

CROSS CUTTING AGRA PROGRAM (C.A.P)

New and Expanded Economic and Social Opportunities for Vulnerable Groups
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Chemonics Project End Report

I Project description

a. Background

The Cross Cutting Agra Program (CAP) was a Task Order under the 'New and Expanded Economic Opportunities for Vulnerable Groups' initiative of Chemonics, which has provided technical assistance and training to the CAP through this sub-contract with the Centre for Urban and Regional Excellence (CURE). Through the Crosscutting Agra Program USAID/India aimed to foster the potential of disadvantaged youth and women as leaders for community development and conflict resolution in poor, urban neighborhoods.

USAID India in consultation with national and state level agencies selected Agra as a focus area for such developmental activities. Agra presents a unique opportunity for livelihood development because of the famous Tajmahal that attracts large numbers of tourists to the city. The design of the Cross Cutting Agra Program was conceived through a detailed stakeholder analysis undertaken by USAID with support of CURE in January 2005 to identify problems of vulnerable groups, in particular youth, women and slum dwellers, and engage with city stakeholders to assess the city's special strengths and opportunities.

The project is co financed by the Financial Institutions Reforms and Expansion (FIRE D) a program for Urban Reforms supported by USAID's Department of Economic Growth. FIRE D has provided support to two elements of the CAPO project; networking and sanitation. From October 2006 till 15 March 2007, FIRE will also support the livelihood; community mobilization and heritage trail development components supported by Chemonics.

b. Project Goal and purpose

The Cross Cutting Program (CAP) aimed to engage with youth and women from disadvantaged communities in addressing issues of livelihood, sanitation and environment improvement in their areas. In the process, it was also expected to mobilize people, particularly young women, adolescent girls and boys, around issues of livelihood and community sanitation and develop skills to enable them to serve as models for community tolerance and change in the city.

The Overall Project Goal was to develop a livelihood and slum pilot program around a heritage trail of lesser-known monuments in Agra.

The program was aimed at building a youth oriented, livelihood and slum development strategy around the core economy of the city comprising of tourism, by setting up participatory processes and partnerships between neighborhoods, the local government and the civil society.

c. Project outline

The program was designed to focus on the cultural heritage resource of Agra, its Mughal history, as a means to enhance opportunities for livelihoods and incomes among the poor for a sustainable

improvement in the conditions of living in low-income areas. A group of lesser-known heritage structures was identified and united in a trail, and by working along the heritage trail and improving the economic, physical and social conditions of low-income communities on the trail route, a successful strategy for livelihoods for youth and women in the city was demonstrated.

CAP has followed a two-track approach to development, livelihood and sanitation improvement. Specifically its key areas of intervention were:

1. Mobilize and organize communities using participatory techniques
2. Develop the heritage trail product to enhance tourist based economic opportunities
3. Create a community credit fund for promoting livelihood opportunities
4. Mobilize private sector participation around heritage trail development and livelihoods
5. Building tour animation skills among youth groups
6. Promoting handicraft development for broadening the range of livelihoods
7. Development of a community-based information system (CBIS) for improving effectiveness of poverty alleviation programs and strategies

Additional components critical for meeting the overall objectives of the project supported through FIRE D III co funding have been:

8. Sanitation, in particular solid waste management, drainage improvement and toilets
9. Networking with city/state/national stakeholders

CAP was expected to provide a demonstrable and inclusive model for urban poverty alleviation and slum development planning for local government. It was expected that the project would be used by the Agra Corporation to seek resources under the Jawahar Lal National Urban Renewal Mission (JNNURM) for a citywide roll out.

II Project Implementation

The implementation of the CAP can be grouped into three phases; the start up phase, the expansion and deepening phase and the exit phase.

The start up phase focused on rapport building in project communities, and engaging with the local government, private sector and civil society at large. Based on the pre project stakeholder analysis, local NGOs and civil society organizations were engaged in a dialogue on the broad outline of the project and its approach. SANKALP and ManEco, two local NGOs were among some of the NGOs who expressed interest in the project and became local project partners and were engaged in project activities from the inception phase.

The second phase of the project involved community organization, wide range of activities based on assessed and prioritized community needs, livelihood inputs harmonized with market and private sector participation as well as community led initiatives on improved environmental conditions. These helped build community confidence and ownership in the project.

The third phase of the project has been spent in broadening and deepening the community livelihood and sanitation based initiatives and developing a sustainability plan for the same. Sustainable strategies included creation of local capacities for livelihood and self-help organization management, development of business plans /products and establishment of institutional linkages.

Key activities and achievements of the three phases is summarized below:

Start Up Phase

1. The project began with the identification of the project area and specific communities based on a windshield survey of the city and transect walks in select communities. Tourism being the corner stone of the program, considerable time was spent in identifying the lesser-known monuments of Agra with support of SANKALP, a local NGO working on community based tourism. Rapid assessments of access to basic services and livelihoods helped to identify the five at-risk settlements along the Heritage Trail.

The Heritage Trail is a 4km (approx.) stretch of area on the east bank of Yamuna across the TajMahal, with five large and well preserved, but lesser known monuments of Agra and several small and unknown monuments and ancient villages. Five low-income communities on this stretch of road linking these monuments comprised the CAP Project Area.



2. Rapport and confidence building activities were initiated in the selected communities with support of a group of trained community animators. A team of local young boys and girls from project settlements was identified to work as local community facilitators under CAP. The local facilitators were trained in use of Participatory Learning and Action (PLA) tools and skills in community mobilization and organization.



3. Baseline data for project communities was collected using PLA tools (community and household mapping, chapatti diagrams and matrixes) by the trained local field facilitators. Community problems and priorities identified through the PLA exercises related to home-based livelihood opportunities, vocational training for women and young girls, improved waste management systems, toilets, education for young children and learning support for school going children.



4. An inception workshop¹ was held to share findings of community PLA studies, review the project framework and validate the project objectives and approach. Various stakeholders (local body representatives, government officials, private sector, civil society members, local NGOs and sector experts) participated in the workshop and agreed to support the proposed interventions.

¹ Inception workshop was supported by FIRE D

Phase I Achievements

- *Marking out of the heritage trail, monuments and low income communities*
- *Identification and training of local community facilitators in PLA tools and community mobilization processes*
- *Identification of community problems and priorities*
- *Setting the project baseline*
- *Establishing linkages with key stakeholders in the local government and private sector and obtaining commitment to support CAP*

Details of the above mentioned activities are presented in section II and III of this report.

Intervention, Deepening and Strengthening Phase

5. With support from CURE, local community facilitators set underway intensive community mobilization activities. These were aimed at deepening understanding of local problems wrt to livelihoods and sanitation including waste management, toilets and drainage and formation of community groups by engaging with all community stakeholders, men, women, young boys and girls. Each community was encouraged to prepare a community level action plan with self-help solutions to priority concerns.
6. Neighborhood and issue-based groups emerged in the communities, some of which were later formalized. Women's livelihood groups for home-based income generation activities and self help credit groups were among the first to be formalized. A group of 21 young boys willing to undergo training as youth animators also emerged out of which 17 boys completed the first round of training as youth tour animators for the heritage trail area.



