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WASTE MANAGEMENT IN URBAN INDIA AND ROLE OF SOCIAL ENTERPRISES

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Abstract

Present article focuses on social impact evaluation of waste management models such as social enterprises and municipal-oriented PP Partnership with participation of waste pickers' cooperative and community in Pune, India. Data has been collected through interviewing waste pickers and social enterprise management personnel and focus group discussions. Our evaluation focuses on social aspects and system's contribution to better quality of life. It also evaluates the working conditions of waste pickers. Our study further analyzes waste management's aspects in relation to broader social and environmental issues such as urban public health. Research findings show that social enterprise practices are effective in increasing the income of waste pickers and efficient in collecting and segregating waste. It shows that the social enterprise model is working efficiently and encourages competition for better service quality. This article begins by explaining the social enterprises model and Public Private Partnership (PPP) model and their techniques in handling waste management issues in India. It evaluates their social impact, profitability, and innovativeness. The social enterprise model has been analyzed in terms of its concepts, opportunities, potentiality, organization, shared value creation and recent developments. Finally we explored further on the model and systems to find out the best possible model to solve environmental issues and bring better quality life for the community.

Keywords: Waste Management, Social Enterprise, Public and Private Partnership, Empowerment

1. Introduction

1.1. Definition of Social Enterprise

According to Asian Development Bank (2012), Social Enterprises (SEs) are defined as organizations that have triple bottom line approach to address social and environmental needs and have financially sustainable revenues. According to NBS (2013), SEs are the clear leaders in the category and should serve the bottom of the pyramid. They do not operate only on grants as they cover their costs and ensure a small surplus. One of the most important aspects of SE is employment generation. SEs might be registered as private limited companies, cooperatives, not-for-profit organizations, trusts or other sorts of legal entities (Asian Development Bank, 2012; Ogain *et al.* 2012).

1.2. Potential of Social Enterprises

At present, India's rapidly growing economy has been unable to alleviate the extreme poverty and deal with other serious social issues. Some of the major explanations for this inability can be non-uniform infrastructures, low quality public services (especially in health, education and environment), and resource limitations. Some environmental issues such as waste management are unmanageable by government, particularly in big cities and create huge health and hygiene problems to local community. SEs of India has the potential to fit in the underprivileged citizens in country's economic growth. By employing innovative business models, social enterprises are addressing India's massive development needs, whilst maintaining sustainability through viable revenue models.

1.2.1. Solid Waste Management in India

Clean India Mission is a national campaign run by the government of India and it covers 4041 statutory towns. This campaign is launched on 2 October 2014 with the objective to clean the streets, roads and other infrastructures of the country. Further, this campaign facilitates private-sector cost participation in capital expenditure, operation and maintenance.

Solid Waste Management (SWM) is a part of Clean India Mission and it is a major challenge in urban areas throughout India. SWM is to control the creation, storage, collection, transfer/transport, processing and disposal of solid wastes appropriate to the best principles of sustainability and also, waste is treated like a resource through SWM techniques.SWM insists on strict legislative actions and effective implementation by active participation and involvement of people and also deems that active involvement of public and private agencies is vital for the safe and meaningful management of solid waste (Srivastava, 2015).

Presently, in Pune there are two models working on SWM issues: (1) urban local body oriented public-private partnership model and (2) social business model. However, there has been controversy on introducing private sector into waste management, because it is believed that private sector involvement can create severe competition among organizations and can create confusion to the system (Kulkarni, 2014). It seems imperative to closely check, confirm and implement a model that turns out to be effective in improving the environmental issues, health and quality of life of people. Present article scrutinizes the effectiveness of public-private partnership model and the role of social businesses initiative. For evaluating effectiveness in social change and sustainability impact we considered social, management and innovative factors as measurement indicators in the survey (Chikarmane, 2012).

2. Background

2.1. Waste Management Issues in India and Municipal Solid Waste

2.1.1. Pollution and Hygiene

Pollution is the direct consequence of human commotion. Presently, India is experiencing tremendous growth in urban areas. Urban areas of India produce 120,000 tons of solid waste per day and correspondingly, Pune city produces large quantity (1000-2000 mt/day) of Municipal Solid Waste (MSW) per day. The disposal and management of this large quantity of waste is a major issue. Pune Municipal Corporation (PMC) disposes Municipal solid waste at UraliDevachi Depot, which is 20 km away from Pune city. However, due to unscientific disposal of MSW huge mounds of solid waste has been created at the disposal site. In addition, the mounded waste decomposes and leach/percolate in the surrounding ground water. Available analytical data illustrates the concentration of chromium and zinc in leachate is 5-8 mg/L and 10-15 mg/L respectively, which is more than the permissible limit decided by Maharashtra Pollution Control Board (MPCB). People residing in and around the waste disposal area are using well water for domestic, drinking and agricultural consume. The above mentioned data clearly indicates on the higher concentration of metals in the well water. It is observed that people living in these areas are having frequent health and hygienic problems such as allergies, asthma, bronchitis, skin

