



# **Multi-Stakeholder Engagement**

in pandemic time

**Knowledge Product no: 4/5**

**Prepared by Maharashtra Urban WASH-ES Coalition**

A joint initiative of UNICEF Maharashtra and  
Regional Centre for Urban & Environmental Studies,  
All India Institute of Local Self Government, Mumbai

under the initiative

**Community Outreach for Promotion of IPC through WASH Supplies and  
Service Delivery in Vulnerable Groups  
of urban Maharashtra**

## **Knowledge products include**

- ✓ Assessment of Rapid Needs Assessment Report and Micro Plans for fourteen slums
- ✓ Voices from the Field encapsulating experiences during the pandemic, focusing on challenges of accessibility in WASH, inducing vulnerability
- ✓ Project documentary on on-ground awareness activities aimed at behavioral change and capacity building at the local level
- ✓ Multi-Stakeholder Engagement in WASH, IPC, RCCE for addressing COVID-19 issues and challenges
- ✓ Pocket-booklet on FAQs related to COVID Appropriate Behaviour and good WASH practices in (post) pandemic times

## **The initiative was executed in collaboration with the following local partners**

- ✓ Citizens Association for Child Rights – Kalyan-Dombivali, Mira-Bhayandar, Mumbai Metropolitan Region, Navi Mumbai
- ✓ Centre For Youth Development and Activities – Nashik
- ✓ Ecosan Services Foundation – Pune
- ✓ Society for Action in Creative Education and Development – Aurangabad
- ✓ Youth for Unity and Voluntary Action – Akola, Nagpur

# Table of Contents

---

## About the Initiative

## Multi Stakeholder Engagement

## About the Book

---

## Stakeholder Engagement Stories

---

- *Mobilization of **women SHGs and local NGOs** for effective outreach in **Akola***
- *Enrolment of **local NGOs and CBOs** for understanding local needs **in Pune** and sustaining the efforts undertaken*
- ***Women Co-operative Societies and local NGOs** leading the way for creating awareness **in Nagpur***
- ***Elected Representatives** in acknowledging the work and efforts of sanitation workers and encouraging improved behavior of the community **in Mumbai***
- ***Women SHGs and social workers** leading the way for creating awareness **in Aurangabad***
- ***CBOs** increasing access to sanitation facilities **in Pune***
- ***Auto rickshaw drivers and CBOs** assisting front line workers for emergency response work during COVID-19 **in Mumbai***
- ***Women SHGs** addressing the community on awareness through door-to-door campaigns **in Akola***
- ***Local NGOs and social workers** creating awareness among Sex Workers **in Navi Mumbai***

# Abbreviations

---

<b>AMC</b>	Aurangabad Municipal Corporation; Akola Municipal Corporation
<b>CAB</b>	COVID-19 Appropriate Behaviour
<b>CACR</b>	Citizens Association for Child Rights
<b>CBO</b>	Community Based Organization
<b>COVID 19</b>	(SARS) Corona Virus Disease 2019
<b>CYDA</b>	Centre for Youth Development and Activities
<b>ESF</b>	Ecosan Services Foundation
<b>FLW</b>	Front Line Workers
<b>IPC</b>	Infection, Prevention and Control
<b>KDMC</b>	Kalyan Dombivili Municipal Corporation
<b>MBMC</b>	Mira Bhayander Municipal Corporation
<b>MCGM</b>	Municipal Corporation of Greater Mumbai
<b>MMR</b>	Mumbai Metropolitan region
<b>NGO</b>	Non-government Organization
<b>NMC</b>	Nashik Municipal Corporation; Nagpur Municipal Corporation
<b>NMMC</b>	Navi Mumbai Municipal Corporation
<b>PMC</b>	Pune Municipal Corporation
<b>RCCE</b>	Risk Communication and Community Engagement
<b>SACRED</b>	Society for Action and Creative Education and Development
<b>SHG</b>	Self-help Group
<b>WASH</b>	Water, Sanitation and Hygiene
<b>YUVA</b>	Youth for Unity and Voluntary Action (YUVA Urban Initiatives)

# About the Initiative

---

Maharashtra Urban WASH and Environmental Sanitation Coalition (MAHA-UWES-C) - a joint initiative of UNICEF Maharashtra and Regional Centre for Urban and Environmental Studies of All India Institute of Local Self Government, Mumbai, is established to encourage partnerships and support joint efforts to strengthen service delivery in WASH in urban Maharashtra.