7. Based on discussions with USAID and visiting team from Chemonics International, a value chain study was undertaken with the support of an urban livelihood expert. The review examined the available skills especially among poor women in the project communities in the context of the city economy and developed the chain of value relationships between current opportunities, available skills and market demand. An inventory of products in demand in the tourism industry was developed and distilled to focus on two key livelihoods. Sewing skills

among women and requirement for products such as shoe covers, newspaper bags, plate covers, and laundry bags in the vibrant hotel industry in Agra were harmonized and development of a micro enterprises for tour animators. Brainstorms with local tour and hotel industry were used to test out the product value. The earliest livelihood groups from two communities developed product samples, received orders and delivered the same. CURE helped the group in obtaining raw material, finalizing the sample and working out product costs.



Product Costing

Costing of the product was a very interesting exercise. In developing the sale price of the product, besides the conventional costs including raw material, cost of space, O&M and recurring costs of equipment, transportation costs for marketing and raw material procurement; cost for a risk and health insurance cover was included.



8. Simultaneously, CAP's engagement with the private sector was strengthened with meetings with associations of small and large hotels, the tourism guild, travel agencies, shoe industry, etc. to understand their business needs and develop livelihood linkages where ever possible.
9. A community credit fund began to take shape. CAP provided loans to livelihood groups to purchase the products at no interest. On receipt of payment, the groups returned the full cost of the loan after deducting costs and profits and made a small saving that was used for servicing the next order.
10. Community self help groups were formed which began to save, one of which has eventually managed to set up a formal bank account and become eligible for access to poverty alleviation schemes of the government. They were provided training in SHG management, leadership, book keeping, credit giving etc. They were also imparted life skills training.
11. Tour animators from the project communities were trained on several aspects of tour facilitation; the story around the monuments, tourism protocol and manners, etc. Field experiences were provided through official visits to project sites. Extensive photo documentation and background research on the Mughal monuments was conducted and a heritage trail brochure was developed to advocate the heritage trail. The low visibility of the Heritage Trail was proposed to be managed through a formal business plan, in particular formalization of the tour animators as a micro enterprise around community tourism.
12. Intervention activities in response to community demands were undertaken. These included setting up of a Balwadi (preschool center) in the poorest of the five communities Marwari Basti with a trained teacher paid by the program and partly supported by community fees. Free books were provided to the children of the balwadi by the local



administration. Community contributed for a school shed and in greening the space around the shed. The teacher was provided additional training in play way methods of learning at the IIT nursery school in Delhi.

Marwari Basti also participated in an environmental sanitation initiative for improving the natural /informal drains in the settlement using a rudimentary plan and following the natural slope and linking to the main drain the area.



Community youth participated in cleaning up the community for an inter community cricketing tournament both physically and through monetary contribution. They were also provided training in life skills and several concerns of young boys and girls on issues related to sex education, livelihoods, etc. were discussed



13. Sanitation groups in the community were organized who prepared community sanitation action plans and participated in community awareness campaigns, door-to-door waste collection systems, toilet designing etc. A micro enterprise plan was developed for a group of youth from the community for sanitation along the Heritage Trail. Dialogue was started with the ANN with support of GMED /USAID to institutionalize the arrangement.

A multi skill souvenir pack has been developed that includes miniature whips, incense sticks, pottery incense stick holder and a box.

14. Citizens awareness boards were put up in the Nagar Nigam as part of the effort of the ANN to create environmental awareness and about various ways sanitation could help in keeping Agra clean for greater inflow of tourists and greater opportunities for livelihood. Posters and IEC materials from CARE India, Manav Seva Sansthan, IL &FS, HEARTS etc are regularly put up for public education purposes.



15. CAP website was developed highlighting key areas of intervention and posted on the Internet.

16. A proposal was developed to scale up the CAP initiative into a citywide strategy for slum development. The proposal was submitted to Cities Alliance and has been approved.

Phase II Achievements

- *Livelihood, saving and sanitation groups formed in four communities*
- *Livelihood chain analysis helped develop the road map for livelihood development and private sector engagement*
- *Women's skills harmonized with market demands and orders for products received from the tour and hotel industry*
- *Training of tour animators with discussion on development of micro enterprise*
- *Development of CAP Website*
- *Approval of CDS finding from Cities Alliance for preparation of a city development strategy*

Sustainability Plan

The last phase of the project while deepening and strengthening the interventions undertaken so far was focused on developing the sustainability plan. At the outset, it had been planned to roll over and implement all the livelihood interventions through co financing in the last six months of the project. However, in a series of mid review meetings and community tourism overview by a tourism consultant supported by USAID GSAT department and field experiences to date led to the setting up of new /altered objectives. CURE has developed a clear set of deliverables for the final six months of the project under FIRE D III including for livelihoods (Annexure 1).

Livelihood sustainability plans include:

- **Development of a business plan for tour animators and formalization of the tour business** enterprise. This has followed the visit of the Tourism Consultant, Daniel Mattson. A smaller Heritage walk has been delineated within the larger Heritage Trail. This

includes the Kuchpura village, the Marwari Bastee and 3 unknown monuments in the this area (the Gyarah Sidi, the Humayun's mosque and the aquifers for the mughal garden watering system. Activities set underway include the development of the Mughal Heritage story around the Kuchpura walk, registration of tour animators as a business enterprise with capacity building through mock heritage walks, business strategy development and advocacy, development of tourism products (souvenirs and maps). This is being done with the support of a local Heritage consultant Debashish Nayak.

- **Kuchpura Sanitation Plan** has been developed for environmental improvement of the Mughal Heritage walk. The plan includes 100% expansion of the d2d waste collection system linked to waste disposal by the ANN, improving walk ways and drains, covering of drains, promoting use of personal toilets, building and their maintenance etc. The Kuchpura improvement will be linked to livelihood activities; the Mughal Heritage micro enterprise, paid tourist facilities, scroll maps and souvenir kiosks.

III Modification in contract

The project has seen three contract modifications aimed at addressing ground issues and improve the quality of input to the program. The modifications were done to:

- Modification 1 was logistic in nature, to adjust CAPs time frame to that of Chemonics International.
- Modification 2 introduced an urban livelihood expert, Barsha Poricha, in the project to undertake the livelihood chain analysis, develop the livelihood road map in the project and guide the interventions.
- Modification 3 has expanded the TORs for the livelihood expert to make process documentation and develop a roll over work plan.