irritation, gastro intestinal diseases etc. This problem is becoming a serious social issue and it needs to be resolved urgently (Chintan Environmental Research and Action Group, 2003). Further, the improper waste disposal methods have harmful health consequences for waste pickers as well. According to Annepu (2012), more than 91% of collected MSW is still land filled or dumped in open land sand it causes environmental pollution, badly affects public health and deteriorates the quality of life. Open dumping of solid waste affects the aesthetic value of the surrounding area near the disposal site. It produces very bad smell and releases various gases in the surrounding area. The improper management of SW and its dumping ground not only affects environment and damages the property located in the vicinity but also jeopardizes health of the community and especially health of the waste pickers, which includes women and children. As most of the waste pickers are women they are at high risk to acquire gynecological disorders such as uteritis, menstrual disorders etc. Therefore, it is imperative to improve the current waste management practices and also to adopt a gender sensitive approach in this regard (KKPKP, 2009-2010; Ahmed, 2011).

2.1.2. Gender, Culture and Waste Management

In India, at household level waste management has been considered women's responsibility and they are considered to be knowledgeable about waste management techniques and environmental issues in general. Data shows that about 90% of waste pickers are women and are treated unequally, discriminated against and harassed. It has been recognized that gender sensibility is an essential aspect of sustainable waste management. Promoting a gender-sensitive management culture and ensuring training and capacity-building for women waste pickers will enable them becoming the mainstream gender into their work. This will also ensure pro-active policy implementation against harassment and discrimination (Chikarmane and Narayan, 2005; Mhapsekar, 2015).

2.1.3. Health and Working Conditions of Waste Pickers

In India, garbage is generally not segregated and it is a mixed waste. It is difficult to efficiently recycle the non-segregated or, mixed waste. There are fragmented communities of waste pickers, which manage to handle such waste by working in hazardous and inhuman conditions. At the moment, waste pickers segregate the garbage heaps and sell it to the waste collectors for recycling. The unhealthy working conditions result to an average life expectancy of only 39 years for waste pickers. Further, data shows that in waste picker's community the infant mortality rate is one in every three. The daily income of waste pickers on an average is less than one dollar because of non-accessibility of mainstream waste supply chain. Presently, SE initiatives such as SWaCH and INORA are striving to solve the issue of SWM and to improve the working conditions of waste pickers (SWaCH, 2011).

2.1.4. Risks and Hazards in Everyday Waste Picking

The actual risks and health hazards faced by waste sector workers are much beyond the expected risks of infection and communicable diseases. Cuts and wounds, animal bites, chemical burns, inhalation of toxic gases, falls, traffic accidents, musculo-skeletal problems, sexual violence and mental trauma are all parts of their daily livings. A report published by Chintan Environmental Research and Action Group (2003, p.43) on environment and climate changes states "the working environment of waste pickers is very critical because it combines unhygienic conditions and risks of accidents. Additional dangers turn up from the overlapping of living and working environments for the waste pickers. Sometimes children and adults even look for food among the wastes because they cannot afford to buy it. Studies depict some of the common morbidities among street sweepers as chronic bronchitis, asthma, anemia and conjunctivitis and this is probably due to the exposure of dust and particulate material, undernourishment and contact with infectious media."

Also, the physical stress of waste picking is profound, for instance not getting

appropriate amount of sleep (wake early and sleep late), often walk long distances with a heavy sack, push a cart over uneven roads or uphill, climbs stairs multiple times, work in all types of weather conditions without leave, etc. The physical stress is accompanied by equivalent mental stress – worries about children left behind, anxiety about finishing their work and getting on to domestic chores, anxiety about harassment by police, abusive husbands/fathers, fear of sexual predators(as most of them are women), conflict with citizens or other waste pickers, fear of accidents/attacks by dogs and other animals, etc.

2.1.5. Handling Toxic Waste

In countries like India, where the regulations and norms for waste disposal are yet to be strictly enforced, the most frightening aspect of working with waste is that waste pickers often don't know about the dangerous materials they are sorting through and the associated risks. If reiterated regularly, the exposure to even small amounts of toxic materials, combined with poor health, can have disastrous cumulative consequences. The survey conducted by Chintan Environmental Research and Action Group (2003) in New Delhi found that 5% of the waste picker respondents have handled medical waste. Also, 16% of the men and 6% of the children respondents stated that they have picked up thermometers containing mercury and handled or dealt with mercury.

