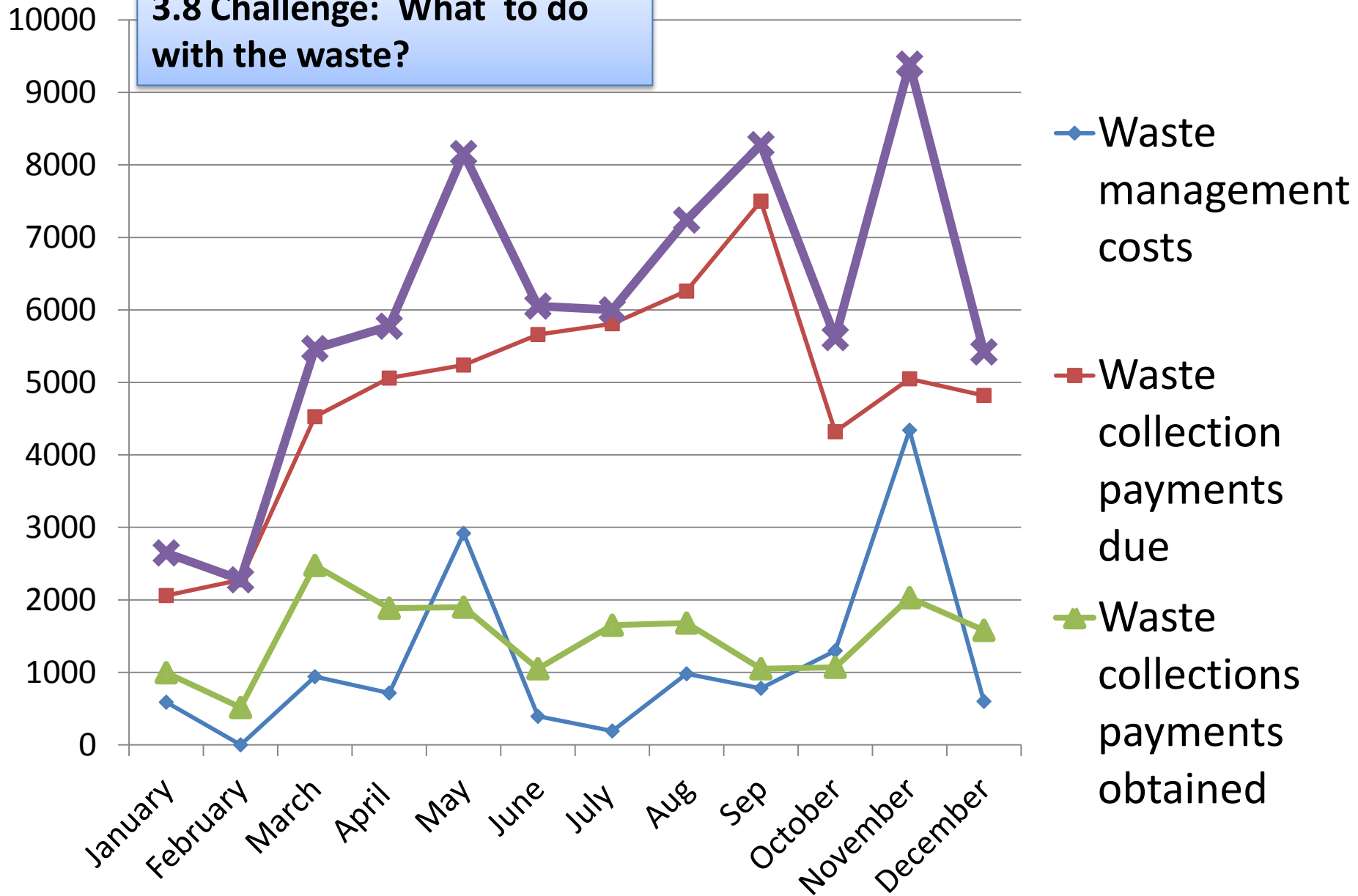


Evolution of registrations over time

3.7 Experiment: After September – we are not taking in any new registration. Going to identify core customers first.



3.8 Challenge: What to do with the waste?



3.9 Capability shortcomings of the waste management team



a. Not plotting the route & documenting on paper correctly



c. Not covering the route every week – heavy absenteeism



d. Not taking collected waste to Velankanni regularly



b. Incorrect entries in excel

e. Lack of knowledge of proper composting



3.10 Response to 'not-motivated' waste management team – A change in the team

		2014
1	Isaivani	Dismissed
2	Ranjani	Dismissed
3	Segar	Left
4	Anjappan	Recruited
5	Asuayya	Recruited

Because of: remote management, my soft nature and their difficult lives - they started doing less and less giving many excuses. Then I found that many of their problems were false and they just thought I was quite dumb and so they could get away.

Here Panchayat head suggested I hire men from the gypsy community – who though known for their drinking habits were interested in settling and leading normal lives. This is what we have done. And they are working well.



