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Decentralization Community



Water Community

Solution Exchange for the Decentralization Community

Solution Exchange for the Water Community

Consolidated Reply

Query: Privatization of Waste Management Services- Experiences; Examples

Compiled by [Joy Elamon](#) and [Nitya Jacob](#), Resource Persons and [Tina Mathur](#) and [Sunetra Lala](#), Research Associates

Issue Date: 07 September 2009

From [Vandana Tripathi](#), Sahbhagi Shikshan Kendra, Lucknow

Posted 27 July 2009

I work with Sahbhagi Shikshan Kendra in Uttar Pradesh on Municipal Solid Waste Management. I am working on a research project based on exploring opportunities in *privatisation of municipal service delivery in general and municipal solid waste in particular*. The urban waste and sanitation sector in India is suffering from inadequate levels of service, an increasing demand-supply gap, poor sanitary conditions and deteriorating financial and technical performance. Recognition is growing that innovative partnership between diverse stakeholders including NGOs, business; Civil Society, labour unions and inter-governmental institution can help to bring out concrete results. The study is exploratory to seek some critical inputs for assessing the implications of privatisation as a process both upon profit (revenue) and people (labour particular Conservancy staff/ sweepers).

Privatisation promises to fulfil the unmet needs and bring in opportunities to foster partnership between private sector and government. There are various models being adopted and invented. Literature reveals that Bengaluru (Bangalore) Municipal Corporation was one of the pioneers to have initiated this process. Much has been written about the success on profitability of such ventures, however very little has been documented about the implication on workers and their working conditions.

I therefore request members of the Decentralization and Water Communities to please share with me the following:

1. Experiences from the field, which show a clear impact of the Privatization drive in Municipal Corporations in terms of efficiency and effectiveness
 - a. Efficiency as understood as costs reduction over a significant period of time
 - b. Effectiveness as understood through extension of services to earlier un-served areas or increased user satisfaction
2. What are the possible changes/shifts observed in the labour conditions (wages, occupation health and safety) among the three service providers viz. public, private and NGO
3. Case Studies, Field Projects and other documentation on this issue

This information is vital to further validate arguments “favouring or non-favouring” privatization as an answer to “ineffective local governance”.

Responses were received, with thanks, from

1. [Nimisha Jha](#), Indian Institute of Public Administration (IIPA), New Delhi
2. [Col. B.K Kailash](#), Greater NOIDA
3. [Daksha Parmar](#), TISS, Mumbai
4. [Ahmad Shahvez](#), UNICEF, Lucknow
5. [Harshad Gandhi](#), Excel Industries Ltd., Mumbai
6. [Tapan K. Padhi](#), National Institute for Development (NID), Bhubaneswar
7. [Pradeep Dadlani](#), Sycom Projects Consultants Pvt. Ltd, New Delhi
8. [Ajay Gangwar](#), Government of Madhya Pradesh, Bhopal
9. [Vandana Tripathi](#), Sahbhagi Shikshan Kendra, Lucknow
10. [T. Gangadharan](#), KSSP, Kannur
11. [Arunabha Majumder](#), Presidency College, Kolkata
12. [Suneet Vasant Dabke](#), Concept Biotech, Vadodara
13. [Binukumar G.S](#), Institute for Resource Analysis and Policy, Hyderabad
14. [Aparna Pandey](#), Uttarakhand Urban Sector Development Investment Program, Dehradun
15. [Ramakrishna Nallathiga](#), Centre for Good Governance, Hyderabad
16. [Mukul G. Asher](#), Lee Kuan Yew School of Public Policy, Singapore
17. [Asit Nema](#), Foundation for Greentech Environmental Systems, New Delhi
18. [Subhash Mendhapurkar](#), SUTRA, Solan
19. [Murali Kochukrishnan](#), AFPRO, Bhubaneswar
20. [Depinder Kapur](#), India WASH Forum, New Delhi
21. [Suman Swarup](#), Independent Consultant, New Delhi
22. [Padmaja Nair](#), Independent Consultant, Lucknow
23. [Edwin M. John](#), Neighbourhood Community Network, Nagercoil
24. [Surekha Sule](#), Pune*
25. [S.K.Pachauri](#), Amity Institute of Good Governance, NOIDA*
26. [Isac John](#), Socio-Economic Unit Foundation, Calicut*

**Offline Contribution*

Further contributions are welcome!

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Summary of Responses

Privatization of solid waste management (SWM) services has been a debated topic and has come under greater focus in recent times. This has been because of various developments such as the Supreme Court order of 2004, directing all metros to set up scientific landfills, and the funding model available under the [Jawaharlal Nehru National Urban Renewal Mission](#) (JnNURM) for SWM projects in select cities. Members discussed the pros and cons of privatization, its impact on labour and the alternative methods of SWM that may be more efficient in the long run.

In theory, private sector participation should help to manage solid waste more cost-effectively and efficiently, thereby giving better outputs. States and various cities have worked on alternate models, strategies and technologies for different operational functions in SWM e.g. Door-to-door-Collection, Segregation, Secondary and Tertiary Collection, Transportation, Processing and Sanitary Land filling (SLF). For instance, the [Navi Mumbai Municipal Corporation](#) services are completely privatized. However, in practice there are several issues arising from the privatization model of SWM.

Problems arising in Privatization of SWM

The Municipal SWM carried out by urban local bodies in India is a labour-intensive activity. The set of activities is managed on the lines of a commercial venture right from selecting a service provider through the tendering process. The cost involved is high, with a large proportion of the municipal budget spent on the salaries and wages of the staff involved. Alternatively, the private partner may recruit its own staff and there may be a huge difference in the payment of wages between the private and local body's staff. Another problem arises from the contract mode of recruitment as the job insecurity is higher. In addition, the workers engaged by the private partners are not entitled to any kind of benefits like sick leave, etc. Many times even NGOs engaged in the service lose their NGO character and work like contractors.

With regard to the labour conditions, members cited examples from [Navi Mumbai](#), [Pune](#) and Bhubaneswar to demonstrate that these are usually poor. There are no safety gadgets, social security, health coverage or benefits. The working hours are long; there are low health and safety standards and poor working conditions. There is generally no investment made to improve the working conditions of employees working on SWM. Further, since the public-private partnership is usually for a limited number of years, the private partners are not responsible for any long-term investments. They also do not provide services in the slum areas and these areas get excluded. Generally, private partners are allocated areas where it is easier to collect waste.

The lack of source segregation of waste also creates number of problems. Added to this is the fact that many cities, in the pursuit of an integrated system, have gone in for a single party to carry out all the MSW Operations from door to door collection to processing to SLF. There are only a handful of organizations in India who have the capabilities in all the relevant operations.