Dense settings, shared Water, Sanitation and Hygiene (WASH) facilities, misconceptions on disease transmission or on importance of WASH and CAB in disease prevention among poor and vulnerable communities in urban areas of Maharashtra had led to severe distress among the residents during first and second waves of the COVID-19 pandemic. The communities had survived the pandemic due to the continuous efforts of multiple stakeholders like NGOs, CBOs, local leaders, youth groups, self-help groups and volunteers from the community. With a vision to engage these stakeholders in service delivery of essential WASH supplies with necessary face to face community outreach, advocacy and documentation, MAHA-UWES-C had launched the initiative '**Community outreach for promotion of IPC through WASH supplies and service delivery in vulnerable groups of urban Maharashtra**'.

The focus of the initiative was risk communication and community engagement (RCCE) in mitigating the impact of COVID-19 and promotion of COVID-19 Appropriate Behaviour (CAB) and WASH behaviour through innovative and strategic approach. 14 slums were selected in 9 cities of Maharashtra covering all the 6 administrative divisions in the state. A decentralized approach was adopted for the project in which activities were coordinated by the Secretariat, Maharashtra Urban WASH-ES Coalition (Hub) at the RCUES of AILSG, Mumbai and were implemented by the selected partner organizations in selected cities.

The partner organizations with the cooperation of local stakeholders carried out service delivery of WASH supplies with a focus on 'infection prevention and control' in closed spaces, crowded spaces and closed contact settings (3 Cs), with necessary community outreach and innovative i.e., reinforcing COVID Appropriate Behaviour (CAB), community outreach for awareness and knowledge dissemination on risk communication and community engagement, promoting vaccine awareness and eagerness. Throughout the project, civil groups such as SHGs/CBOs/Local NGOs were encouraged to actively participate in generating awareness facilitating CAB at the 4 levels- i) Individual, ii) Household, iii) Community iv) Institution and capturing feedback from the communities.

# Multi stakeholder engagement

---

Community engagement for sustained impact was the core principal of the project which has been successfully implemented at a large scale. Such a scale of community engagement could be possible through bringing together of a variety of local stakeholders who have been intertwined with the community for a long time. These stakeholders have been active among the communities in their own capacities with service delivery, access to supplies during crises and with health emergencies. The stakeholders have also acted as a bridge between the vulnerable communities and the Municipal Corporations from time to time and helped them to avail several Government schemes. Members from the communities have developed a trust for these stakeholders and receive their messages with great enthusiasm.

However, such stakeholders have been working separately in absence of a common platform. This led to the excellent efforts of these stakeholders remain unnoticed and their impacts remained limited to small pockets of the community. Maharashtra Urban WASH-ES Coalition under this initiative created a platform for all these local stakeholders to collaborate and co-create a prolonged impact. The individual efforts were interwoven through the initiatives planned with their mutual cooperation.

Communities were identified with the support of the Municipal Corporations, which governed the respective areas and were responsible for the overall service delivery in those areas. Social mobilisers were identified among the communities who can interact directly with the communities to understand their needs and the gaps in service delivery which the project can address. Local NGOs, CBOs and youth groups volunteered in planning and on-ground management of field activities with respect to the needs that were identified by the social mobilisers. Self Help Groups helped in ensuring participation and attendance of slum residents so that no one is left out. Several other stakeholders like local leaders and influencers were also consulted on the participatory initiatives that will be acceptable to the communities. Each stakeholder was empowered and encouraged to bring about behavioural change among the communities through this initiative.

# About the Book

---

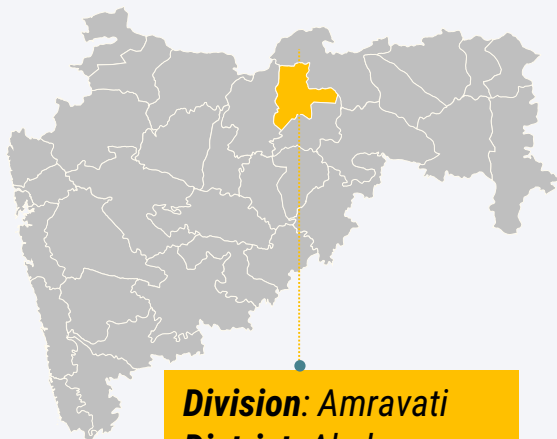
This book is a collection of stories of integration of local stakeholders in implementation of activities under the project. It captures few of the many efforts taken in the selected divisions by various stakeholders involving multiple beneficiary target groups. Stakeholders from every walk of life has worked together to bring about lasting impact in their communities. These have been documented and compiled together after multiple interactions with the stakeholders and beneficiaries. These interactions happened over virtual meetings as well as direct field visits in all the selected divisions of the study by the MAHA-UWES-C team.