2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

4. Localisation

5. Outreach

6. Self-Reflection Workshops

7. Financials

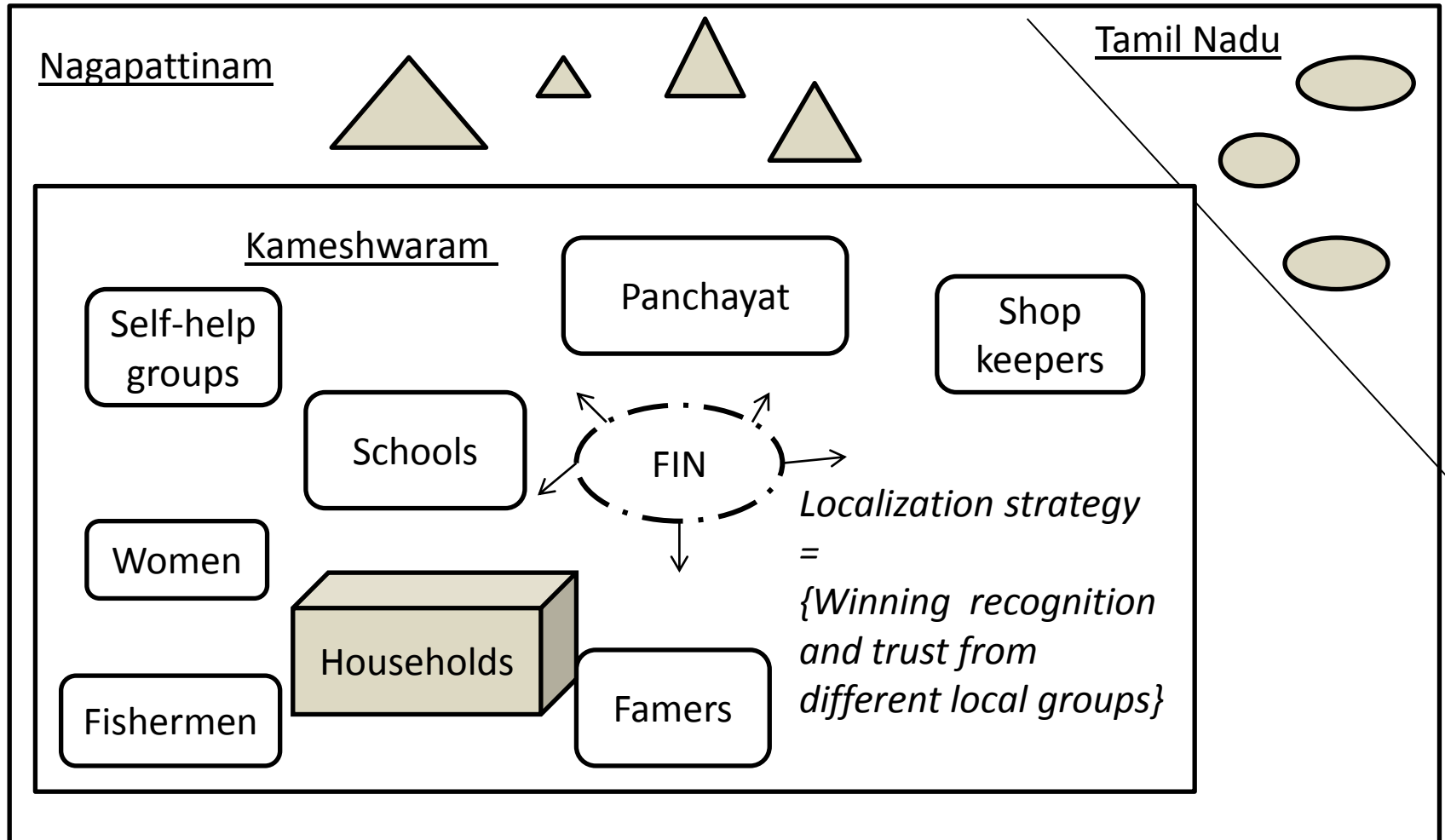
CONCLUSION

8. The good news

9. The challenges

10. Vision 2015

4.1 Eco-System of FIN and its Localization Strategy for Collaboration and Cooperation



4.2 Our innovation – People are getting to know us through the bag!



- We are distributing bags on occasions:
- Recognition of Friend In Need
- Understanding - What we do – why – what is our mission – what is our business model



- And in the process we want to eliminate use of plastic carry bags in Kameshwaram.
- This is an enormous hit.

4.3 Our achievements – The Saint Sebastian school Principal and staff appreciate us greatly and honoured us at their school annual function !



4.4 Our achievements – We are supporting a youth fishermen's SWACH Bharath volunteer team!



The Fishermen community is convinced of our good will and motivation and appreciates us greatly.

4.5 Our achievements – The Vice President of the Panchayat is our honorary member and is made aware of our progress regularly!



The Panchayat is convinced of our good will and motivation and trusts us now.



4.6 Our achievements – We are making contacts with decision makers



With Mr. Ganesh of NABARD
who visited us



With TSC team in District
Collectorate Office in Nagapattinam

4.7 Localisation – Building relationships

– where we are ... **We have a long way to go.**

Name of stakeholder	Strength of our relationship
Panchayat	Know us – some cooperation
Fishermen	Know us – some cooperation
Farmers	No systematic meetings with representatives
Shopkeepers	No systematic meetings with representatives
Schools	Only with Saint Sebastian School
Crèches	None
Self-Help Groups	None
Women's groups	None
Village Health Officer	The know us
Village Administrative Officer	No systematic meetings with representatives
Block development Officer	No systematic meetings with representatives
District collector	No systematic meetings with representatives
Leaders of faiths	Never contacted

Social Impact in Kameshwaram	Number of meetings/events in kameshwaram	Number of speeches in schools	Other social work actions
January	0	0	Putting tins for temple festival in Feb
February	0	0	0
March	0	0	Painted bus-stop
<div>4.8 Our achievements – We are being proactive and helping in local functions!</div>			Putting tins for temple festival in April. Made speeches in school
April	0	1	
May	0	0	Put tins in temple
June	1	0	0
July	1	0	Put tins in temple
August	1	0	0
September	1	0	0
October	0	0	0
November	1	0	World Toilet day
December	1	0	Tsunami memorial
Total 2014	6		7
Average per month in 2014	0.5	0	0.58
Average per month in 2013	0	0	0