On the leadership front, the frequent change of the top guard and transfers at the Urban Local Body (ULB) level also affects the implementation of these projects, even after formal MoUs have been signed. Land ownership issues have also frequently hampered the implementation of MSW Processing and SLF plants. Some projects have also suffered due to delay in getting the requisite environmental clearances.

On the whole, the lifecycle of SWM (waste generation- separation-collection-transport-treatment-disposal-reuse) has to be well understood and holistically planned and implemented. These skills and interest are difficult to find in one agency.

Suggestions on improving Solid Waste Management

Respondents recommended thinking in terms of a holistic plan for improving SWM. On the part of the government, bottlenecks and delays in projects of public private partnerships in SWM may be handled more efficiently. There have been issues of long gestation and payback periods of projects of processing and SLF and government may consider providing a Viability Gap Funding (VGF) for such projects as applicable in other infrastructure projects. This would make the SWM projects more viable. The extent and stages wherein private sector participation takes place could be well articulated by a State or ULB level policy. There must be some guidelines for developing a workable model in the specific circumstances of a ULB.

Government at all levels must ensure that there is a garbage disposal plan for every city. The garbage could then be used for producing energy and compost. For instance in Kerala municipalities, accelerated composting has been found to be a good option. But before that segregation of waste materials must be done properly and this requires continuous awareness campaigning and strict regulations.

Community involvement has shown good results in solid waste collection, segregation and in transfer. The successes include [Kudumbashree](#) and Water User Communities of [Jalanidhi](#) in Kerala. Another example is in [Cochin](#), also in Kerala- the "zero garbage scheme" aimed at making Pachalam the green ward of the city corporation. Community meetings and door to door counseling can create awareness on the need for sanitation and safe environment. SWM workers can be trained on waste segregation. Collection charges from residents can generate resources for payment of the workers while waste segregation can help create good quality compost. In [Kanyakumari](#), an NGO partnered with local government and community to manage waste. Another such example is the [Bhagidari](#) Scheme of the Delhi government.

In conclusion, members observed that good governance could aid in better management of privatization, improve service delivery and lead to a viable partnership between government, private sector and communities in SWM.

Comparative Experiences

Maharashtra

Navi Mumbai Municipal Corporation solid waste management, (from [Nimisha Jha](#), *Indian Institute of Public Administration (IIPA), New Delhi*)

NMMC collects 489 tonnes of solid waste per day. This is transported to a sanitary landfill, weighed and treated for bio-stabilisation. Bio-degradable material is separated and the rejects are disposed in the sanitary landfill at Turbhe. A private contractor manages the garbage dump, and it is protected from stray dogs and unauthorised dumping. Garbage is segregated at source, there are squads to prevent littering and biodegradable garbage is used for generating energy.

New Delhi

Toxics Link works with agencies on garbage segregation, (from [Ahmad Shahvez](#), *UNICEF, Lucknow*)

To reduce the amount of garbage entering Delhi's landfills, the NGO initiated a hygienic and cost effective way to manage domestic waste in residential areas and educational institutions. Its

decentralised waste management, with community support, has now covered 10,000 households in Delhi. TL brings out a significant point that if there are alternatives, proper guidance, financial assistance, any society can do without stinking dhalaos in their premises.

West Bengal

Kolkata Municipal Corporation manages solid waste efficiently, (from [Arunabha Majumder](#), Presidency College, Kolkata)

Waste collection in many parts of Kolkata is problematic. The Municipal Corporation has engaged NGOs, private companies and SHGs in the process for efficient service delivery. In some areas, residents contribute Rs. 10 to 15 per month per family for the service. Better performance has been achieved through privatization. But source segregation is yet to be started and secondary transportation is shared by the corporation and contracted agency.

Kerala

Garbage segregation as a means of poverty alleviation, (from [Binukumar G.S.](#), Institute for Resource Analysis and Policy, Hyderabad)

The Kerala Poverty Eradication Mission has organised women's self-help groups for garbage collection. In several towns, households are provided two coloured buckets for waste segregation at source to reduce the cost of segregating the waste into degradable and biodegradable. Kudumbasree SHG members collect the waste everyday and take it to dumps. Each house pays Rs 30 per month. The women of the SHGs earn up to Rs 2,500 per month.

An Alternate Model of Solid Waste Management, (from [Edwin M. John](#), Neighbourhood Community Network, Nagercoil)

Cochin was plagued by an acute problem of solid waste disposal in July 2007. Garbage was strewn everywhere, leading to environmental pollution and creating a major health hazard. The Panchalam divisional commissioner initiated a new system by mobilising residents' associations and students. The system used a combination of bio-gas, composting and recycling to process garbage, segregated by households. This pilot decentralised system has proved effective.

Uttarakhand

Citizen's force Dehra Dun municipality to provide dustbins, (from [Aparna Pandey](#), Uttarakhand Urban Sector Development Investment Program, Dehra Dun)

Residents in the Dalanwala area of Dehra Dun protested the Municipality's inaction on solid waste management. There were no public dustbin, and no Mohalla Swachhata Samiti. There were no open spaces for people to throw their garbage. After a major confrontation with the Municipal Corporation a huge dustbin with two sections for bio-degradable and non-degradable waste was installed in the neighbourhood.

Tamil Nadu

Neighbourhood waste management, Kanyakumari (from [Edwin M. John](#), Neighbourhood Community Network, Nagercoil)

Several coastal villages in Kanyakumari district faced an acute problem of solid waste management. Exnora started a programme to clean these villages along with local governance institutions. It organised neighborhood units of about 30 families in each village with a health and/or environment minister and a parliament. The parliament collected a fee from each family that paid for "street beautifiers" who separated biodegradable and non-biodegradable waste.

Related Resources

Recommended Documentation

The India Infrastructure Report (from [Daksha Parmar](#), TISS, Mumbai)

Quarterly Reports; Business Monitor International; Mermaid House, 2 Puddle Dock, London, EC4V 3DS, United Kingdom; August 2009; Permission Required: Priced publication, Rs 875

Available at http://store.businessmonitor.com/infra/india_infrastructure_report/

The India Infrastructure Report features latest-available data covering public procurement and spending on all major infrastructure and construction projects

Garbage Trap - Sanitary Workers of Indian Cities (from [Subhash Mendhapurkar](#), SUTRA, Solan)

Film; by Atul Pethe; Atul Pethe Productions; Pune; September 2007

Available at <http://video.google.com/videoplay?docid=3070120386399623186> (54 minutes)

Set in Pune, this film depicts the lives of sanitary workers maintaining health and hygiene of our cities and lets the viewers draw their own conclusions

Tiruchirappally Shows the Way (from [Depinder Kapur](#), India WASH Forum, New Delhi)

Document; by WaterAid; New Delhi; September 2008;

Available at

http://www.wateraid.org/documents/plugin_documents/tiruchirappalli_shows_the_way.pdf (PDF; Size: KB)