The collaborative spirit among the stakeholders induced through the initiative has led to an amalgamation of different ideas and approaches to address WASH and CAB challenges in the communities. The stakeholders have started contributing together towards a common goal of protecting their communities from disease outbreak. This book briefly narrates the various successful cases across Maharashtra which have helped bring about essential behavioral changes in the lives of the people through such collaborative multi-stakeholder engagements.

# Stakeholder Engagement Stories

---





**Division:** Amravati  
**District:** Akola

# Akola



**Slum:** Tarfile  
**Partner org.:** YUVA

*Mobilization of women SHGs and local NGOs for effectively reaching out to communities*

## Key Stakeholders Involved

**Women SHGs**



**Local NGOs**





# About the Initiative

*Advocacy and awareness of WASH and COVID -19 Appropriate Behavior (CAB) among daily wage workers, anganwadi workers and children, domestic workers etc. of the slum area to bring about behavioral improvement in the community.*

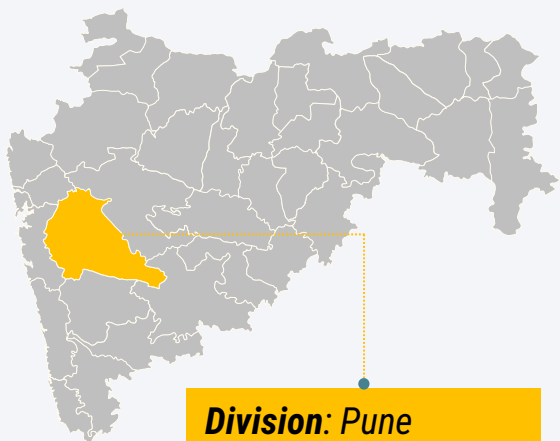
Tarfile is one of the densely populated slums in Akola with population including daily wage labourers, domestic workers etc. In light of COVID-19, NGOs Such as **Triranta Buddha Vihar, Gunvant Mahila Bahudeshiya Sanstha, and Rajrajeshwar Shahar Sthar Sangh** undertook awareness programs for SHG women and anganwadi children. In the programs, dissemination of appropriate information on WASH was undertaken including **appropriate WASH behavior including hand hygiene** and its importance. Demonstrations were given on how to clean hands with and without using soaps and the difference between them. Importance of CAB was also conveyed such as importance of maintaining physical distance at crowded places, appropriate usage of mask, maintaining hand and body hygiene with regular usage of soap, using sanitizers etc. as precautions needed to be taken for prevention against COVID-19.

Along with WASH awareness programs, WASH supplies were also distributed for reinforcing the message of WASH appropriate behavior. A total of **1000 masks and 500 soaps were distributed** along with sanitizer bottles to with anganwadi children, whereas around **350 masks and soaps were distributed** to the SHG women.



## Impact on field

The SHG women and anganwadi children acted as catalysts in the community to further disseminate appropriate information in the community about CAB and WASH appropriate behavior insisting all the community members to strictly adhere to the instructions to prevent themselves from COVID-19. The anganwadi children also learnt the importance of the same and inculcated the message to their families and friends.