2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Localisation~~

5. Outreach

6. Self-Reflection Workshops

7. Financials

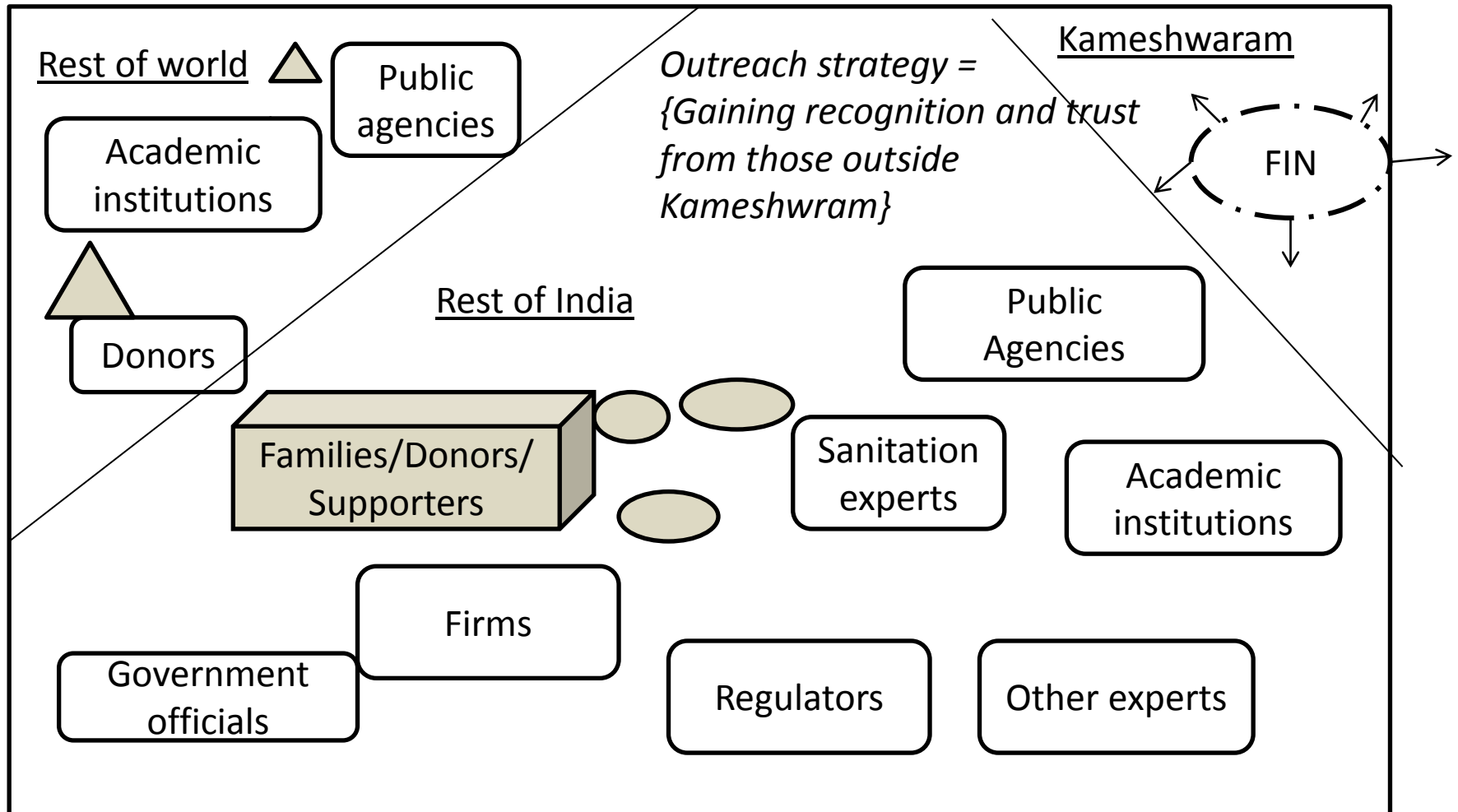
CONCLUSION

8. The good news

9. The challenges

10. Vision 2015

5.1 Eco-System of FIN and its Outreach Strategy for Collaboration and Cooperation



5.2 Our achievements – Sangeeta presented our research proposals to the Department of Science and Technology



Technical Advisory committee meeting held on 21st October, 2014

**Centre for Water Resources Development and Management,
Kunnamangalam PO, Calicut, Kerala 673 572
at Kozhikode, Kerala.**



Success !A research programme will be financed under NCSTC programme "Jal Sutra: Eco & WaSH Futures"

To start from June 2015 till December 2016



INCENTIVIZING THE PROVISION OF RURAL SANITATION THROUGH 'SUSTAINABILITY AUDITS' FOR THE NGP PROGRAMME

Goal: To strengthen the sustainability of rural sanitation provision through development of a comprehensive audit system to strengthen the 'incentives' offered by the NGP programme.

Tamil Nadu, Gujarat and Sikkim – Target states of study

5.4 Social Media

88 posts in 2014

Jan 1 - 2014: likes 241 ; Dec 31, 2014: 1022

Posts that give ideas...

Sun Jan 12: Kim

SIDC Updates: Hello from the Judges!

KIM VISSER

Kim Visser works as a business adviser at WASTE, Netherlands and has a technical background in innovative product design, healthcare and water purification. She holds a Bachelor of Engineering degree with specialization in Industrial Product Design.

As a designer it is your job to design a product that makes everybody happy. A common mistake is that you design something for one of the people involved, but the trick is to design something for all stakeholders and offer them all benefits by making the right choices for your product. Simple things can do the trick. For example, make sure that you keep an empty spot for the producer's logo. Talk to the company that would sell the product and make sure it fits with their current 'look-and-feel'. Make the product suitable for easy maintenance. Is it maybe even possible to recycle parts of the product?

Good Luck!



5.4 Social Media

88 posts in 2014

Jan 1 - 2014: likes 241 ; Dec 31, 2014: 1022

Posts that give
news of
Kameshwaram...