The Tiruchirappalli model of community-managed toilets is an example of a partnership between city authorities, communities and NGOs, working together

Recommended Organizations and Programmes

Navi Mumbai Municipal Corporation, Mumbai (from [Nimisha Jha](#), Indian Institute of Public Administration (IIPA), New Delhi)

Belapur Bhawan, Thane, Mumbai; Tel: 91-22-27571733/1728/4071; info@nmmconline.com;

http://www.nmmconline.com/english/services/data/esr2006_07/solidwastemngt.pdf; Contact Mr. Vijay S. Nahata; Commissioner; Tel: 91-22-27571095;

The Navi Mumbai Municipal Corporation administers the Navi Mumbai area covering 162 sq km. and is responsible for solid and liquid waste management

New Okhla Industrial Development Authority, NOIDA (from [Col. B.K. Kailash](#), Greater NOIDA)

Administrative Complex, Sector 6, Noida - 201301, District. Gautam Budh Nagar, Uttar Pradesh;

Tel: 91-124-2422929; Fax: 91-120-2422210;

noida@noidaauthorityonline.com; <http://www.noidaauthorityonline.com>; Contact Mr. Lalit Srivastava; Chairman; Tel: 91-124-2422929; cceo@noidaauthorityonline.com

NOIDA is responsible for providing civic services in this township, that includes solid waste management and disposal

From [Ahmad Shahvez](#), UNICEF, Lucknow

Bhagidari Scheme, New Delhi

3rd Level, A-wing, Delhi Secretariat, I.P Estate, New Delhi-110002; Tel: 91-11-23392020; Fax:

91-11-23392111; cmdelhi@nic.in; <http://delhigovt.nic.in/bhagi.asp>; Contact Ms. Shiela Dikshit;

Chief Minister, New Delhi

The Bhagidari scheme of the Delhi government, administered by the Chief Minister's office, involves the residents' welfare associations in provision of civic services

Arpana Trust, New Delhi

Arpana Trust, Arpana Research & Charities Trust, Madhuban, Karnal, Haryana 132 037-01; Tel: +91-184-2380801,2,3; Fax: +91-184-2380810; at@arpana.org; <http://www.arpana.org/participatory-community-health-care.html>;

The Trust works with slum communities in the Molar Bund area of Delhi, and has organized a system of solid waste collection and disposal

Municipal Corporation of Delhi (MCD), Delhi

Town Hall, Chandni Chowk, Delhi; Tel: 91-11-23961012/23739363; Fax: 91-11-23965016 pstocommissioner@mcd.org.in; <http://www.mcdonline.gov.in/>; Contact Mr. K.S Mehra; Commissioner; Tel: 91-11-23961012/23739363

MCD covers a population of 13.78 million in Delhi and handles solid waste disposal. It has farmed out operations in several areas of private agencies and NGOs

Toxics Link, New Delhi

H2 (Ground Floor), Jungpura Extension, New Delhi -110014; Tel: 91-11-24328006; Fax: 91-11-24321747; tldelhi@toxicslink.org; <http://www.toxicslink.org/ovrvw-prog.php?prognum=2>;
Contact Mr. Ravi Agarwal

Toxics Link has developed decentralized waste management systems to create sustainable waste management models based on community participation,

Jawaharlal Nehru National Urban Renewal Mission, New Delhi (from [Pradeep Dadlani](#), Sycom Projects Consultants Pvt. Ltd, New Delhi)

Ministry of Urban Development, Government of India, Nirman Bhawan, Maulana Azad Road, New Delhi- 110011; Tel: 91-11- 23061287; Fax: 91-11-3793672; www.jnnurm.nic.in

Programme for urban development, includes reforms in service delivery, including water and sanitation; and proposes cost recovery for urban services by Urban Local Bodies

Bruhat Bangaluru Mahanagar Palike, Bangalore (from [Vandana Tripathi](#), Sahbhagi Shikshan Kendra, Lucknow)

Contact Mr. Bharatlal Meena; Commissioner; Tel: 91-80-22221286;

The Corporation is responsible for collection and disposal of solid waste, and several citizens' groups are working with it on SWM in the city

Kolkata Municipal Corporation, Kolkata (from [Arunabha Majumder](#), Presidency College, Kolkata)

5, S.N.Banerjee Road, Kolkata 700 013; Tel: 91-33-22447432; Fax: 91-33-22440201 kmc@vsnl.net; <http://www.kolkatamycity.com/>; Contact Mr. Alapan Bandyopadhyay; Commissioner; Tel: 91-33-22861234; mc@kmcgov.in

KMC has undertaken an environmental improvement project to arrest the environmental degradation and improve the quality of life in the city

From [Binukumar G.S](#), Institute for Resource Analysis and Policy, Hyderabad

Kudumbashree, Trivandrum

State Poverty Eradication Mission, TRIDA Rehabilitation Building, Medical College P.O, Trivandrum -11, Kerala; Tel: 91-11-471-2554714/6; Fax: 0471-2554717; info@kudumbashree.org; <http://www.kudumbashree.org/>

Kudumbashree promotes women's self-help groups for building houses, latrines, access to drinking water, sanitary facilities and garbage collection

Kerala Rural Water Supply and Sanitation Agency, Thiruvananthapuram

PTC Towers, SS Kovil Road, Thampanoor, Thiruvananthapuram; Tel: 91-471-2337002, 2337003, 2337005 ; Fax: 91-471-2337004 ; mis@jalanidhi.com; <http://www.jalanidhi.com/index.htm>
Works through Panchayats for implementation of water supply schemes; as many as 3699 schemes managed by 3929 beneficiary groups have been completed so far

Society of Participatory Research in Asia (PRIA), New Delhi (from [Aparna Pandey](#), Uttarakhand Urban Sector Development Investment Programme, Dehradun)

42 Tughlakabad Institutional Area, New Delhi - 110062; Tel: 91-11-29956908; Fax: 91-11-29955183; info@pria.org; <http://www.pria.org>

PRIA is an international centre for promoting participation and democratic governance, including capacity building for service delivery, including waste management

From [Depinder Kapur](#), India WASH Forum, New Delhi

Gramalaya, Tiruchirapally

No 12 Fourth Cross West, Thillainagar, Tiruchirapally, Tamil Nadu- 620018; Tel: 91-431-4021563; gramalaya@airtelmail.in; <http://gramalaya.in/urban.php>;

Gramalaya chalked out a holistic programme for slum sanitation, leading with the provision of toilets in selected slums of Tiruchirapally

WaterAid India, New Delhi

First floor, Nursery school building, Gate No 1, C3, Vasant Kunj, New Delhi-110070; Tel: 91-11-46084400; info@wateraidindia.org; <http://www.wateraid.org>

WaterAid and its partners use practical solutions to provide safe water, effective sanitation and hygiene education to the world's poorest people