**Division: Pune**  
**District: Pune**



# Pune

**Slum: Bibwewadi**  
**Partner org.: ESF**

*Enrolment of local NGOs and CBOs for understanding local needs and sustaining the efforts undertaken in communities*

**Key Stakeholders Involved**

**Local CBOs**



**Local NGOs**





## About the Initiative

*Support from local NGOs and CBOs to the slum communities in fighting COVID-19 by providing regular guidance on WASH appropriate behavior and maintaining hygiene in Community Toilets.*

Local CBOs like Ekdil Mitra Mandal, in the slum of Bibewadi have been providing regular support to the community members for maintaining appropriate hygiene and spreading the message of importance of WASH appropriate behavior to minimize the spread of COVID-19. Various initiatives have been taken in this regard, particularly targeting the frequently used community places. This included regular follow up with the Pune Municipal Corporation for appropriate and regular **maintenance of Community Toilets** and with local NGOs like YARDI foundation for provision of WASH supplies in the toilets. The local CBOs also supported in **distribution of ration kits** funded by the local Government as well as CAB awareness campaigns initiated by Family Planning Association (FPA) for the communities. Few volunteers of CBOs worked at COVID-19 care centers and **assisted medical staff** whenever required. Local NGOs have also been extending support for mental health by regular communication with people affected due to COVID-19 pandemic.

Such sustained efforts from the CBOs has helped in **channeling of the essential facilities required by the communities** through various sources like local NGOs, municipal corporation etc. thereby helping the residents during crucial times.



## Impact on field

Visible improvement in terms of access to facilities and supplies is observed in community places in the slum, given the support and proactive intervention of the CBOs. Regular monitoring of these facilities by the CBOs and reaching out to the local government has helped in acknowledging and addressing WASH related concerns thereby improving the situation in the communities and developing resilience towards COVID-19.



**Division: Nagpur**  
**District: Nagpur**



# Nagpur

**Slum: Sewadal Nagar**  
**Partner org.: YUVA**

*Women groups acting as catalysts and leading the way for creating awareness in the communities*

## Key Stakeholders Involved

**Women Co-operative Society**



**Local NGOs**





## About the Initiative

*Women groups leading the way in spreading awareness on WASH, IPC and CAB in the slum of Sewadal Nagar to bring behavioral change in the community.*

In order to reach effectively to the communities, targeted awareness activities were undertaken for a large section of women who are associated with the co-operative with the help of **Savitri Bai Phule Nagri Path Sanstha, Nagpur** which is also a credit co-operative society having over 2000 women members. Sessions on WASH, IPC, RCCE and CAB were undertaken for different stakeholders including children, youth, CBOs, vulnerable groups and credit cooperatives. During the awareness programs WASH supplies were also distributed to the community, following an interactive session on feedback and doubt clearing.

The **community leaders and members of women's credit cooperative played a critical role in outreach** and urged the community to follow WASH and CAB by regularly visiting the slum and interacting with the members.



## Impact on field

Involvement of community leaders and active participation of women through various SHG groups, cooperative societies and associations has helped in creating awareness in the community and their persistent efforts of regular interaction with the communities has led to appropriate information dissemination and significant improvement in behavior in slums which helped in prevention and spread of COVID-19.



**Division: Kokan**  
**District: Mumbai**



# Mumbai

**Slum: Vikhroli Estate**  
**Partner org.: CACR**

*Role of elected representatives in acknowledging the work and efforts of sanitation workers and encouraging improved behavior of the community towards them*

**Key Stakeholders Involved**

**Elected Representatives**



**Local NGOs**





## About the Initiative

*Acknowledging the efforts of sanitation workers amidst the pandemic by Elected Representatives working in their ward and persuading the community members for healthier conduct towards them.*

Given the fright and misinformation following the pandemic, sanitation workers in the slum area witnessed hostile treatment from the community members. The community with lack of appropriate information, felt unsafe around workers as they were directly exposed to the virus given their work on the field and contact with solid waste including biomedical waste. This led to discouragement among the sanitation workers to undertake their work. The Sanitation workers requested the support of the local elected representatives of the area. **The ward councilor along with a local NGO** took the initiative to resolve this issue by creating awareness on the importance of work undertaken by sanitation workers on a daily basis. The **importance of the role of front line workers** in fighting the pandemic was conveyed and the councilor and NGO members insisted the residents to follow **CAB and WASH appropriate behavior for infection prevention and control** to prevent themselves from the virus.