December 26

Celebrating the love, lessons and grace given by those departed on the 26th of December, 2004

And this is my message which Mr. Paranjothi beautifully communicated adding Tamil sayings to drive home the points even better: “My dear sisters and brothers and children, I came to this village 10 years back to help you and I feel that it is you who have helped me much more. I have learnt so much from you all and your lives are such an inspiration to all of us. Today, you have started from the Christian school of Saint Sebastian in Kameshwaram, are standing together as Hindus and paying a tribute to the Muslims who took care of you after the tsunami. Why can't the whole world be as good as you? Please never change. Your harmonious living is what the world needs to emulate.

Your lives have changed a lot over the last decade. I hope we have contributed positively to being part of the change – facilitating the construction of 500 toilets, of which the last 50 have been during the last 2 years. There is less garbage in public spaces through our waste collection program, which we hope more people will join. We will continue in our mission to make Kameshwaram as clean as any in the world with your participation and help. We wish you all the very best.”



5.4 Social Media

88 posts in 2014

Jan 1 - 2014: likes 241 ; Dec 31, 2014: 1022

Posts that serve as
fund raising
campaigns...



5.5 Training Students



Karthikeyan
Bharathi Dasan University



Shipra Agarwal
Azim Premzi University



Georgiana Runceanu
Maastricht University



Felix Gottschalk
Brunel University



Rushva Parihar
Brunel University



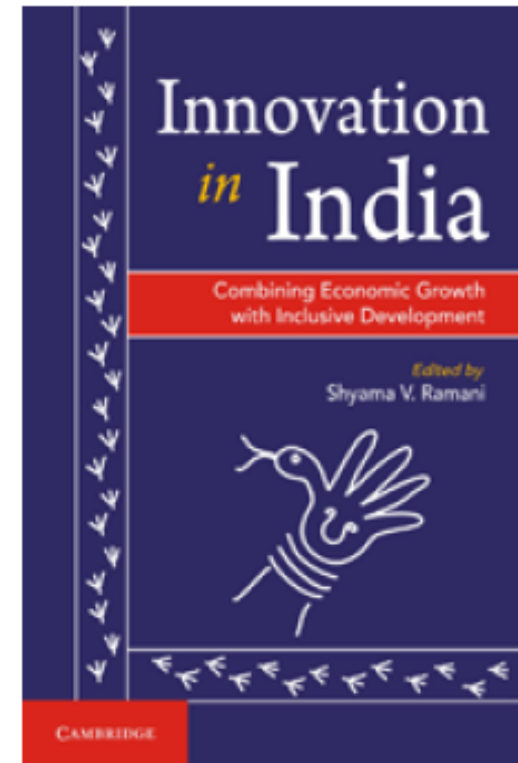
Innovation in India: Combining Economic Growth with Inclusive Development

This book is all about how technology and innovation have shaped different sectors in India, and how this evolution has contributed to India's economic growth, while largely failing to provide for inclusive development. It shows that while technological

Chapter 10: Where is the toilet please? On the diffusion of toilets as a pro-poor innovation in rural India

"The current literature on NSI has little to say on the processes of innovation generation for or by the poor."

"Despite all the funds, government programs, financiers and social enterprises, there is still a need and a place for social entrepreneurs and civil society to ensure the creation and effective adoption of pro-poor innovations like sanitation."



5.7. PARTNERSHIPS TO MEET CHALLENGES 2015

Partnering Organisations



M. S. Subburaman (SCOPE). Sanitation Expert

Felix Raj (Adrem2). Architect



Nagarajan (Bharathi) – MFI Director



Manoj Kumar (Pratanute technologies) Web application developer

2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Localisation~~

~~5. Outreach~~

6. Self-Reflection Workshops

7. Financials

CONCLUSION

8. The good news

9. The challenges

10. Vision 2015

March 18, 2014

i) Trustee meeting , ii) Project Evaluation, iii) Presentation on Human Resource Management in a village venture and (iv) Presentation on Waste Management at a village level