CHF International, Bangalore (from [Padmaja Nair](#), Independent Consultant, Lucknow)

No. 104, Lakshmi Apartments, # 6, Cornwell Road, Langford Gardens, Bangalore Karnataka 560 025 INDIA; Tel: +91-80-41126317; <http://www.chfinternational.org/node/33547>; Contact Mr. Ranjit Ambastha; rambastha@india.chfinternational.org

LabourNet is an attempt to develop slums through better urban planning and infrastructure delivery and is CHF's unique approach to the crisis of growing urban areas

Exnora International, Chennai (from [Edwin M. John](#), Neighbourhood Community Network, Nagercoil)

#20, Giriappa Road, T. Nagar, Chennai- 600017; Tel: +91-44-28153376; Fax: +91-44-42193595 exnora@gmail.com; http://exnorainternational.org/project_pammal.shtml

Exnora International is an environmental movement, focusing on mobilizing and empowering communities to, among other things, manage waste effectively

Responses in Full

[Nimisha Jha](#), Indian Institute of Public Administration (IIPA), New Delhi

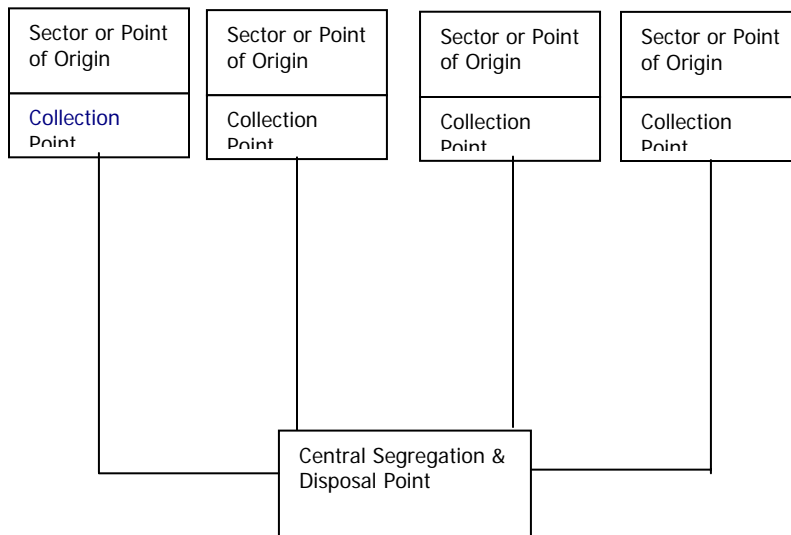
I am also working on water supply and sanitation services and its impact on governance. You can check the site of Navi Mumbai Municipal Corporation (www.nmmconline.com). Their solid waste management is worth looking at, it got Sant Gadge Baba award for most clean city in Maharashtra (look at their ESR 2007 - 08, it should be uploaded by now). Their services are totally privatized, I had interviewed some employees of the private operator, their conditions are really very bad- no safety gadgets, no social security, no health coverage, long working hours) but nobody had put these complaints on a piece of paper. At the STPs, the condition is worse there are only one or two employees to look after the system.

Besides, every body has been in the literature is talking about the economic benefits of the public private partnerships but no cost benefit analysis has been done so far. At least in India I have not come across any such study.

Col. B.K Kailash, Greater NOIDA

Traditionally we are not used to systematic disposal of domestic waste. People stare skeptically when they are told about garbage management. The reason is resistance to change. Unless strong coercive measures are adopted, people are not willingly to espouse nontraditional/unfamiliar ways of usage. As of now it is understood that different pockets/Sectors have their own garbage collection/disposal system with fragmented pecuniary advantages to RWAs/petty contractors. Changing the system in these areas will attract a lot of resistance/hostilities. So they can be kept untouched for the subsequent phases.

A model project could be started with new Sectors including the ones under part occupation as also the societies/pockets that support the new concept without any prejudice to others. An important aspect of any social project is its self sustainability. Meaning that the project should not only be commercially viable but also be replicable to augment the scope with time. The project of the kind under discussion can be an attractive venture for the right entrepreneur being not only a profit centre but also mass employment initiator.



Central Segregation and Disposal Point is a suitable area, earmarked by the Noida Authority for the purpose, outside the living areas, approx 10 to 15 Km away.

Collection points are established suitably near the *Sector or Point of Origin*, Where the whole garbage is collected in mechanical transport. The pickers are disbursed with the cost of garbage either per unit volume or weight.

Garbage is moved in suitably fabricated mechanical transport to the *Central Segregation & Disposal Point*. The segregation is carried out at this point & category wise disposal affected.

Entire project is managed as a commercial venture by an entrepreneur selected through the tendering process. The tenders could be Sector wise or based on population density. The project could also be initiated by an NGO to start with & subsequently passed on to the entrepreneurs on becoming operational. Once the project takes the desired shape, advocacy should be undertaken

to involve older areas by affecting the change in a non perceivable slow deviation that shall be naturally adopted for obvious visible advantage(s).

Daksha Parmar, TISS, Mumbai

I have worked for 3-4 months on Public Private Partnerships in Urban Services in India. Municipal Solid Waste Management was one of the important urban service on which I have done an extensive literature survey.

According to me, Municipal Solid Waste Management function carried out by the urban local bodies in India is one of the most labour intensive activities. A huge portion of the municipal budget is spent on performing this function. Of this a large proportion is spent on the salaries and wages of the staff involved. Further, majority of the staff is involved in the SWM department. Despite this, in most cities it is a poorly performed function.

Given this situation, local bodies across the countries are involving the private sector in order to bring in efficiency in cost and service delivery. The involvement of private sector can take different forms like service contract, management contract etc. However in case of SWM it is mostly the service contract. An important feature of this contract, is relating to the time period. It is for few years namely 2-3 years and the private partner is not responsible for any kind of long term investments.

The private partner may recruit its own staff and there is a huge difference in the payment of wages between the private and the local bodies' staff. If the contract is not renewed then the chances of job insecurity increase as the workers may lose their employment. Further, the workers engaged by the private partners are not entitled to any kind of benefits like sick leave etc.

Secondly many of the private partners fail to provide services in the Slum areas and thereby these areas are excluded. Private partners are mostly allocated areas where mostly it is easier to collect the waste.

Further the lack of source segregation of waste also creates number of problems. For example: The return of the private partners is based on the per tonne of waste collected, the absence of source segregation of waste results in increased expenditure for the local body as it compensates the private party at a higher costs. Secondly, the waste composting plants in which waste is converted into fertilizers often require organic waste in order to function effectively. The mixture of organic and inorganic waste creates problems in the full capacity utilization of such capital intensive waste treatment plants. Thus in many cities these waste treatment plants have either been closed down or are performing at a very low capacity.

Thus there must be the strict enforcement of the Municipal Solid Waste Management Rules of 2000 regarding effective source segregation of waste.