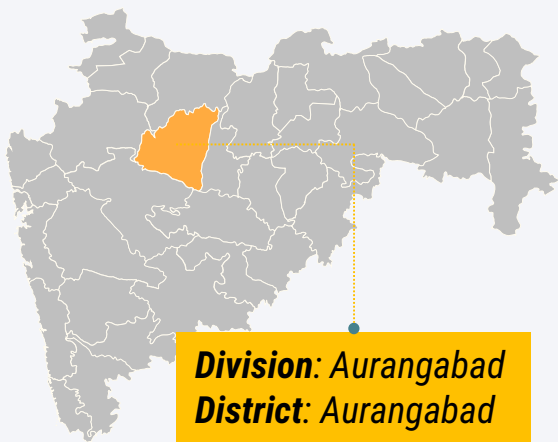
During the awareness sessions, masks, sanitizers, soaps were distributed to the community and sanitation workers. Such activities encouraged the sanitation workers to continue the essential work in a dignified manner.



## Impact on field

Strategic approach by the local community leader to reach out to the residents of the area helped in improving the behavior of the people and acknowledge the significant and essential work undertaken by sanitation workers amidst the pandemic.





# Aurangabad

**Slum: Indiranagar & Eknath Slum**

**Partner org.: SACRED**

*Women group leading the way for creating awareness in the community*

## Key Stakeholders Involved

**Women SHGs**



**Social Workers**





## About the Initiative

*Women SHG actively taking initiative in spreading awareness among the community members about WASH and CAB for preventing spread of COVID-19.*

In order to help the community members, a homemaker of Indiranagar slum formed an SHG of 12 women. Since their formation, the SHG had undertaken various activities for the welfare of community members such as obtaining ration cards, getting aid from hospitals under different government schemes, admitting kids into AWCs and schools etc.

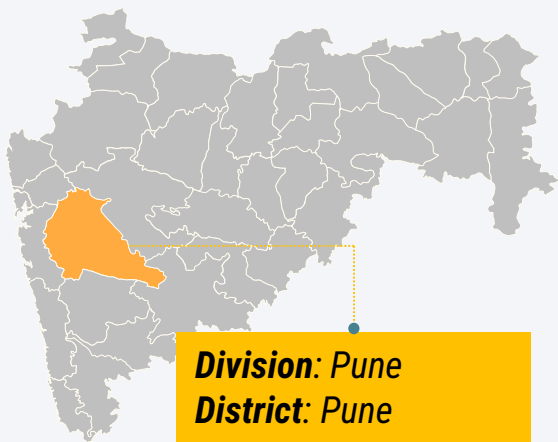
During the pandemic, the **SHG took up initiative of spreading awareness about COVID-19**. They leveraged their connection with the community members to spread awareness about **WASH and CAB**, especially among the women of the slums. They were instrumental in containing the spread of virus in the community by supporting in **undertaking lane wise microplanning of cases, organizing a household surveys, distribution of soaps, masks etc**. They also encouraged the residents to display the IEC posters displaying information on WASH outside their homes.

The presence of well functioning SHG in the slum community enabled reaching community members with messages about WASH & CAB and for conducting activities to contain the spread of the virus.



## Impact on field

Due to the initiatives taken by the SHG, the community members became more aware about WASH practices to be taken against COVID-19 and further disseminated the information to their family members. The directives given by the Government became more clear post the SHG's guidance and more people in the community were seen following COVID appropriate behavior.



# Pune

**Slum: Ghole road**  
**Partner org.: ESF**

*CBO increasing access to sanitation facilities by improving existing and creating new infrastructure*

Key  
**Stakeholders**  
 Involved

**Local**  
**CBOs**





## About the Initiative

*Active role of the CBOs in the slum for various activities on WASH to improve the overall sanitation condition of the slum during COVID-19.*

The CBO recognized that access to sanitation facilities is crucial and high dependency on sanitation facilities could increase the vulnerability to COVID-19 virus. To mitigate this risk, the CBO identified **COVID-19 positive households which are dependent on community toilets**. Further, the CBO also provided assistance in **construction of new IHHLs for the identified households**. Thus increasing access to sanitation facilities are reducing the exposure to COVID-19 virus. They also took efforts to maintain and **sanitize the community toilets at regular intervals** for the safety of the slum community.

**To promote CAB and WASH related awareness** the CBO undertook wall paintings on water tanks at nearby public trekking site (Vetal tekdi). The spots which have high visibility were selected for wall painting. The CBO also undertook cleaning of open littering spots. They also organized blood donation camps during which they created **awareness about the importance of WASH, physical exercises and CAB**. The CBO is also extending continuous support for mental health to the families affected due to COVID pandemic.