IV Project activities

A. Mobilize communities using participatory techniques

CAP entered the selected communities using simple rapport building meetings and participatory exercises aimed at mobilizing community members, especially women and youth, and identifying community leaders. CAP project communities had never been rallied together around development issues and considerable time was spent on creating an understanding about project goals and encouraging participation.

Community Change Agents

Nearly 17 youth, both boys and girls, volunteered to facilitate the process of community organization. They were oriented to use of PLA tools and basic communication skills. Seven facilitators have sustained and continue to be actively involved in all community-based activities. Two facilitators went on an experience exchange visit to Ahmedabad city as part of an official delegation of local government officials and civil society members to learn from the community led development initiatives on heritage, solid waste management and slum networking.

Local facilitators were actively involved in developing base line information on existing livelihood and sanitation status in the communities, conduct awareness programs and street plays on waste

management and sanitation, and mobilize communities into neighborhood, livelihood, self help groups, to develop community action plans and support their implementation at the local level.

These youth and women have served as catalysts of change and project ambassadors. They have transformed from diffident boys and girls to confident, knowledge persons, well recognized and respected among their communities for their contribution in its development process

Communities prioritize and plan change

After a series of meetings with communities, people began to articulate their problems and concerns. Chappati diagramming helped prioritize problems and identified community level action plans. The following table shows the identified problems and priorities of the communities.

Community	Problems	Priorities	Planned Solutions
Katra Wazir Khan	Poor sanitation and garbage disposal Poor drainage and open defecation Low wages especially for home based women workers Child labour	Livelihood and waste management, community toilets	Alternate livelihood options Door to door Waste collection
Marwari Basti	No sanitation and garbage disposal services Poor Drainage Nearly 100% children out of school	Education for children Drainage improvement	Primary school Permanent (Pucca) Drains
Kuchhpura	Very poor sanitation Rampant open defecation Very few livelihood options for young girls and women	Sanitation, waste management and livelihoods, community toilets	Alternate livelihood options Door to door Waste collection
Nagladevjeet	Poor sanitation and garbage disposal Poor drainage and open defecation	Waste disposal services	Door to door Waste collection
Yamuna Bridge Colony	Poor sanitation especially for women	Sanitation services, community toilets	Improved sanitation through community toilet

Communities Plan and Implement Action

Communities were mobilized to translate their identified priorities into development actions.

Katra Wazir Khan: Women organized into small livelihood groups and identified their skills, capacities and resources. CAP supported through private sector linkages, product identification and capacity creation.

A group of five women formed the *Jagriti Mahila Mandal* and have since received and delivered orders for production of shoe covers to tour operating agencies. They received advances from the credit fund under the project and have set aside money for health and risk insurance covers. They were provided training on accounting and book-keeping. (Please see details under handicraft development and livelihoods).

Meetings were held with communities, traditional sweepers and rag pickers for 100% coverage for door-to-door waste collection. Street plays and exhibitions were used to create community awareness on waste and sanitation issues. Community youth have taken charge of community cleanliness, sweeper supervision and regular waste disposal from open spaces used as common

playgrounds. The youth were mobilized to clean up a large community ground below the Chini Ka Rauza monument and agreed to undertake plantation in the second open area at the back of the community. The group of young boys along with rag pickers and local sweepers are being organized into a micro enterprise and efforts are underway to link them with the ANN through a MOU to manage waste collection and disposal in this area with the support of FIRE D and GMED.

Household waste segregation, pit composting and barrel composting were tried in the community but were dropped due to operational problems. Regular meetings with sweepers and community have resulted in federating the community sweepers who are now disposing waste at ANN allocated points from where the waste is collected for disposal to sanitary landfill site by the ANN.

Recreation activities for boys have been used as entry points for community cleanliness. Recreation activities for girls are also being discussed. These events are seen as the start of the process of community tolerance. Tie up with local CARE India- Agra UP office and ESCORTS has been done to provide trainings to adolescents of these communities and resource persons from these organizations have trained the adolescents of these communities on issues ranging from life skills, education, opportunities for vocational training.

Recreation for youth forms the entry point for environmental improvement and community tolerance



Pre and post impact: Ground on the backside of Chinni ka Rauza

Katra Wazir Khan Community generates large amounts of waste that is dumped in the huge open ground sandwiched between the settlement and the monument Chini Ka Roza. Despite the house-to-house waste collection system all the previous waste remained and continued to create unsanitary conditions in the area. CAP used the national cricketing passion to its advantage and mobilized youth for cleaning up the ground and sustained maintenance

of the area. Cricket teams from project and non-project settlements were mobilized for a much publicized local cricketing event.

Youth groups, together with three community sweepers, cleaned up the ground. ANN lifted the waste in its trucks and took it away to the city landfill. Funds were generated through player contributions. CAP supplied the trophy and helped in the logistics.

Further events have been planned on a regular basis to ensure that the ground remains perpetually clean. The group of 20 youth responsible for the clean up of the ground has mobilized friends and neighbors to participate in keeping the open areas clean.

Seeing the success of the clean up activity another group from the same community has already approached the CAP team to help clean up the ground near their houses.

Marwari Basti: A preschool program was initiated in the settlement after household mapping indicated 59 children from a settlement of 61 households to be out of school, and other PLA tools identified education as a community priority. Lack of education was attributed to low and irregular employment in the area leading to extreme poverty conditions and lack of access to public schooling. Residents agreed to provide space, supervise preschool material and contribute a

portion of the teacher's salary through fee payments. A teacher, Meera, from the neighboring community of Kauchhpura agreed to teach the children for two hours a day and has been provided pre school skill training from IIT Delhi Nursery Training Institute. The training has helped her to organize joyful learning activities for young children. The center has now begun to provide homework help to children from the neighboring Jatav basti and the community has contributed towards building a shed to protect children from the blazing summer sun.

The community also came together to construct stand post platforms and an elementary drainage system to improve environmental sanitation and drainage in the area.

"Marwari Baste residents set up a self-sustainable learning center for children out of school"

Marwari Baste is the poorest settlement along the Heritage Trail. Even though the community has settled here for about 80-90 years, they do not have access to basic sanitation services. Residents largely make whips from shoe leather waste for a living. Nearly all children in the settlement have never been to a school. There is no government school or health center in the vicinity of the settlement.

During focus group meetings, community women prioritized education along with better water supply as key priorities. Further discussions resulted in development of a concrete action plan with regard to setting up a preschool/learning center in the area. Women identified the space for the center; a small open area with tiled floors bounded by low walls around a small temple, and settled a fee of Rs10 per child towards payment of worker's fee. Parents have bought copies and pencils for their children. Meera, a former health worker cum teacher from neighboring Kachpura, agreed to manage the center after assurance from the community of full cooperation.

CAP commitment to the center includes topping the salary of the worker till the center becomes self-sufficient, providing teaching learning material and training opportunities for the worker in play way methods.