iv) Waste management by Ms. Sangeeta



ii) Project Evaluation



iii) HR Presentation – Mr. Venkatesh



i) Trustee meeting



2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Localisation~~

~~5. Outreach~~

~~6. Self-Reflection Workshops~~

7. Financials

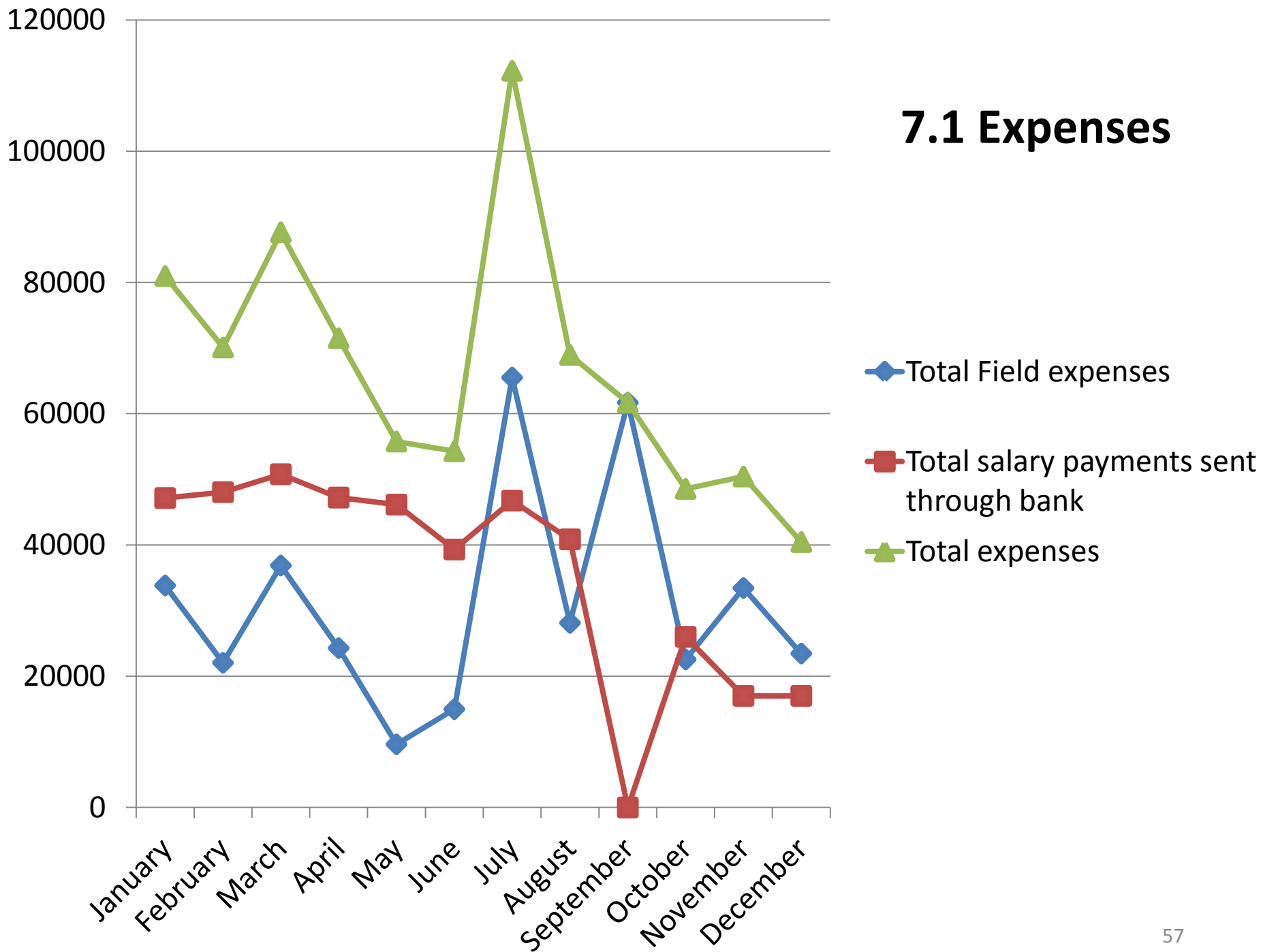
CONCLUSION

8. The good news

9. The challenges

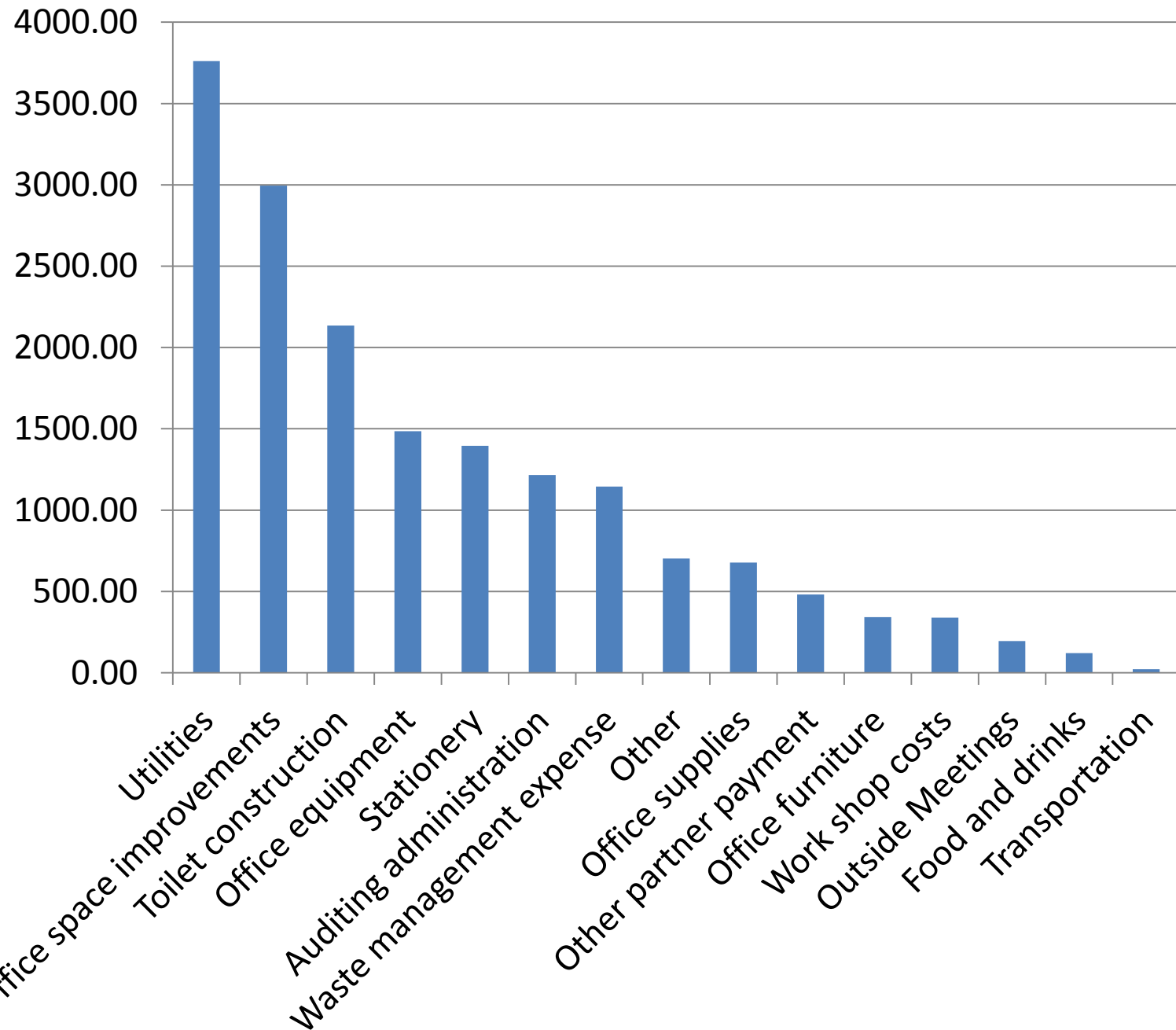
10. Vision 2015

7.1 Expenses



7.2 Annual Average

■ Annual Average



7.3 Expenditures with brief explanations

Field Costs (besides salary via bank transfer)	Total in 2014	Percentage of total field expense 2014	Percentage of expense in 2013	Comments
Utilities=electricity, water, internet, rent	45479	12.08%	1.97%	We now have an office in the village.
Salaries paid in field	152202	40.44%	6.66%	The masons want to be paid on a daily basis
Waste management expense	14276	3.79%	2.36%	gloves, garbage bins , paint
Toilet construction	25614	6.81%	0.04%	We pay 50% of labour costs so that people will switch to toilet usage from open defecation.
Food and drinks	7856	2.09%	0.25%	During meetings with villagers.
Stationery & Photocopying	16441	4.37%	0.27%	Waste management routes, weekly targets, toilet diaries, reports
Transportation	17821	4.74%	1.36%	To collect and transport waste
Office space improvements	35933	9.55%	0.68%	This refers fixing doors, windows and the roof properly
Office supplies	14057	3.74%	0.23%	Small supplies like paper, clips etc.
Office furniture	260	0.07%	0.93%	Chairs , table
Office equipment	8466	2.25%	14.31%	Modem, printer

7. 3Expenditures with brief explanations

Other partner payment	23200	6.16%	14.42%	We had to pay external consultants for training. This is reducing.
Other	2347	0.62%	1.12%	These are miscellaneous costs, which are also reducing.
Auditing administration	5960	1.58%		Now our auditing is more regular and formal.
Outside Meetings	4240	1.13%		
Work shop costs	2185	0.58%		We are holding workshops.
Total Field expenses	376337	Percentage of total expense		
Total salary payments sent through bank	426241	53.11%	55.40%	Salary component is more or less same.
Total expenses	802578			

7.4 A great achievement – we are starting to generate revenue!!!



Revenue from Social business	Total 2014	Total 2013
Payment for waste collection	17880*	4000
Payment for toilet construction	85175*	0
Other revenue	930	0
Total Revenue	103985	4000

Please note that payments for waste collection and toilet construction were distributed directly to the workers concerned. They were not used for any of the expenditures of Friend In Need – which were covered by donations as follows.

Total Expenses of FIN in 2014	Percentage Breakup of donations
802578	
Donations from India	8.72%
Shyama consultancy	37.38%
Donations from Europe	56.07%
Total	100%

2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Localisation~~

~~5. Outreach~~

~~6. Self-Reflection Workshops~~

~~7. Financials~~

CONCLUSION

8. The good news

9. The challenges

10. Vision 2015



8.1 FIN – A Local Social Enterprise Has generated Employment Empowered staff – Introduced modern ways of working



Employment of locals



Collective vision

Documentation of activities to
understand the process of our activities
and make improvements





8.2 More Good News