The India Infrastructure Reports of various years provides a great deal of information of Solid Waste Management across varies cities in India.

Ahmad Shahvez, UNICEF, Lucknow

Government of Delhi under the Bhagidari Scheme started this noble initiative of waste management through private agencies. I call it noble because I have seen the difference it made in one of the resettlement colonies 'Gautampuri' in South Delhi, implemented by Arpana Trust.

Community mobilization was the first step in the project where need for sanitation and safe environment was brought to the notice of the residents through community meetings and door to door counseling. The second step was recruitment and training of Waste Management workers trained specially on the waste segregation (Dry and wet waste).

The collection from the residents (Rs.5/Household) helped pay the waste management workers. Apart from that the segregation of waste (wet waste) helped generate good quality compost (supported by Toxic Links, New Delhi) used for the parks in the colony. The segregation of waste also helped workers with another additional income as they used to sell dry waste (plastic, paper, iron, steel, etc.) to the scrap dealers.

There were additional efforts to seek the services of trucks from MCD for cleaning the waste from community garbage disposal bins/dhalaos.

Harshad Gandhi, Excel Industries Ltd., Mumbai

The blame game for waste management will continue for long time to come. We all - waste generators are victim of our own apathy towards sustainable waste management solutions at source of waste generation. The silver line in dark clouds is that at least today community based simple waste management solutions are available for those who really wants to contribute for better urban living in their own vicinity. (Please see <http://www.solutionexchange-un.net.in/decn/cr/res27070902.pdf> ; Size: 1.32 MB).

Recent press report in Time of India-Mumbai 21.7.2009 (Please see <http://www.solutionexchange-un.net.in/decn/cr/res27070901.pdf> ; Size: 14 KB) indicates that judicial activism has reached to a point that no one wants someone's garbage in their backyard. Civic administration will continue to award contract to private sector operators where by onus of disposal which is statutory function of civic authority is passed on to private sector operator and thereby avoid contempt of court proceedings. It is high time that we all look at available options to treat and utilize waste at source thereby avoid shifting our problem in someone else's backyard.

Tapan K. Padhi, National Institute for Development (NID), Bhubaneswar

I have been working on water and sanitation since last seven years in Orissa. But my experience of privatization of municipal waste management has been primarily as a resident of Bhubaneswar and an inquisitive citizen. Still I feel that the following few lines might be of interest to us.

As a citizen I have seen three different phases of waste management in the city. First when the waste management was not privatized. The sweepers were visiting the lanes once in every two or three days. The dumped waste also was lifted quite irregularly. But then came a phase when a particular NGO was engaged to provide services. The representatives of the NGOs visited the households asking for waste segregation and also contribution for waste collection. Now all the households segregated the waste or not all the households contributed. Still the garbage collectors were coming and collecting and trying to segregate the waste while loading on the rickshaw. But over a period of time this practice was discontinued. Nobody came to collect the waste or the contribution. That could be the overlapping period. Then another agency is involved. But the common man does not know about this agency. The sweepers who are engaged by the municipal corporation are provided by the agency engaged. So the service provider has been reduced to a labor contractor. Now the sweeping of the lanes is done properly unlike the old days. Lifting of the garbage also is done regularly. But, this also could be due to the leadership of a very efficient Commissioner. Now that she has been transferred we will be in

a better position to know whether this cleanliness that we had was due to efficient leadership or due to shift to privatization. But in this new form of privatization there is now segregation at the source or collection of use fees.

Here the concern is the good practices that started were not continued by the next NGO. As has been revealed by the sweepers of the streets, they are not provided with the protective gear. They do not have any security of the job. The issues raised by Mr. [Ahmad Shahvez](#) are very relevant in case of Bhubaneswar. And there is one additional one to it also. Garbage dumping in Bhubaneswar is being done here there and every where - within the residential areas too. This is because the municipality does not have designated sites for dumping (a long drawn court battle is going on). Without proper dumping sites there is not much meaning of increasing efficiency by privatization. And Bhubaneswar municipality is mired with allegations of misappropriation of funds on waste dumping head. The learning from these could be rather than deliberating on privatization or not, one has to think in terms of a holistic plan for improving the services and have a good combination of government, private sector including the civil society to deliver the same. I also will like to put in another statement that most of the times the NGOs engaged in providing services to municipalities also lose their NGO character and have all the traits of a contractor. Mr. Ahmad's concern for workers is the point that needs to be referred here.

[Pradeep Dadlani](#), Sycom Projects Consultants Pvt. Ltd, New Delhi

The privatization of Municipal Solid Waste (MSW) management in India has a long history of existence. However, the success stories have been few and far between the 74th Constitutional Amendment of 1996, the regulatory framework comprising of MSW Management rules 2000. The Supreme Court order of 2004 on Land-fills etc. has facilitated a greater participation of the private sector in MSW management. The funding mode available under JNNURM for SWM projects in select cities is another factor responsible for acceleration in PPP process in this sector.

States and various cities have worked on alternate models, strategies and technologies for different operational functions in SWM e.g. Door-to-door-Collection, Segregation, Secondary and Tertiary Collection, Transportation, Processing and Sanitary Land filling (SLF).

Having worked on this aspect in over 25 cities in the last 12 years, including a World Bank assignment for 9 towns (3 each in AP and Karnataka and 3 hill-stations), we could say with a good deal of conviction that a properly planned and implemented PPP model in MSW management has a good chance to succeed.

There are 3 distinct operations in MSW management, which warrant different kinds of expertise, resources and experiences:

- DTDC and primary collection is a function which requires close interaction and involvement of the community at large. It is best done by a NGO/Society with back-up Support of the RWAs
- The Secondary Collection and Transportation is an area which requires large CAPEX and experience in the logistics business
- The Processing and SLF requires huge investments backed up by experience in infrastructure projects and technical capabilities in MSW processing and land filling sectors

Many cities, in the pursuit of an integrated system have gone in for a single party to carry out all the MSW Operations from DTDC to Processing and SLF. There are only a handful of organizations in India who have the capabilities in all the relevant operations. There have been issues with

large CAPEX requirements for Processing and SLF, and the long gestation and payback periods of these projects. The government may consider providing a Viability Gap Funding (VGF) for such projects, as is applicable for other infrastructural projects such as roads, bridges etc. This would make these projects more viable and attractive for the large players to enter this field.

The frequent change of the top guard and transfers at the ULB level has also affected the implementation of these projects, even after formal MOUs have been signed. Land ownership issues have also frequently hampered the implementation of MSW Processing and SLF plants. Some projects have also suffered due to delay in getting the requisite environmental clearances. There have been issues with conflicting objectives of attaining segregation vs. paying for transportation on Rupees per Tonne of Waste delivered at the Processing/SLF Sites.