Balwadi Marwari Baste

The center started on 18th November with 29 children. It now has an enrollment of about 35 children who come regularly to the center and have been exposed to a range of learning activities. According to one mother her daughter even drops her food and runs to the center as soon as she hears the school bell ring. One woman whose hut is in the vicinity of the school has offered to store the preschool material at her residence.

The first fee collection for the center happened on 18 December. This fee will go towards payment of teacher salary. Gap between fee collected and expected honorarium will be bridged through CAP.

Community contributes in developing waste water drainage system, networked to the city system

Residents of Marwari Baste have contributed in improving their community sanitation. A key concern of residents related to the deteriorating infrastructure in the settlement. Worn down stand post platforms were resulting in wastewater overflows over informal/un-tarred pathways, causing water logging, water stagnation and high health risk.



A sanitation action plan was developed in consultation with the community. CAP agreed to provide material for cementing the platforms and linking the water taps to proper drains. Community offered manual labour to do the masonry work and carry the material. Overnight, many households also installed new taps by themselves to take advantage of the drain thereby improving access to water. All old and new taps were improved and linked to a drain that used the natural gradient for smooth water flow. The drain is linked to the city storm water drain at the edge of the settlement to carry off the water.

Improved infrastructure has changed community aspirations. The community that has been resisting change for the

last 80 years in Agra has begun to articulate demand for formal housing. According to residents the settlement has been inventoried under the social housing program the Government of India (VAMBAY-VALMIKI AMBEDKAR MALIN BASTEE AVAS YOJNA). CAP has offered to support any initiative of the community in housing reconstruction.

Kuchhpura: Women were federated into livelihood and self help groups based on group interest and affordability. The SHG called itself the *Adarsh Mahila Mandal*. A subset from the group engaged in the livelihood initiatives is called the *Adarsh Udyog Samiti*. The group has received and executed orders for making plate covers, newspaper bags and laundry bags for the hotel industry. The women initially operating out of one of the houses of the group member have now rented a place in the community which apart from housing the livelihood activities also serves as a community resource and information center (*Kuchhpura Soochna Sansadhan Kendra- Information Resource Center*) and provides knowledge interventions on health and other life skills for the entire group and the community.

Life skill training for young boys and girls of Kuchhpura has also been a part of the interventions undertaken after discussions with mothers.



Regular community clean ups and awareness programs for tackling sanitation concerns were organized for Kuchhpura. Street plays, awareness generation on government sanitation schemes and door-to-door waste collection initiatives were taken up with the support under FIRE D III in the area. Kuchpura will be key focus for sanitation development as part of the Mughal Heritage Walk discussed above.



Nagladevjeet and Yamuna Bridge Colony have largely been mobilized over issues of waste management and development of community toilet designs.



Planning Inside out for Community Toilets For a significant reduction in open defecation, women have been engaged in a dialogue over toilet needs and planning for toilet construction. Women's small wish lists (shelf for soaps, clothes hooks, low fencing around taps to prevent splashing, dustbins, open/ visible toilets for children) have been integrated into the final toilet design before physical work tendering. ANN will pay for toilet construction even as women agree over community management plans (cost of use, collection system, O&M plans, etc.). In a win-win condition, community youth will be employed in the construction work.

B. Creation of a community credit fund

CURE initiated the Community Credit Facility for micro enterprise development under CAP. CCF was planned as a revolving fund to enable a larger number of groups to access credit for starting livelihoods. As a start, all existing livelihoods groups have been /are being provided interest free credit to purchase raw material/ or for asset creation such as purchase of sewing machines, where market options for 0% financing /formal loan options with subsidies through banks/government institutions, on easy repayment terms do not exist (Please see Table below).

Group	Amount of Advance	Amount Refunded
Group 1 KWK	First Order: Rs 1700 Second Order: Total Value-9000/- Total value of raw material/printing/logistics/rent/etc- was Rs 6700/-. Thereby giving them a profit of around 2300/- Women contributed Rs300 from savings from the first order Third order for 200 shoe covers have been received from Greaves Travels based in Delhi.	Rs 1700
Group 2 Kachpura (Tissue bags)	The last orders of Rs 7000/- is nearing completion, which will fetch a profit of nearly 3300/- for these women.	-

The livelihood group in Kachhpura has till now completed orders worth Rs.7000/- in which they would be earning a profit of around 3300/-. They have already earmarked their contribution for Insurance/health cover, corpus, rent, and for future investments. The Clarkes Shiraz Hotel has also shown probability of placing the orders for Chef-caps and will finalize the orders soon.

Community Credit Facility Management (CCFMG)



Meeting of the Adarsh Mahila Mandal for outlining the CCFMG

In order to institutionalize the CCF the following steps are being planned.

1. Credit will be offered to all livelihood groups under the CCF viz. women's groups, Mughal Heritage Walk (Tour animators) group and the Solid waste management enterprise group.
2. As number of groups increase, the effort will be to also access formal finances through the Kachpura SHG, which now has a bank account and savings to meet credit requirements. This credit will be available to people on low interest rates that will incentivize savings for the women as also provide them with some resources for credit management.
3. The CAP exit plan includes transfer of CCF management to local community. All livelihood groups and SHGs will be federated into a CCF management (CCFMG) group. One member per group will form the CCFMG general body. The CCFMG will hold elections to choose the Group President, Secretary and Treasurer. All members of the CCFMG will be provided management training. CAP will provide back stopping support for the next two-year period during which some strategic activities will be funded through Cities Alliance.

Self Help Group activities expand and formalize

The SHG in Kachpura has increased its membership to 15. It has been saving for 9 months and has started lending to members/non members for family health and other emergencies. All members of the SHG were provided training on demand and have undergone 2 rounds of training with the support of an expert on issues of SHG management. Till date the group's transaction have exceeded Rs12000, of which nearly Rs8000 has been borrowed by members, and a sum of

Rs2000 is deposited in the bank. A lot of stress is being laid on the strengthening aspect of the group process.

A bank account was also opened for the women of the *Adarsh Mahila Udyog Mandal* and the payment from the last order of cake bags, laundry bags and newspaper bags executed by the women was transferred directly to their account in the Jamuna Grameen bank of Agra. The women now have their own letterheads, and all order and bills are issued under their name, which were earlier managed by CAP.

C. Development of the heritage trail tourist information

A comprehensive Heritage Trail plan has been prepared with specific links to community tourism and local area livelihoods. A Mughal Heritage Walk within the larger Trail area has been identified by CAP with a specific community tourism plan with the support of the Sustainable Tourism Department of USAID. Discussions have been held with the UNDP Endogenous Tourism Project, the Tourism Guild of Agra and the Archeological Survey of India (ASI) on the development of the Mughal Heritage Walk. Mock walks have been organized along the proposed route to develop capacities of tour animators to facilitate the experience. A proposal for funding sanitation improvements has been prepared to further develop the area.