2.2. Current Practices

2.2.1. Social Enterprise and Other Organizations Dealing with Waste Management

In Pune, over the last few decades several public and private organizations emerged to work on waste disposal issues. These organizations collect, dispose and treat wastes generated at various levels and also invests hugely with the expectation of good returns. Further, to a large extent it is needed to apply 3 R's approach in waste management to ensure minimum resource consumption and reduction of waste in the dumping grounds with the help of latest technologies.

2.2.2. Current Practices in Management of MSW in Pune

In general, two types of organizational practices are functional in Pune to deal with MSW. One is PP partnership between PMC and cooperatives and another is private sector inclusive Social Enterprises. The waste from over 1million households in Pune is collected by SWaCH, a cooperative of thousands of waste pickers in the city. SWaCH is PMC authorized since 2008 to collect waste daily and since then SWaCH employees, mainly comprising of female waste pickers and other urban poor people have been collecting waste door-to-door and transporting it to decentralized waste management facilities provided and paid by the PMC (Wainwright, 2012).

A report entitled "Tracing back the choice: Implementation of primary collection of municipal solid waste in two Indian cities" in Times of India (2012) compares Pune and Varanasi models of waste management. The report states that Pune model is more sustainable compared to Varanasi model. The study examined the implementation of primary collection models as per the MSW Rules 2000. It illustrates that Pune model is more sustainable because it integrates the waste pickers and socially marginalized people. Also, knowledge level and awareness of community and supportive local conditions have played important role in management of solid wastes in Pune. They concluded that formal collaboration with SWaCH has played an important role in proper collection, resource recovery, scraps trade and waste processing. PMC is playing a positive role in door-to-door collection of waste by deploying vehicular fleet such as cycle rickshaws, trucks and also it has a separate system for collection of hotel wastes with the help of trucks. For waste collection and transportation, PMC has set up different ramps at strategic locations inPune city. The solid waste from each collection point is brought to these ramps, by dumper placers or other transportation medium. Before sending this entire collected waste to the disposal site at DevachiUrali, the waste is sent to the transfer stations for weighing and a proper computerized record is maintained there. All these facets have played an affirmative role for better implementation of solid waste management in Pune

(Dhere *et al.* 2008; Vaishali *et al.* 2012).

Correspondingly, various public private partnership practices in waste management generally adopt two approaches: technology driven and community based. The approach of Public Private Partnerships (PPPs) is profit generation and making the cities and municipalities completely dependent on them to manage the huge quantity of generated wastes. The management of the Hanjer Biotech claims that the garbage processing site gets treated on day to day basis and the leachate formed in treatment plant is treated with a capacity of over 40,000 liters leachate per day. Therefore, according to them the old garbage dumping sites are responsible for the free flow of leachate without being treated. On the other hand, municipality claims that there are no high levels of heavy metals in the surrounding and appeal to estimate such findings by using more scientific methods compared to present methods followed by private organizations/NGOs. However the claims made by both the companies and the PMC are questionable as the problems are increasing day by day. Although Hanjer Biotech claims to produce green fuel; however there are many drawbacks associated with the use of Refuse Derived Fuel (RDF) such as health hazards and environmental issues. The company claims that the plant at UraliDevachi is producing green fuel, which is less polluting (June 11, 2009, Times of India). Very recently the PMC had set deadlines for Hanjer to increase its processing capacity to 500 tons. Also it is important to mention that there are many issues currently faced by civic authorities and the people who reside nearby the plant (Singh, 2008; Goswami and Sarma, 2008).

2.2.3. Institute of Organic Agriculture (INORA)

Institute of Organic Agriculture (INORA) / Know How Foundation (KHF) is an established NGO pioneering in R&D, Promotion and Technology Transfer in the field of Sustainable Solid Waste Management & Organic Farming for livelihood & environment. INORA is active in manufacturing of permitted organic farming inputs, organic farming certification systems, earthworm vermitech for biological solid and liquid waste composting, treatment and recycling. Anaerobic composting and bio gas technologies are also employed for methane and liquid manure production. INORA has employed about 120 local waste pickers with decent pay. They go door to door for wet waste collection. They have been successful in decreasing 500 tons of kitchen waste per day and making eco-friendly products from the waste locally. Compared with SWaCH, INORA is a small entity but it is expected to be more influential in quality waste management practice due to being competitive and efficient in running the business.