Toilets are getting built and repaired



Tools for village venture team are being developed



Village is getting cleaner



Villagers are becoming more aware

8. 3 To continue with the good news....



- A lot of the suggestions of management experts have been put into place, they're really showing results and so I'm starting to respect management experts a lot more!
- Both the 'masons' team and 'waste management' team now understand what a social enterprise is....everyone knows that we are rooting for them and they now understand how I am doing that. ...it's taken a year....but...
- Both are slowly realizing what this means.
- They are accepting a small degree of "ownership" and realizing that the future is in their own hands.
- They are participating more in the creation of protocols.
- They are also understanding how to use the computer and micro-soft office better.
- Someone in the group is always excited about the work (besides me) and so despite the ups and downs – it's pretty good.
- The toilets are getting built and the waste is getting cleared up.
- We all understand our roles much more clearly (including me!).

2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Awareness Creation~~

~~5. Tools Development~~

~~6. Self-Reflection Workshops~~

~~7. Financials~~

CONCLUSION

~~8. The good news~~

9. The challenges

10. Vision 2015



9.1 General Contextual Challenges

- **Missing Institutions:**
 - The Village Council (mainly made up of volunteers) is only mandated to disburse government funds and facilitate implementation of government programs.
 - Wandering NGOs and Non-profits (and there are many) provide services (teaching, awareness and motivation, construction, installations etc.) but they are not held responsible and they also do not consider themselves to be responsible for impact and follow-up. They are hired by national and international agencies and large firms.
 - Local social enterprises to maintain toilets and hygiene are absent.
- **Lack of pride in village – Lack of interest in village development**
 - Most villagers think world outside is much better.
 - So focus is on ‘maximizing earnings’ through leaving village. (same with city dwellers)
- **Mistrust of those who try to bring about change**
 - Contrary to popular belief – anybody who works for village development is regarded with ‘mistrust’. Who is the sponsor? A political party, a religious sect, a gangster making good or laundering money, a dubious firm? **As working for collective improvement rather than self (i.e. household) improvement is considered to be abnormal – unless you are part of the government. Popular media – especially cinema often preaches that violence is only way out. So violent/secretive behaviour is regarded as “NORMAL” but openly working within the system is viewed with mistrust.**
- **Stigma** – Attached to any work related to sanitation and waste management.
- **Vertical Culture** - There is a pecking order. Ones up the ladder give orders to subordinates. No feedback loops. People stay cooped in little labelled gendered boxes.
- **Lack of Attention to Details** - This comes from lack of pride in work.
- **Beauty & Elegance of anything only with Wealth** – But this need not be the case.
- **Lack of Innovation** – From all the above.