All the above cited reasons could be backed-up by atleast 2-3 examples each. The net result is that the framework although existing in the letter, needs to be made operational in spirit as well, to garner the fruits of privatization in the MSW management sector.

Ajay Gangwar, Government of Madhya Pradesh, Bhopal

In my opinion disposal of garbage is a big problem so we should think from the starting point from where it comes. First source of its generation is house. So we should introduce curriculum to teach young generation about how to handle this garbage from schooling stage. In every educational institution we should make it compulsory to introduce practice how to segregate garbage in plastic, paper, bio organic etc. from generating point. This will help to any organization to handle the garbage at the end point otherwise it will never be successful. In USA it is prime duty of household to segregate garbage at beginning otherwise it will be horrible to any one to handle it. Second industries and commercial institutions must follow the rules and they should have the garbage disposal plan in its business project. No one should be allowed to start any commercial activities without garbage disposal plan. This will create a number of jobs in cities.

In last there should be a plan for every city how to dispose of the garbage. At these stage local governments, states and central will play an effective role. You can use this garbage in producing energy and compost by using methane gas technology for Energy. In USA and in Western countries they have created District Energy System to solve the problem of disposal of garbage as well as energy crisis. We could get more information about DES from this website (<http://www.districtenergy.org>).

Vandana Tripathi, Sahbhagi Shikshan Kendra, Lucknow

The first few responses give good glimpse of the present state of affairs of SWM in the country. I am glad that the selected theme and focus is of much relevance in the present times. I wanted to update you all with another major development taking place in Bangalore. Recently, Mr. Narayan Naramani, Brhuath Bangaluru Mahanagar Palike (BBMP) Task force Member (<http://www.hindu.com/2009/07/23/stories/2009072360040400.htm>) has brought out his report on the performance of service contracts with regards to BBMP. the report was tabled in the state assembly and chief Minister had to set out the COD enquiry looking into the amount of corruption, violation of norms, failure of monitoring mechanisms (despite being computerized monitoring) etc.

I agree with the responses highlighting the need for all stakeholders to act sensitively with regards to the environmental impact of improper disposal of waste. But somewhere the accountability of ULBs and the private contractor is much more than the people. The most

unfortunate thing which I have come across and I think couple of responses also are bringing it out, that there is rarely any scientific assessment done with regards to SWM services privatization, here and there in some news clipping do we find a mention of good/ bad practices but in Corporations rarely is any documentation being undertaken to justify the move and clearly show the repercussions of the same on the financial administration, user charges etc.

I urge to other members who have not responded so far to share some more insights with the group and probably we can take it up later on various common forums. I thanks all those who have responded so far and wait to hear more from you all.

T. Gangadharan, KSSP, Kannur

Solid Waste Management needs more serious attention at research as well as administrative levels. There are various service providers who rely on various technologies. The most important task is to identify the technologically feasible and economically viable options for each urban local body.

Considering the experiences of Kerala municipalities, we can see that accelerated composting is the best option. There are many private service providers working in Kerala municipalities, some successful and some others still dragging and many failure cases. A major bottleneck has been, getting segregated, quality waste materials. This needs continuous awareness campaigns and strict regulations. In the absence of these, no schemes, be private or public will not survive.

Arunabha Majumder, Presidency College, Kolkata

There are six major facets of Solid Waste Management.

These are:

1. Segregation and household storage (organic/recyclable inorganic/ non-recyclable inorganic)
2. Collection (House to house/ Community Bin)
3. Primary transportation (ward-wise) and transfer
4. Secondary transportation
5. Treatment and disposal
6. Segregation of recyclables and hand over to Recycling Units(by selling)

Some of the above activities could be privatized for better services and higher output. Collection of solid waste as mentioned above may be done by engaging NGO/Private Agency/ SHGs etc. This has been started in several municipalities in Kolkata Metropolitan Area. In some municipalities residents contribute money (Rs. 10 to 15/- per month per family). Better performance has been achieved through privatization. But source segregation is yet to be started.

In Kolkata, secondary transportation is partly done by Corporation vehicles and partly done by private agency vehicles. Maximum money of SWM goes for secondary transportation. Privatization is good, provided transparency is maintained. Composting of organic waste is best suited to private agencies. It has started in some municipalities in KMA through privatization. Composting can be done by Windrow process or Vermicomposting. Private agencies can play a very good role for waste recycling. This can generate fund. Scavengers could be taken into an organized program for their socio-economical upliftment.

Suneet Vasant Dabke, Concept Biotech, Vadodara

I wish to bring attention of all the members regarding the privatization loop holes. We all know that government has miserably failed in the execution of their responsibility in managing the

waste either it be municipal or industrial waste (non toxic). Except one municipal corporation (Suryapet) which has done exceptional work in reaching to the common man's problems.

Our privatization model has become common for collection of waste but not for processing. No municipal corporation or local government has thought of decentralization in real i.e decentralizing waste generation and treatment which is the easiest way of management. Whatever efforts we put for managing a large site, it attracts many problems and the first one is labor. Be it municipal or private labor, the hygiene part is substantially missing. The wages part is better covered for the Municipal labor but again the efficiency is hardly 50%.

As case study we tried a concept of decentralized waste management service which included waste collection and simultaneously treating, leading almost to zero discharge as we cannot do anything for house hold hazardous waste like tube light, battery and other small un-useful electronic items. The project was successful as we managed to generate revenue from the sale of compost and other items but this was not acceptable to municipal corporation as it was breaking the regular money flow process. So we have to rethink as to which part of privatization we are thinking.

Binukumar G.S, Institute for Resource Analysis and Policy, Hyderabad

I would like to share some SWM activities from Kerala. Being an advanced state in India Kerala is having more individual households and almost all houses are having some land with the house premises. The health and hygiene habits are also very good in the household premises and in social life. Unfortunately this habit is not keeping well in the environmental sector. So the people are mishandling solid and liquid waste and it affects the environmental sanitation. In Kerala the sewerage systems and services are very less and it is mostly limited in very few urban centres. Kerala Sustainable Urban Development Project and JnNURM are now implementing and redesigning sewerage systems in all of the five corporations and in some other towns.

At the same time the radical changes that have happened in the SWM are very remarkable and well appreciated. Community involvement in solid waste collection, segregation and in transfer makes a good impact on the SWM process. The poverty Eradication Mission (www.Kudumbasree.org), SHGs, Water User Communities of Janidhi also taking a very good effort in this sector and there is a very good change is visible.

In corporations and in Municipalities the departments are supplying two colored buckets to every urban household for collecting waste .The two coloured buckets are ensuring the segregation of waste is carrying out in the household itself and it reduces the cost and labour of segregating the waste into degradable and biodegradable.