Heritage Consultant develops Mughal Heritage Walk and Community Tourism Plan

Daniel Mattson, Director, Heritage Design/USDA Forest Service visited Agra at the request of CAP and with the assistance of USAID/EGRAT and FIRE offices has helped to develop a framework for Community Tourism in Agra with support from Debashish Nayak, CAP Tourism Consultant. Based on his observations, Daniel made a presentation on the proposed Mughal Heritage Walk to key stakeholders, local government and civil society organizations in the city.



Interactive session involving the participants in the tourism workshop

Broadly, Daniel Mattson report validated the usefulness, feasibility and economic viability of the Mughal Heritage Walk proposed by CAP. It provided the framework for the development of the Walk and creation of a broader range of livelihood opportunities for youth groups linked to the community based tourism model. It also made recommendations for rolling out of the model for future tourism projects in Agra to be funded under the JNNURM.

The proposed Mughal Gardens Heritage Walk (MGHW) can provide an exclusive experience for tourists to view the Taj from across the river in pristine settings. Kuchpura community will be prepared to host tourists and to derive livelihoods from tourists in the area. A micro enterprise based model for tour facilitation has been developed for CAP tour animators. CAP is facilitating the setting up of the enterprise with a detailed business plan, develop the Mughal story, and create facilitation skills through organized /paid pilot tours.

Elements of the Mughal Heritage Walk that will be further supported under CAP include:

- Small and improved signage to mark the Walk area and provide information to the tourists
- Scroll map of the Walk with a detailed building plan along the route
- Production of souvenir for sale
- Engaging the ASI, Tourism Ministry and the private sector
- Setting up a shuttle service between the Taj and the MHW
- Setting up a Heritage cell at the ANN
- Supporting ASI in the restoration of monuments such as the Humayun's Mosque, de-silting of the Gyara Sidi area and the historic well, and upgrading of the Mehtab Baug's octagonal pool
- Development of a base map of Kuchpura.
- Explore funding sources from government and private agencies for village upgrading, in particular restoration of the village platform.
- Building community ownership through community dialogue.
- Preparing initial cost estimates for elementary repair and renovation of roads and house frontages along the route.

Building the Mughal Story

The CAP Heritage team is developing the Mughal story around the Kuchpura Mughal Heritage walk with support from Mughal historian, Dr. Priyaleen Singh of the School of Planning and Architecture, Delhi. A framework for the MHW story line was prepared and will be used for developing a training manual for Tour Animators. Tour animators are being trained through mock walks to narrate the story to tourists.



Preparing the Trail Map Scroll Souvenir

A detailed sketch of the proposed Mughal heritage walk is being developed (Annexure 1) with symbols to guide tourists along the walk. The map will be developed in the form of a scroll souvenir for tourists taking the walk. These maps are linked to digital base maps available with the ANN for greater synergy and accuracy. Detailed maps have been used to collect relevant information about monuments linked to the Walk and identify architectural elements in the area such as the village platform.

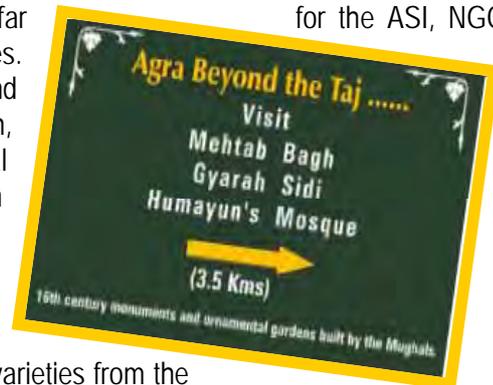
Identification of Architectural Elements

Craftsmen located close to Agra in Fatehpur Sikri have been met with a view to integrate some selected architectural and building features of Mughal times in the Kuchhpura village architecture to enhance the touristy value/experience. These features could be added to community buildings (school, panchayat etc.) or homes.

Mock Heritage Walks

Three mock heritage walks have been organized so far for groups and development officials from donor agencies. The Mock Walk followed the proposed route and included the monuments of Gyarah Sidi, Mehtab bagh, Humayun mosque, and the Kuchhpura village. Several old structures that are part of the history of garden making in the Mughal period and provide information about Mughal lifestyles and construction technologies such as aqua ducts, well foundations, embankment wall along the river, an old community platform and an old well have also been added to the Walk. Plant varieties from the Mughal times that continue to exist today were compared with those documented in the Moonlight Garden book about the Mehtab Bagh flora and fauna.

for the ASI, NGO



The ASI officers observed that Heritage conservation list will be updated to add some of the new structures pointed out by CAP. They informed that they had a budget for preservation and conservation of the Gyarah sidi and Humayun Mosque and agreed to reexamine it for the development of the Walk area. They promised to de-silt the Gyarah Sidi step well in the current financial year, design and put up an improved signboard for Gyarah sidi, support the demolition/improvement of the crumbling toilet

near Mehtab Bagh, provide technical expertise for physical improvements around Humayun mosque and the preservation of the kuchhpura well etc.

CAP tour animators organized two other walks: (i) A group of NGOs from South India (Myrada and Mahila Samkhya) and (ii) BG group of Industries. The BG group will bring 30 development professionals from across the world for a heritage walk and discussions with local community groups formed under CAP on 3rd October 2006. The souvenir developed by the communities will be available for sale during the walk. This will help CAP to test its sale value.

The Heritage Cell

A Heritage Cell is planned at ANN to serve as a tourist facilitation center. The Nagar Nigam Heritage cell will be mainly responsible for awareness creation and information dissemination on heritage conservation and tourists sites in the city of Agra.

A linked cell will be facilitated at the ASI with a broader objective that will include preservation of traditional homes and neighborhoods currently outside of ASI ambit list of national/state monuments.

A few discussions on the heritage cell concept have been held with the Commissioner ANN, who has expressed interest in the proposal. He has also discussed the plan for starting a tour bus service between the monuments.

D. Mobilize capital in support of the heritage trail

Over the year, CAP has received tremendous support for the development of the Heritage Trail, in particular, promotion of livelihoods along the Trail.

Private Sector Participation

The Tourism Guild and the Tour Operators Association have been major supporters of the project. As part of their Corporate Social Responsibility, they have placed orders for tourism based products with women's groups organized under CAP. These orders are now being received directly by the group, with bulk of the marketing being handled by the women themselves. Tourism Guild was also part of the group that discussed the development of the Mughal Heritage Walk and agreed to support its development.

Dialogue has been started with several other associations, Foundry, Nursery Owners, Market, Small Hotels and Restaurants and Shoe manufacturers. Even as they agreed to support the project, due to limitation of time/resources it was decided to explore these avenues later.