3. Present Research

SE has emerged over the past several decades as a means to identify and bring about potentially transformative societal change. Being a hybrid of government intervention and pure business entrepreneurship, these social ventures can address problems that are too narrow in scope to spark legislative activism or to attract private capital. To succeed, these ventures must adhere to both social goals and stiff financial constraints. Typically, the aim is to benefit a specific group of people, permanently transforming their lives by altering a prevailing socioeconomic equilibrium of their disadvantage. The endeavor must be financially sustainable; else the new socioeconomic equilibrium will require a constant flow of subsidies from taxpayers or charitable givers, which has no guarantee indefinitely. To attract investment and achieve sustainability, social enterprises must be competitive and efficient in their operation to impact the society. Therefore, we conducted a survey to evaluate SEs' impact and to identify the factors of successful practice.

Objective: To examine how SWaCH and INORA members evaluate their own organization in terms of contributions to the society, innovativeness, and management effectiveness.

Survey methods: Quantitative and qualitative questionnaires, interviews and group discussions

Survey period: December 2014-January 2015

Sample size: 22 females and 8 males, all 30 are union members from SWaCH and from INOVA 20 females and 2 males, all 22 are union members before and 10 females are leaders

Details of survey: Interview has been conducted with the help of Karve Institute of Social Service's researchers and students.

Questionnaire: Revised 2002 Virtue Value LLC Licensed under Creative Commons Attribution-Share Alike 3.0 License

Indicators: Survey questionnaire included following indicators under the three different categories.

a) Contribution to societies and communities

Question 1) if the mission of the organization fits with public needs, Question 2) if the project fits with public needs, Question 3) if the organization contributes to solution of social issues (garbage problem), Question 4) if the perception of external stakeholder agrees or not, Question 5) if the project uses local capital/capacity efficiently, Question 6) if the project fits with client needs, and Question 7) if the project fits with local needs priority.

b) Ability of business and management

Question 8) if they have effective communication with public, Question 9) the organization has strong leadership, Question 10) if the organization creates efficient networking with other organizations, Question 11) their management ability is good enough to sustain, Question 12) if the project has market potential to expand, and Question 13) if they are profitable as business.

c) If they have new technology or innovativeness and keys to success

Question 14) innovativeness, Question 15) expansion possibility, Question 16) if the organization has good enough supporters or professional mentors who can provide strong support, Question 17) if the project or organization creates shared value, and Question 18) if they have keys to success or knowledge how to survive.

3.1. Findings

Figure 1 below shows SWaCH's higher rating in being fit with public (5.4/5). Its contribution to solution of social issues (4.9/4.5), and shared value creation while for fitness in client needs both the organizations have same ratings. For rest all other indicators, the rating of INORA is higher than SWaCH's.

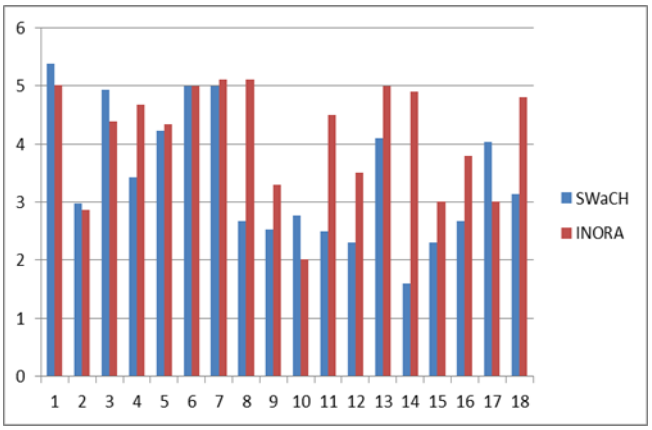

Figure 1. Evaluation of the two organizations by their workers

Our analysis shows that SWaCH rates better in societal aspects while INORA rates better in innovativeness and business aspects. Comparing the two, it is clear that SWaCH has a good social impact but it need better business and management strategy. Conversely, INORA shows potential of sustainability (i.e. better management and innovative aspects but poor social impact).

Group discussions: We have conducted group discussions to understand the needs of SWaCH and INORA separately.

Needs of waste pickers and management for SWaCH: Everyday essential goods in cheap price: Mechanic for push carts, secure place for waste separation, free medical checkups for themselves and their families, educational scholarship to their children so that they get education and don't work in the same occupation, improved quality of supervisors, awareness generation in the community, create a system to separate household wastes at the collecting points.