Kudumbasree units/SHGs are visiting the households on a day to day basis and shifting the waste into dumping spot with the help of Tractors or Lorries. Every household has to pay Rs. 30/month and the collection time is he mornings only. The women members of these teams are now earning more than Rs1500 to 2500/month. In some Urban towns these women SHGs are collecting waste from the public dustbins and from hotels.

Private and public participation may be helpful for improving the sanitation sector but the same time these kinds of local resources are also very good alternatives to maintain the systems.

Aparna Pandey, Uttarakhand Urban Sector Development Investment Program, Dehradun

I would like to share one interesting case which I had experienced in the Dalanwala area of Dehradun, about three years ago. At that time I was in HARC as a part of PRIA. A group of Active Citizens raised dissatisfaction towards the poor performance of Dehradun Municipal Corporation on municipal solid waste management. The issue was: There was no Large Public Dustbin in the vicinity to unload daily household garbage and no Mohalla Swachhata Samiti was constituted in other colonies. There was no empty plot within the radius of 1 kilometer as we all are aware that empty plots are the best choice for all citizens to dump their household garbage especially in late hours or early in the morning, in absence of sweeper or public dustbins. After a big fight with Municipal Corporation a huge two colored dustbin with two separations each for Bio Degradable and non Degradable waste procured on priority and placed in the locality by the ULB.

Interestingly, the conflict has begun again but this time within the residents of that colony, who had fought a day before with Dehradun Municipal Corporation with full unity. Why? Because nobody was ready to place the Dustbin around their houses even behind the wall of their kitchen gardens. The result was that the same dustbin then placed behind a small kindergarten after a long debate.

If this is our civic sense and level of cooperation to our ULBs how they will succeed in their efforts. This is the basic question before all of us.

Ramakrishna Nallathiga, Centre for Good Governance, Hyderabad

Privatization of waste management is an interesting question. The problem of waste management remains a key challenge irrespective of whether it is done by public or private sector. In theory, private sector participation should help to manage the whole scheme more cost-effectively and better administered, thereby giving better outputs (see <http://www.solutionexchange-un.net.in/decn/cr/res27070905.pdf> ; Size: 140 KB, claiming the same). In fact, empirical research also supports the success in some parts of country e.g., Mumbai, Navi Mumbai, Chennai and Bangalore.

However, the success of private sector participation depends upon several other factors that make the whole exercise to be done much more seriously than what it is. The extent and stages wherein private sector participation takes place shall be well articulated by a State or ULB level policy. There have to be some guidelines for developing a workable model in the specific circumstances of the ULB.

So far, some guidelines have been evolved in the community participation (see <http://www.solutionexchange-un.net.in/decn/cr/res27070906.pdf>; Size: 103 KB), which serve as useful pointers but they can only be translated in to results when the whole life cycle (waste generation- separation-collection-transport-treatment-disposal-reuse) is well understand and who plays what role where is well planned and implemented. These skills and interest are generally not available with ULBs and it is neglected in the process.

Last, the experiences are not totally undocumented. Documentation (see <http://www.solutionexchange-un.net.in/decn/cr/res27070907.pdf>; Size: 116 KB) shows the relative success/failure of the PPP projects in this sector. I am sure more will be available. Community is an important and integral part of the private sector, which can play an important role in waste collection, segregation and local conveyance, which needs to be properly supported by transport, treatment and disposal systems. The success of waste to energy projects in private sector also determined by the feeder supply chain.

Mukul G. Asher, Lee Kuan Yew School of Public Policy, Singapore

I am sharing a paper on PPP in Financing Urban Development in India may have relevance to the query. Please see <http://www.solutionexchange-un.net.in/decn/cr/res27070903.pdf> ; Size: 201 KB).

Asit Nema, Foundation for Greentech Environmental Systems, New Delhi

The domain of municipal solid waste management is characterized by a very high degree of disorder – starting from the point of generation to collection, transport, treatment and disposal. We should not expect a private operator to come with the 'Midas Touch' – he is only rendering an essential service which our ULBs are finding difficult to deliver and in the process perhaps saving us from the biological warfare that we are inflicting on ourselves across the length and breath of the country.

Solid waste management involves 3M –material, men and machines. It is akin to an industrial logistics operation wherein unfortunately value addition to the feedstock in financially viable terms is not possible; instead the objective is to efficiently remove (by deploying men and machines) an offensive, putrefying and invariably pathogenic material away from habitations, dispose it off safely and thereby safeguard public health. In this context, the prime objective of treatment is not to convert 'waste into wealth' but to reduce its offensive and pathogenic characteristics, reduce its volume and thereby minimize its (ecological) foot-print for safe disposal in a sanitary landfill. In the entire chain of operations, and from the point of view of a private service provider it's only the transport component which has the potential to generate positive revenue. This component gets paid according to the tonnage and haulage distance which are easy to measure. The flip side is that the transporter is not interested in segregation and would rather mix construction debris, drain silt, road sweeps as well. It is not surprising that there are more private players bidding for that segment than the treatment and disposal end. In several smaller ULBs one finds even municipal councilors vying for these lucrative contracts under pseudonyms.

Let us also not be under the illusion that NGOs can deliver services for collection, treatment and carry out awareness without charging appropriate fees. In order to sustain their operations, offer incrementally higher level of service and ensure occupation health and safety of their workers, they need to carry out their operations as efficient private operators – involving technical expertise, equipment, manpower, operating capital, safeguards, etc. In return for their services, the municipality and the polluters at large must be prepared to pay appropriate fees. It is not surprising to find several well intentioned initiatives getting into difficulties for a variety of reasons.

To read Full Response please see <http://www.solutionexchange-un.net.in/decn/cr/res27070904.pdf> ; Size: 20 KB

Subhash Mendhapurkar, SUTRA, Solan

Atul Pethe of Pune (atul_pethe@hotmail.com) had prepared a very good film called Kachara Kondi on Safai Karmacharis of Pune Municipal Corporation which shows how privatization is affecting the Municipal services.

My experience is that privatization in Safai Karmacharis takes place at two levels: one by the Municipals bodies themselves and at second level: the senior Safai Karmcharis employ proxy persons to do the job and pay them much less than what they deserve (taking advantage of unemployment amongst these caste based occupations).

I suggest Vandana to talk with Atul.

Murali Kochukrishnan, AFPRO, Bhubaneswar

The solid waste management is one of the matters of prime concern in the urban settlements. It will pose a major environmental problem and allied source of various diseases spread intertwined to it. There are a few viable and adoptable models which have emanated in various regions of India for effective solid waste management at a very cost effective and innovative manner. The best among them would be the one which is being carried out in Kerala by "KUDUMBASHREE" a women run community based organization under the aegis of the State Poverty Eradication Mission. An envisaged amount of about 3000 tones of solid wastes are generated per day from the urban towns in the state of Kerala. "Kudumbashree" has initiated an innovative enterprise namely, 'Clean Kerala Business'. Under this enterprise, women from the financially backward families who are the members of the organization try to tackle this problem of waste management by setting up Solid Waste Management units in an organized and planned manner to segregate, collect and transport solid waste from households, commercial establishments, hotels etc. upto the transit points fixed by the Urban Local Bodies. The entrepreneur charges a nominal amount from each household and other establishment. The women entrepreneurs engaged in solid waste collection are now a days earning a sum of Rs. 3,000 to Rs. 5,000 per month. The solid waste collected is converted in to "vermi compost" at few places and are sold as organic manure. The plastic wastes are also segregated and are used for road tarring activity.