Sustainable Livelihood Development

The private sector (hotels) has committed to purchase in bulk items that are being produced by the livelihood groups. This will ensure a continuous source of income for the women and provide a major boost to CAP livelihood activities. Other items in demand in the hotel sector that will be developed include mops, brooms, dusters, candles, paper bags for confectionary packing, cane baskets and pottery ware. The CAP team has prepared demand lists from individual hotels. Some hotels have also expressed an interest in hotel lobby stalls to demonstrate production of whips, evening bags, henna work, etc. These options are yet to be explored.

Civil Society Organizations

Discussions have also been held with local welfare organizations such as the Rotary and the Lions who have agreed to support livelihood and sanitation interventions in selected areas. A proposal has been submitted to the organizations for construction /improvement /restoration of toilets, construction of lanes and bye lanes in the settlements, provision of dustbins and containers, health camps, scholarships, and landscaping.

Local Government

ASI has agreed to support the improvement of the Mughal Heritage Walk monuments as described above.

E. Training youth as tour guides

As per the original plan, youth from project communities were trained in Heritage Trail tour facilitation, but were unable to use these skills to generate livelihoods. Through a project review it was decided to develop a micro enterprise plan for tour animation and to link this with the Mughal Heritage Walk as explained above.

CAP further developed the tour animator micro enterprise in discussion with Daniel Mattson and USAID. Contract of the local NGO Sankalp was modified to support the formation of the enterprise. Tour Animators are now in discussion on the operations and management of the MHW business enterprise. They will be provided special technical and business management inputs through CAP. In order to improve the capacity of animators in English, a few will undergo English speaking training through the bridging grant. A Mughal Story brochure will be developed in Hindi and English for use of Animators and for distribution among the tourists.



Tour animators underwent one-day field training on the MHW. They were provided additional information on architectural terms and construction practices of the Mughal times. Since most animators belong to the community, they could add a few anecdotes to the story developed by CAP. The tour animators also assisted in the two mock walks organized for visitors. The animators will help in advertising the trail and guiding tourists in the Mehtab Bagh area on 27th September, World Tourism Day in partnership with UP Tourism through local NGO Sankalp.

Community awareness programs are planned to develop ownership among the local community for the concept and to add to the Mughal story from community knowledge and local anecdotes.

F. Livelihood and Handicraft development

Participatory value chain analysis

An interactive and participatory value chain analysis was undertaken in the communities at the start of the project in order to understand the following:

- Existing livelihoods in the project communities, in particular by women, and coping and adaptive strategies used by them
- Macro and micro economic policies that have affected peoples' livelihoods e.g. impact of environment policies /Pollution restrictions in reducing livelihoods
- Extent of exploitation of women in the informal sector economy e.g. in incense making and toilet brush micro economies.
- Existing mechanisms– social and economic (SHG formations, micro finance, bank linkages etc) available to improve livelihoods among the poor

Based on the livelihood analysis, the following livelihood approach was followed in the project:

Build on core competencies: Strengthening and supporting the already existing skills available with the women and harmonizing these with the demand in the local economy. Sewing is a common skill among women. This has been capitalized upon in developing products for the hospitality industry as described above.

Add to opportunities and link these with city economy: Based on an analysis of the local city economy new opportunities were identified and are being developed i.e. micro enterprise for the Mughal Heritage Walk for tour animators, multi skilled souvenir group, micro enterprise around SWM.

Develop capacity beyond vocational skills:

Trainings have been organized for strengthening capacities / developing new skills. These have included training in preschool education, tour animation, personality development, bookkeeping, tally accounting, life skills, etc. Adolescent girls have undergone trainings on reproductive health and associated issues such as gender relationships, heritage, responsive citizenship etc.



Provide Access to Credit Mechanisms: An important component of business is finance. This has been facilitated through Community Credit Fund (described above) or through the SHG mechanism.

Build partnerships: Long-term partnerships have been forged with the hospitality industry through annual contracts to ensure continuous market for products.

Sustainability: Ensure sustainability through a transfer of responsibility for marketing, procurement, costing, finance management, group management etc. from CAP to community livelihood groups.

Livelihood groups have formed in 2 settlements (5 and 10 members each) with orders to make shoe covers, plate covers and laundry bags. In all, CAP groups have received 5 orders for products from the Tourism industry. These were successfully completed, which has led to a rise in demand for other products as well. Call for a diverse range of products is being managed by organization of more livelihood groups to implement these new products. CAP is also exploring new clients to broaden the scope of existing livelihoods.

The KWK group that executed the first order successfully has received two more, larger orders. Each woman earned Rs.80 from the first order. Money was set aside for health and risk insurance as planned. Women will be assisted in getting the insurances once the second order is completed. In Kachpura the women received a payment of Rs7000 for sewing over 2000 bags/plate covers etc. Each woman will receive Rs400 for executing the order after repaying the loan from the community credit



fund and payment for health and risk insurance. This has meant a five-fold increase in daily income for women at current production capacity.

Women group completes its first order for 100 shoe covers, receives a second larger order for 300 shoe covers

Shoe covers have a huge demand in Agra for tourists who visit the Taj and other monuments. CAP decided to explore shoe cover stitching as a sustainable home based livelihood option for women.



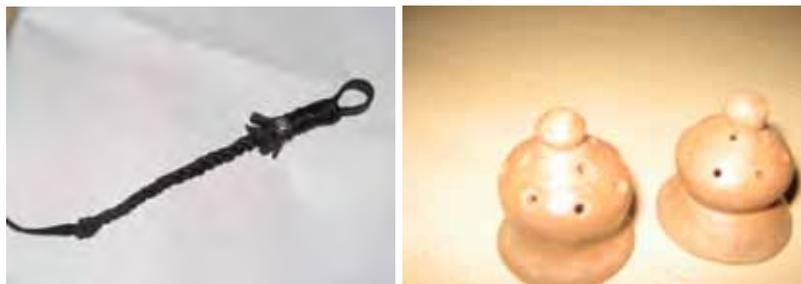
Five women from Katra Wazir Khan (KWK) with skills in sewing and who possessed a sewing machine and who had expressed an interest in exploring new livelihood opportunities were mobilized into the first livelihood group for shoe cover stitching. The group was supported in a reconnaissance of the market to look for appropriate raw material. Product costing was done in consultation with the women, who were encouraged to factor into the calculations cost for a health insurance, risk cover and capital creation. The overall cost also includes rental for workspace, O&M of sewing machines, funds for local travel/ meetings/ refreshments, etc. Samples developed by the group were shown to members of the Tourism Guild. With some modifications these samples were approved and an order for 100 shoe covers was placed and executed. Women have received their first cheque payment of Rs3200. After sharing Rs80 among each group members, Rs100 were set aside as contingency fund, buying Health and Risk insurance cover respectively and Rs200 was saved and rolled over for purchase of raw material for the second order.

Following the successful completion of the first order, two more orders for 300 and 200 shoe covers have been received.