## Impact on field

Regular maintenance of community toilets made them cleaner and hygienic. Areas prone to open littering were transformed to much cleaner and hygienic surroundings. Due to the continuous awareness programs, the community became aware of CAB and WASH practices to be followed.



**Division:** Kokan  
**District:** Mumbai



# Mumbai

**Slum:** Vikhroli Estate  
**Partner org.:** CACR

*Involvement of Auto rickshaw drivers by CBOs in assisting front line workers for emergency response work during COVID-19*

## Key Stakeholders Involved

**Local CBOs**





## About the Initiative

*Initiative by CBOs to involve Auto-rickshaw drivers in assisting front line workers for emergency response work during COVID-19 to sustain their livelihood*

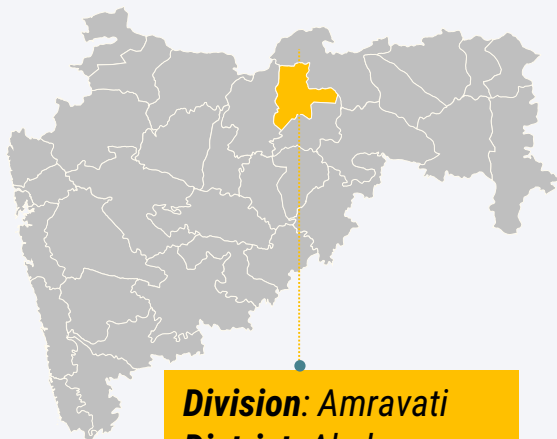
Multiple lockdowns during the pandemic had a severe impact on the livelihood with many struggling to make ends meet. A local **CBO took an innovative approach in involving the auto-rickshaw drivers**, who were at loss of everyday work due to the lockdowns. These drivers were involved in the commute of the front line workers for reporting to their duties. Along with this, the vehicles were also used to spray disinfectants for sanitization in certain areas. This led to a benefiting situation for both the stakeholders, with the drivers earning their daily income as well as ease of commute for front line workers.

Interactive sessions were undertaken with the auto-rickshaw drivers for **awareness** of their own and passengers safety and compliance with government regulations, and importance of appropriate WASH practices and behaviour. A foot operated hand washing station was installed at the rickshaw stand and demonstrations were held on handwashing as an important measure of infection prevention and control. Sanitizers and masks were also distributed during these sessions.



## Impact on field

The initiative led to a win win situation for the stakeholders involved, with income generation for the auto-rickshaw drivers for sustaining their livelihood and ease of commute and work for the front line workers. The awareness sessions conducted led to dissemination of appropriate information reinstating the importance of WASH appropriate behavior.



# Akola

**Slum: Naigoan**  
**Partner org.: YUVA**

*Enrolment of women SHGs and local NGOs for targeted door to door awareness campaigns to address the communities*

**Key Stakeholders Involved**

**Women SHGs**



**Local NGOs**





## About the Initiative

*Door to door WASH awareness campaigns organized focusing on Infection Prevention and Control (IPC) and Risk Communication and Community Engagement (RCCE) in the communities to control and prevent the spread of COVID-19.*

To assess the on field WASH situation and behavioral practices at individual and community level, a detailed survey was undertaken by the local NGOs and SHGs in the slum. The findings reflected that even though some community residents were aware about IPC measures, implementing them everyday was a challenge. Thus **targeted awareness activities** were planned by the **NGOs and SHGs demonstrating appropriate WASH behavioral practices. Door to door visits were planned** wherein instructions on maintaining suitable personal hygiene, handwashing and wearing masks appropriately etc. were given.

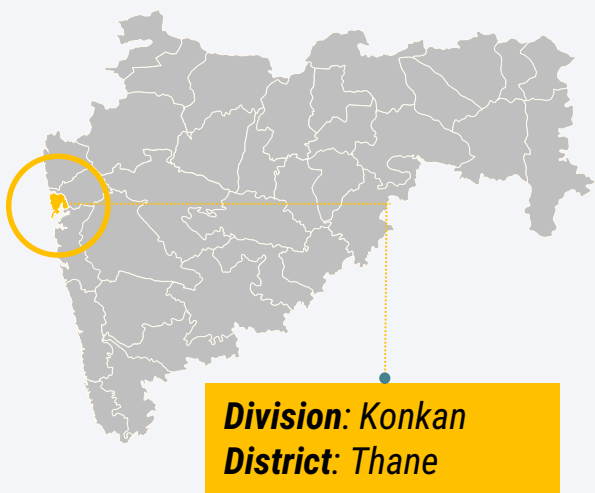
During these visits, essential WASH supplies – **soaps, sanitizers and masks were also distributed.** Through such one on one interactions with the communities, key hindrances in maintaining good hygiene such as acute water shortage, irregularity and charges per month in collection of the solid waste etc. and ways of mitigating these were discussed. Such interactions leading to identification of community level WASH issues leading to steps being taken by the NGOs and SHGs to set up meetings with the relevant departments in the ULB to address to these issues.