9.2 General challenges with all the teams

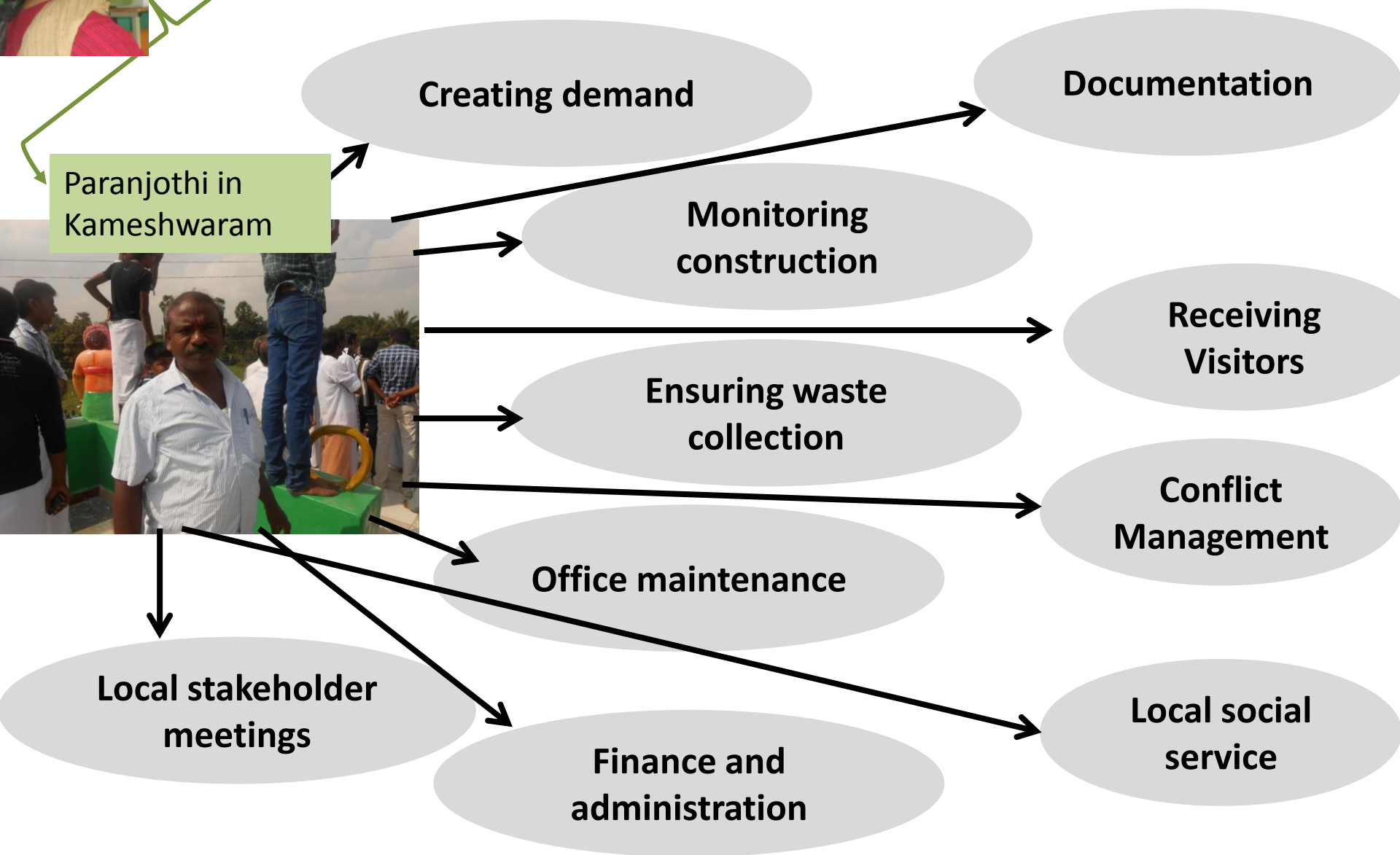
- **Not passionate enough:** Not everyone in the team is that passionate about 'ecology' or about being a social enterprise – so feeling of 'ownership' and 'self actualization' has to be developed more.
- **Heat:** The terrible terrible heat is lowering productivity. It's really tough to be out in the heat under the sun.
- **Health problems:** Despite the clean air and the lack of famine of any sort – there is high absenteeism due to fevers etc. I don't know why this is happening.
- **Partying:** Participation in the life time rituals of community members. This is a **must** given that the community is their best insurance during hard times.
- **Inadequate skills** in basic planning, time management and project management (but I feel most of us are like that...)
- **General Yakking:** Mistaking socializing and having a good time with the villagers – as a major part of work.
- **Local fights** – mainly 'family vendettas' and fights over 'political elections'. But they are not too violent. They are mostly verbal screaming with a lot of fist shaking and some skirmishes (i.e. a few days in the hospital for all concerned).

9.3 Expertise & work culture gaps to fill

- *Marketing:* The FIN team cannot conceptualize or explain the model they are building to any client.
- *Low cost:* They do not have the expertise or vision to do a market study. Also since there is no conceptualization of a toilet or its part – there is no way they can work towards low cost systematically.
- *Quality:* They do not have a concept of quality. They cannot explain what they understand by quality.
- *Knowledge base:* It has been noted that the finishing is poor and there have been some problems with toilets. There is no culture of systematically documenting problems and solutions. So limited memory and tacit knowledge lead to repetition of mistakes.
- *Individual and Collective learning:* There is no culture of team, team work and team learning – or of helping others to learn in any systematic fashion.



9.4 Complexity of management of all activities by remote control and by one person on ground



Paranjothi in
Kameshwaram



Local stakeholder
meetings

Finance and
administration

Local social
service

9.5 Toilet Construction – Need for New Designs



➤ The Indian government is reimbursing Rs 12,000 per toilet.

➤ In Kameshwaram 144 people have been identified as being 'eligible' for reimbursement.

➤ A double pit or single pit would be contaminating in a high water table area like Kameshwaram.

➤ Only toilet with a correctly built septic tank or ecosan toilet are non-contaminating. .