Development of multi skill souvenir sample

The multi skill souvenir sample was developed with incense sticks, clay incense stick holders, miniature leather whips and a wooden box. Total cost of developing the souvenir has been estimated at Rs100 and its sale price determined in consultation with different groups. Production has started and 20 boxes were developed and gifted to 14 visitors during the mock walk organized for NGOs.

For future walks, the product will be provided at a cost to the visitors and the savings will be used to form a corpus for the multi skill group. The product will also be marketed in local hotels to test its commercial viability before.



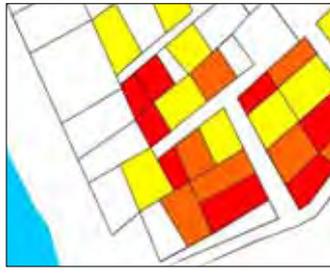
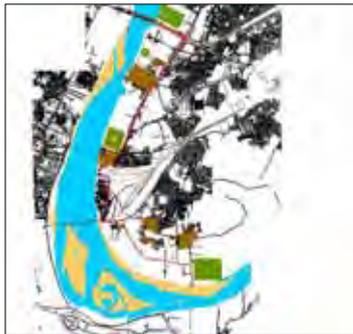
Miniature whip and incense stick developed by the community for Souvenir pack

G. Development of a community-based information system (CBIS)

'From Chapatis to Satellites'

The CBIS for CAP has been developed and is in the process of being customised. It contains a digital version of the Heritage Trail area with links to household maps and household data collected through PLA tools. The data is linked to the city base maps using a GIS platform.

The CBIS for Agra was presented at the World Urban Forum at the Workshop on Indicators facilitated by UNHABITAT and Metropolis Commission Five on Indicators and at the Second South Asia Conference on Sanitation in Islamabad 21-22 September 2006.



List of Indicators for HH Mapping

- Number of family members by age and sex
- Employment status of men and women (type of work)
- Education status of children
- Ownership of toilets and water connections
- System for HH waste disposal.

Identify Results		
1. Communities - Katra Wazir Khan	Shape	Polygon
	Community	Katra Wazir Khan
	No of HHs	610
	Adult Population	2169
	Males	1143
	Females	1026
	No Individual Toilets	343

Communities organized/empowered for inclusive planning and participation

- Mobilized groups (N=8) in four settlements (women, youth, adolescent girls and for micro enterprises/livelihoods, sanitation), formalized with institutional systems
- Community participates in setting up a pre school in Marwadi Basti, builds shed for the preschool and pay fees for teacher salary
- Community provides labor for improving stand post platforms and linking these to city wastewater drains.
- Groups (women and youth) receive training on group strengthening, management, life skills, accounting etc.
- Youth groups mobilized in two settlements, begin recreation activities, plan/ undertake environmental improvement activities and initiate process of communal harmony
- Community resource centre set up in Kuchhpura (Soochna Sansadhan Kendra)
- Communities engage local officials and elected representatives for access to basic services

Development of Heritage Trail tourist Information

- Mughal Heritage Walk for community tourism with links to local livelihoods developed.

- Information about monuments, Heritage Trail areas, Mughal architecture, local architectural features collected.
- Physical models for Heritage Walks and Heritage Trail developed
- Development of the Mughal Heritage Walk map
- Brochure on Heritage Trail monuments and settlements designed and ready for printing
- Development of CAP website

Community Credit Fund

- Community Credit fund operational, plans for setting up a CCFMF, Women access loan from the CCF facility for raw material purchase
- Bank account started by Adarsh Mahila Mandal SHG Kuchhpura; begins lending for personal emergencies from savings

Mobilize capital in support of the Heritage Trail

- Tourism Guild, Tour Operators Association, Small Hotels and Restaurant Association, ASI and local civil society agencies agree to support Trail development
- Business plan for Mughal Heritage Walk micro enterprise developed with support from tourism experts, tour animators organize for setting up the micro enterprise
- Links with Archeological Survey of India (ASI) starts
- Hotel industry supports local livelihoods
- Mughal Heritage scroll map developed

Training Youth Guides

- Tour animators trained on Heritage Trail and Mughal Heritage Walk facilitation
- Heritage Walk Animators (HWA) engage in dialogue to develop HWA micro enterprise
- Three mock Heritage Walks organized

Development of Livelihoods and Handicrafts

- Urban gender livelihood consultant undertakes value chain analysis and develops intervention road map
- Women's groups receive and execute orders for shoe bags, laundry bags, and plate cover bags following sample approval from the private sector
- Preschool worker undergoes skill training in joyful learning methods
- Fusion design for souvenir developed for multi skilled groups
- Sustainability plan for livelihoods ready

Develop a Community Based Information System

- CBIS using GIS linked to Agra base maps developed with data from community livelihood and sanitation mapping integrated
- Development of floor models of Heritage Trail, and Mughal Heritage Walk

CAP receives Cities Alliance sanction for preparation of City Development Strategy in Agra.

V Purpose and Goal level Impact

The Cross Cutting Program (CAP) aimed to engage with youth and women from disadvantaged communities in addressing issues of sanitation and livelihoods in the city through a process of capacity building and community organization around the heritage resource of Agra and the city's tourism economy.

The project has managed to make significant progress in engaging youth groups, both boys and girls, and women from low income/slum settlements in Agra. Groups have been mobilized and formalized around key issues of livelihoods and sanitation linked to the tourism and heritage resource of the city. Market demand has been harmonized with women's need for home-based livelihoods with significant enhancement in daily incomes. Systems have/are being set up for sustained livelihood options for poor people with links to the private sector.

Young girls and boys and women have been provided life skill training with opportunities for working together on community development issues. Greater awareness about sanitation has been created among community members with increased participation/willingness among people to keep their households and community clean.

Women and youth are now better able to articulate their priorities and needs and have participated in developing and implementing community action plans.

ANN has been a major partner in the process and has supported CAP by offering space in the office, providing equipment for SWM activities and engaging in a dialogue with the community.

VI Implementation Issues

The project has faced several challenges in implementation, some of which were resolved through dialogue with community, experts and local government functionaries. Some proposed activities were tried and dropped due to their non-viability and alternate strategies were planned/devised.

Key challenges faced under CAP for livelihoods has related to:

1. Communities under CAP being unfamiliar to organization processes have resulted in slow pace of community mobilization and organization. Quick win initiatives were needed to gain community confidence and support that went beyond the scope of the project. The pace of organization has been uneven and till today one of the settlements has been difficult to organize owing to slow responsiveness to their needs.
2. Community facilitators too were absolutely new and have needed lot of back stopping to grow from diffident persons to confident community mobilizers.
3. Government response to community participation has remained largely indifferent and even lethargic. Institutionalization of the process has therefore remained a challenge till today.
4. Issues of land tenure and multiple authorities have slowed down initiatives especially for major infrastructure based initiative such as for toilet reconstruction/construction, decentralized composting etc. for improved communities, solid waste management along the trail, trail improvements etc.
5. Private sector has being skeptical and guided by strong commercial interests. Their buy-in although significant, has proved to be time consuming. Private sector skepticism has been

based on their long-standing experience with local government responsiveness and they have awaited demonstration of commitment before offering support. While their support has happened for livelihoods, in case of sanitation and heritage trail development, private sector has been slow to respond. CII that was a major player at the entry level has not engaged at all with CAP during the one-year period.