## Impact on field

HH surveys helped in assessment of on-ground situation and identification of challenges, leading to targeted interventions in the slums areas for better impact. Door to door awareness and distribution of WASH supplies acted as entry points, enabling direct interaction with community. This led to dissemination of appropriate information reinstating the importance of WASH appropriate behavior in the communities.





**Division:** Konkan  
**District:** Thane

# Navi Mumbai

**Slum:** Turbhe area  
**Partner org.:** CACR

*Involvement of local NGOs and social workers to reach out and create awareness among Sex Workers*

**Key Stakeholders Involved**

**Social Workers**



**Local NGOs**





## About the Initiative

*Create awareness about WASH and COVID appropriate behavior and distribution of WASH supplies among the Sex Workers in the slum through local NGOs and social workers*

The lockdown at the initial phase of the pandemic had a grave impact on sex workers causing financial constraints to support themselves. Local NGOs and social workers undertook the initiative to reach out and interact with these workers to assess their concerns and potential areas of support to them. The key challenges faced by the workers were managing their daily needs, lack of awareness and accurate information of precautions needed to be taken to prevent themselves from COVID-19. Lack of access to food and hygiene supplies was also a major issue.

To make them aware about CAB and WASH appropriate behavior, local **NGOs and social workers from the slums conducted targeted awareness sessions** and demonstrations of hand hygiene and other necessary precautions and steps to prevent themselves from COVID-19. They also supplied soaps, sanitizers, packed food, dry ration and medical supplies to their area and provided persistent support in case of any need.



## Impact on field

The proactive and consistent efforts by local NGOs and social workers on Risk Communication and Community Engagement helped in dissemination of appropriate information creating awareness on appropriate behavioral practices in the slums contributing to prevention of spread of COVID-19 and building community resilience.

---

### **Partner Organizations**

- ▲ *Citizens Association for Child Rights – Kalyan-Dombivali, Mira-Bhayandar, Mumbai, Navi Mumbai.*
- ▲ *Centre For Youth Development and Activities – Nashik*
- ▲ *Ecosan Services Foundation – Pune*
- ▲ *Society for Action in Creative Education and Development – Aurangabad*
- ▲ *Youth for Unity and Voluntary Action – Akola, Nagpur*

### **AILSG Mumbai**

- ▲ *Mr. Ranjit Chavan, President, AILSG*
- ▲ *Dr. Jairaj Phatak, IAS (Retd.), Director General, AILSG*

### **Secretariat, Maharashtra Urban WASH-ES Coalition, RCUES, AILSG Mumbai**

- ▲ *Ms. Utkarsha Kavadi, Director*
- ▲ *Ms. Jayalaxmi Chekkala, Project Manager*
- ▲ *Ms. Shweta Nagarkar, Project Manager*
- ▲ *Ms. Amruta Paranjape, Project Manager*
- ▲ *Ms. Prachi Mendhe, Research Associate*
- ▲ *Ms. Nayani Khurana, Communication Partnerships and Documentation Expert*
- ▲ *Ms. Riddhi Vartak, Research, Policy & Governance Associate*
- ▲ *Ms. Siddhi Pednekar, Research Associate*
- ▲ *Ms. Sneha Bhattacharya, Research Associate*
- ▲ *Mr. Shailesh Chalke, Programme Assistant*

### **UNICEF Maharashtra**

- ▲ *Ms. Rajeshwari Chandrasekar, Chief Field Office*
- ▲ *Mr. Yusuf Kabir, WASH Specialist and Emergency and DRR Focal Point*
- ▲ *Mr. Anand Ghodke, WASH Officer*

Multi-stakeholder  
engagement in WASH, IPC,  
RCCE for addressing COVID-  
19 in urban Maharashtra

---