Needs of waste pickers and management for INORA: Better decision making authority in management, Quality of service and profitability, Develop new products and more opportunity, Scaling up and more investment, loan should be available for franchising, Difficulty in organizing union because of severe rivalry among members.

Interventions: These issues have been discussed and proposals have been developed to improve the situations. SWaCH members have been convinced to arrange and obtain social security policy, pension fund, emergency loans etc. Gender issues have been discussed with male members of the organizations. However the current system has limitations in increasing wages and resolve competition among members. INORA members have showed collaboration, information sharing and networking. It provides training to its employees and empowers them. It can be stated that INORA has been successful in employee empowerment which improves motivation and it has been observed that INORA works for the capacity building of waste picking women.

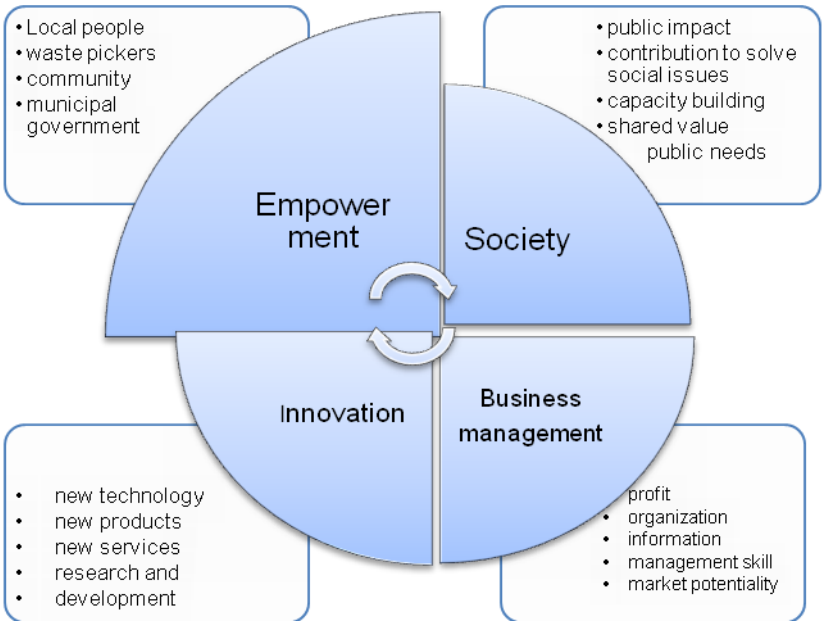

Figure 2. Important factors for a successful social enterprise
Notes: These factors were suggested by the author based on the research.

From the group discussions the four factors are identified as important factors to be successful a social enterprise dealing with waste management in India (see Figure 2). Empowerment of waste pickers especially, women, are the most important in the study.

4. Conclusion

In conclusion, present article suggests that to improve waste pickers working conditions, an integrated approach needs to be adopted. The integrated approach will combine waste pickers, municipal solid waste management program and financially sustainable social business practice together. Our study depicts conflicts between private organizations and waste pickers union. Despite the integration of waste pickers union to the public system, the increasing production of

waste in Pune and the lack of consistency in government's intervention in addressing the issue create a threat of privatization of solid waste management.

SWaCH insists that the benefits of having a system outweigh the potential cost of not pursuing other approaches of collection and disposal. It constitutes a monopoly on doorstep collection. At this stage, centralized administration is more intuitive, but the staff acknowledged that to ensure accountability and good performance, it is necessary that the organization become polycentric as the organization is large and covers several households. Monopolies become a problem when they are not accountable to consumers and their workers. Waste management, Urban Local government and private sector

India is undertaking adequate measures to address the financial constraints of the Urban Local Bodies (ULBs) through the 13th Finance Commission grants. It is important that ULBs build capacity and appropriately allocate the funds to manage waste in an environmental friendly and cost-effective manner. This would require adequate planning and the goal could be achieved by adopting waste management solutions that suits the socio-economic and geographical profile of the urban areas. The government and other stakeholders need to come together to address the data gap in terms of waste quantity and composition and this would help in informed decision making. The private sector has been assisting the ULBs to improve the management of waste in some segments of MSW management. In some instances, private sector participation has been able to enhance cost efficiency in the MSW management services. There is a need to take public private partnerships to the next phase where such partnerships are based on a mature rationale. The emphasis of PPPs should be to leverage the private sector efficiency so as to ameliorate the ways in which waste is managed by the ULBs. Solving urban waste problems can't be achieved without participation of private sector and community. At this moment social business has big role in supporting ULBs and develop mutual relationship with local government and waste pickers unions in solving the waste management issues and people's quality of life.

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