➤ Septic tank toilet costs between 40,000 to 70,000 Rs and Ecosan around 20,000 with present technical design.

➤ Also - currently an Ecosan toilet is not popular – because (i) it involves shifting around while defecating; (ii) it involves throwing ash.

➤ **So we need a new technical design.**



9.6 Challenges In Waste Management Need A Compost Yard

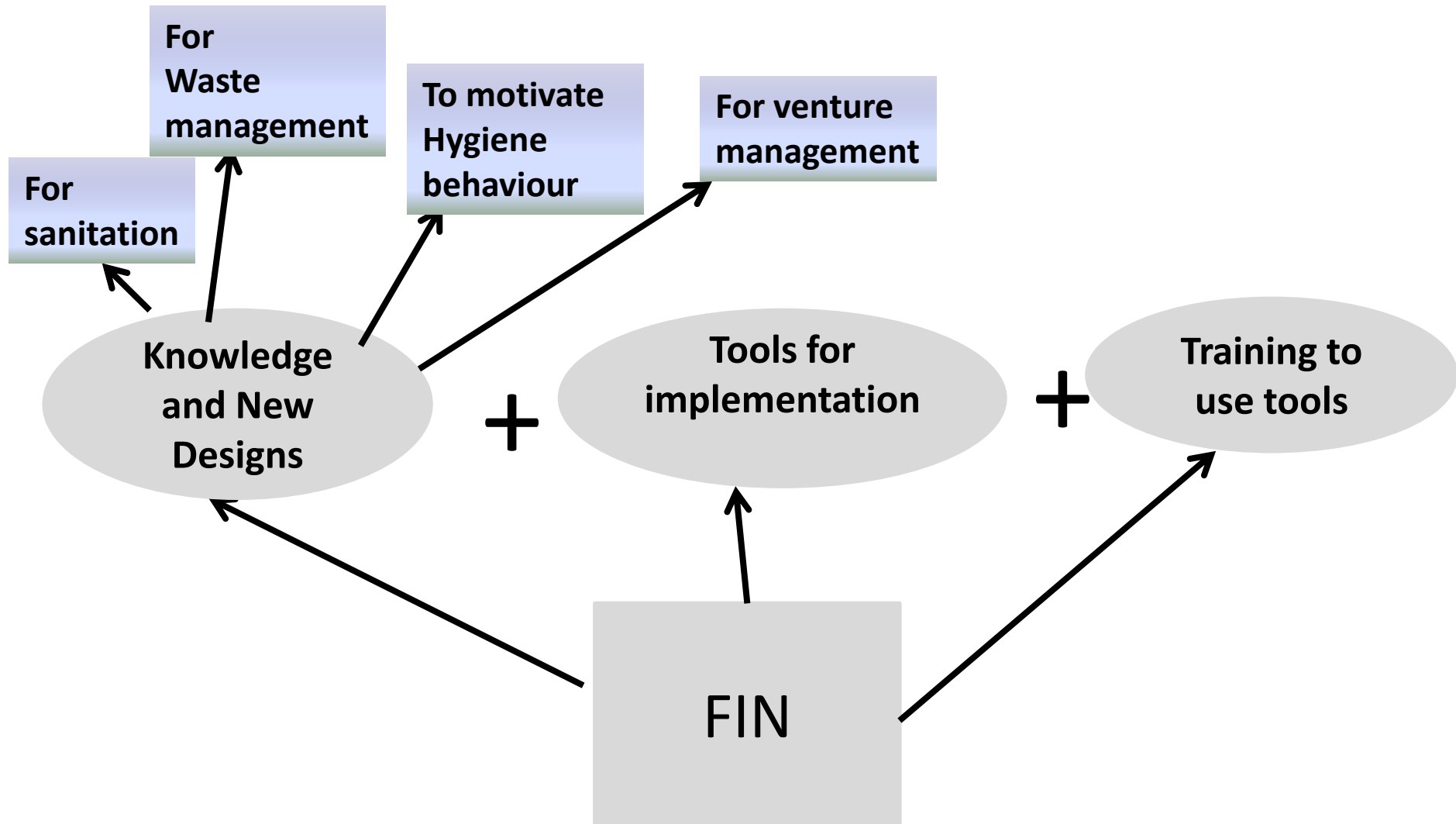


- There are many people who have left the programme, because they do not want to pay.
- There are many people who want us to continue the programme – especially those returned from Singapore are very aware.
- We need to work with Panchayat to convince all to join programme and pay or put garbage in public bins themselves.

- The Panchayat wants us to write out a proposal for a compost yard.
- We also want a space to empty the sludge from septic tanks and also compost from the ecosan toilets – for those who don't want to keep the compost.



9.7 Need for tools development



2014 Annual Report

~~1. Recall of Objectives~~

RESULTS

~~2. Toilet Construction~~

~~3. Waste Management~~

~~4. Localisation~~

~~5. Outreach~~

~~6. Self-Reflection Workshops~~

~~7. Financials~~

CONCLUSION

~~8. The good news~~

~~9. The challenges~~

10. Vision 2015

10. Vision 2015



- Standardize toilet models
- Develop a technical design for ecosan and toilet with septic tank that costs the least possible.
- Work on documenting activities on time and fully.
- Work on providing maintenance for constructed toilets through regular review.
- Generate revenue through sales of waste and start making compost.
- Work on culture of 'discussion', 'meetings', 'consultation' and 'consensus development' among both teams.
- Find good trainers for improving technical knowledge of both teams.
- Formulate a project proposal for compost yard.
- Develop tools to support toilet construction, waste management and village venture management.
- Develop tools to educate stakeholders about toilet construction, waste management and village venture management.
- Find theatre groups to pass the message through stories.
- Strengthen relationships within village and outside village.
- Continue the work of outreach through writing.

Thank you for reading and your support!