A detailed study of the above mentioned organizational activities will give you a broad insight to the questions asked.

Depinder Kapur, India WASH Forum, New Delhi

To answer the question of changes in wages, working conditions, health and safety – on account of privatisation of municipal work – the answer is that on all count this worsens. This is highlighted well by the film of Atul Pethe as mentioned by [Subhash](#).

The film by Atul Pethe also shows that there is a decline in health and safety standards, working conditions and health benefits of municipal workers, even without privatisation there is no investment made to improve their working conditions. This needs to be highlighted too.

Another dimension that the study needs to look at is that the privatisation of Municipal Services is also happening when these tasks are transferred to NGOs. Here to in terms of wages there is a clear decline. In terms of working conditions and health and safety too there is no improvement. There is a study by WaterAid India and Gramalaya (that has pioneered the work on community managed toilets) on the Trichy city community managed toilets that clearly shows that the municipality tries to transfer its waster management tasks to the CBOs who are managing the community toilets, in a bid to cut their costs.

Suman Swarup, Independent Consultant, New Delhi

The query raised by Vandana Tripathy is relevant to almost all urban local bodies. While privatization of waste management by local bodies has been debated for decades, no successful model for replication is available nor have experts prepared blueprints for privatization, despite judicial pronouncements. In the field too, while there are a number of experiments, these are localized and on a small scale. For collection, transportation and disposal of solid waste at the city level, no large private sector agencies have come up who can replace the local bodies.

The choice therefore is a partnership model between the ULB'S and the private bodies such as NGO's and the other private agencies in existence. The three main tasks are collection of waste from households, commercial and industrial establishments, its transportation to the disposal sites and final disposal scientifically. The private sector can be successfully involved in door to door collection, segregation and transportation at the local level. This is being tried in many cities in small pockets. In Delhi some RWA'S have been involved to carry out these tasks albeit in small pockets. At the city level there are well entrenched vested interests who will not allow privatization to succeed. In Delhi each citizen generates 500 gms of solid waste each day and volumes are huge. Only a well established private agency backed by proven technology will be able to handle any of the three functions at the city level.

Padmaja Nair, Independent Consultant, Lucknow

CHF International has been working with local partners on the issue of waste management in the three cities of Bangalore, Pune and Nagpur. All the projects are a little over a year old and primarily focus on organizing the cities rag-pickers for better working and wage conditions. There are also additional issues in cities like Nagpur where both collection and disposal has been privatized.

I suggest that you get in touch with Ranjit Ambastha (rambastha@india.chfinternational.org), the Programme Director of CHF, to know about their experience.

Edwin M. John, Neighbourhood Community Network, Nagercoil

Privatization is not the panacea nor the only available nor the best available solution. There are better solutions with better community participation and more environment-friendly results. I would like to point out to two such experiments:

One, done at Pachalam of Cochin in Kerala. It was a "zero garbage scheme" aimed at making Pachalam the green ward of the city corporation. It was a multi-faceted approach combining portable low-cost biogas units, vermin-compost-making in the backyards, community participation through organized neighborhood units of about fifty families in the form of *ayalkoottams*, the involvement of Rajagiri College of Social Sciences, Clean Kerala Mission of the State Government, etc. The neighborhood residents associations of 50 houses undertook also the cleaning of drains and roads in their respective areas. (See <http://www.solutionexchange-un.net.in/decn/cr/res27070908.ppt>; Size: 496 KB)

Second, the joint effort of the neighborhood parliaments and the Exnora International in some coastal villages of Kanyakumari with the involvement of the local governance institutions. The villages had neighborhood units of about thirty families each. Each neighborhood unit had a health and/or environment minister- in some cases both children ministers and adult ministers functioned together for these concerns. Each neighborhood parliament (*anpium*) of about thirty families collected a monthly fee from each household and paid to the village development society, which with that money paid to "street beautifiers" (*theru azhaku paniyalarka*) whose role included separate collection of both biodegradable and non-biodegradable waste. Eventual waste management brought in additional money for the neighborhoods, which were federated at the village and *Panchayat* level. The process integrated both cleaning and greening components, which included home and neighborhood gardens.

Both the experiments give scope for control and participation by people who are the ultimate stakeholders and they ensure results better than those by private business.

Surekha Sule, Pune*

What happens to privatisation of waste management is perhaps best explained by the recent raging controversy of Buta Singh's son getting got while accepting bribe. And the person giving the bribe was waste management contractor of Nashik.

Some years ago, waste management experts warned against Nashik adopting the system of such outsourcing and selecting just one contractor. Their apprehensions were right. In the SWM best practices compendium for city managers that I prepared for Directorate of Municipal Administration, Maharashtra, we considered privatisation of this kind not a healthy practice.

S.K.Pachauri, Amity Institute of Good Governance*

You may try to find out the work done by The Asia Productivity Organization in Namakal (Tamil Nadu) to make that township free of any waste way back in 2004. The Municipal and District administration was in charge of this work.

Isac John, Socio-Economic Unit Foundation, Calicut*

We have to think in terms of private participation in SWM in a Municipality/Corporation not as privatization. We have no mechanism in our local self government bodies to monitor the scientific/ hygienic processing of SW and strong will decentralized mechanisms to enforce SWM rules. Privatization means to make profit out of any activity undertaken. In India, it is difficult to make profit from SWM. The main byproduct is manure. Since there is no proper segregation at source, it affects the quality of the manure. There are no takers for large quantity of manure. Plastic is another issue and also disposal of rejects. Small experiments are beautiful and successful but when it is implemented at large scale, GP/municipal/corporation level it cannot be replicated as successful as in a micro level. It needs behavioral change, attitudinal change of all stakeholders in terms of giving priority or declare as a essential service, treat as non profit business (some think waste is wealth). But it can contribute to a healthy society and save expenditure on environmental health issues. So we need change in attitudes at all levels. Think what you want: profit or healthy society.

** Offline contribution*

[Many thanks to all who contributed to this query!](#)

If you have further information to share on this topic, please send it to Solution Exchange for the Decentralization Community in India at se-decn@solutionexchange-un.net.in and/or se-wes@solutionexchnage-un.net.in with the subject heading "Re: [se-decn][se-wes] Query: Privatization of Waste Management Services - Experiences; Examples. Additional Reply."

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