6. Working in groups for livelihood can be difficult as vested interests develop among the group members with need for hegemony and control. This continues to challenge the groups.
7. Process based initiatives do not often have concrete deliverables and outcomes. This has remained a major area of worry between the donor and the implementing agency.

VII Recommended Next steps

A plan for roll over of the livelihood initiatives for the last six months supported by CURE has been developed and is at Annexure 1.

Cities Alliance funding has been approved for strategizing city wide scale up based on CAP pilot. This funding will be used to sustain some activities under CAP while attempting to replicate these.

Proposals have been submitted to USAID for Kuchpura sanitation plan and for developing the community tourism aspects. These will be pursued for additional resources to sustain initiatives.

A City Development Plan has been prepared by the city under the JNNURM. This is under consideration of the state and national government. If approved, it will have major funding for poverty-based initiatives such as CAP.

Annexure 1: Revised Work Plan for CAP under FIRE d for the period Jul 06-March 06
Draft version 2

Activities	Deliverables	Assumptions and Risks
Segment : Waste Management		
Development of a Zero Waste Zone at the Agra Nagar Nigam		
<ul style="list-style-type: none"> Workshop with ANN staff to build awareness on Zero waste Management 	<ul style="list-style-type: none"> A Poster developed and placed in all common areas of the ANN on ZERO Waste Management Norms 	<ul style="list-style-type: none"> Willingness and cooperation of Nagar Nigam staff to participate
<ul style="list-style-type: none"> Ensuring adequate number of dustbins in all rooms of the ANN 	<ul style="list-style-type: none"> Additional dustbins as per requirement 	<ul style="list-style-type: none"> Placement of dustbins on a daily basis will be done by the ANN sweepers
<ul style="list-style-type: none"> Assistance in negotiating with the scrap collector for sale of waste 	<ul style="list-style-type: none"> A zero waste management fund established at the ANN 	<ul style="list-style-type: none"> Willingness and cooperation of Nagar Nigam sweepers to manage the fund
Waste Management in communities		
<ul style="list-style-type: none"> House to house waste collection in project communities 	<ul style="list-style-type: none"> 80%-90% door to door waste collection in 3 project areas with federated groups of sweepers 	
	<ul style="list-style-type: none"> Community clean ups in 3 project areas 	<ul style="list-style-type: none"> Support of ANN in removal of waste
<ul style="list-style-type: none"> ABC program for Kuchhpura 	<ul style="list-style-type: none"> Run an ABC program for the heritage trail areas in Kuchhpura 	<ul style="list-style-type: none"> The program will be done with the support of local NGO PFA and the ANN
<ul style="list-style-type: none"> Community action planning 	<ul style="list-style-type: none"> Community sanitation plans implemented with community initiative 	<ul style="list-style-type: none"> Sanitation activities cannot be implemented without community and ANN support. Several action points in the plans cannot be implemented without ANN support
<ul style="list-style-type: none"> Formation of sanitation groups to monitor waste 	<ul style="list-style-type: none"> Sanitation groups for monitoring of regular waste 	<ul style="list-style-type: none">

collection	removal by sweepers and ANN	
<ul style="list-style-type: none"> Formation of one Micro enterprise group with TA from GMED 	<ul style="list-style-type: none"> Group formed; MOU and 2 training programs for the Micro enterprise group will be done by GMED for "skill development" 	<ul style="list-style-type: none"> CAP and GMED will jointly explore options for alternate resource mobilization from ANN and private. sector eg: CII, Rotary, Lions etc. and alternate models which suit Agra
Toilet Management and Improvement		
<ul style="list-style-type: none"> Follow up District Magistrate for toilet land sanction at Yamuna Bridge 		<ul style="list-style-type: none"> Participation and support of city and district authorities.
<ul style="list-style-type: none"> Follow up with ASI for repair/demolition of the Mehtab bagh Toilet and development of toilet design with community support 	<ul style="list-style-type: none"> Toilet design for Mehtab Bagh area with support of ASI and community 	ANN responsible for construction/repair/demolition works
<ul style="list-style-type: none"> Improvement of toilet at KWK 	<ul style="list-style-type: none"> Repair of Toilet using bridging fund 	
<ul style="list-style-type: none"> build awareness on use of toilets 	<ul style="list-style-type: none"> one campaign on open defecation and toilet use in one CAP community 	
Awareness generation on waste management and Sanitation		
<ul style="list-style-type: none"> Waste management peer-mentor program by GLOBE Agra schools and community schools 	<ul style="list-style-type: none"> Poster Competition in 3 schools in CAP communities Sister GLOBE school Eco club established in 3 schools in CAP communities Clean up campaigns in 3 schools in CAP communities 	<ul style="list-style-type: none"> Indian Environmental Society will implement
Segment: Heritage Trail development		
<ul style="list-style-type: none"> Mobilise community for a 	<ul style="list-style-type: none"> One mock walk along the 	<ul style="list-style-type: none"> All activities will be guided by the framework provided

Kuchhpura heritage walk and improvement plan	Kuchhpura heritage walk	by Daniel Mattson
<ul style="list-style-type: none"> • Script for the heritage walk 	<ul style="list-style-type: none"> • Development of a map/scroll/brochure for the walk and a souvenir for the tourists 	
<ul style="list-style-type: none"> • Plan for Heritage cell 	<ul style="list-style-type: none"> • Plan for Heritage Cell 	
<ul style="list-style-type: none"> • Training of tour animators 	<ul style="list-style-type: none"> • Business plan for the tour Animators 	The business plan will be developed and finalized with the support of local NGO, SANKALP
<ul style="list-style-type: none"> • Assessment of Physical Improvements along the walk 	<ul style="list-style-type: none"> • A Kuchhpura heritage and improvement plan for assessment of physical/social and economic upgrading of the area including a plan for Settlement edges facing monument that need to be upgraded and landscaped along with organization and landscape design for open/community space 	The Kuchhpura plan will be supported by the heritage consultant
<ul style="list-style-type: none"> • Formation of a heritage committee 	<ul style="list-style-type: none"> • One meeting of the heritage committee 	A overlap of the heritage component under CDS process will be integrated
Segment : Networking		
<ul style="list-style-type: none"> • Participation of civil society organizations with CAP 	<ul style="list-style-type: none"> • Activities undertaken by any two civil society organization with any one CAP activity 	
<ul style="list-style-type: none"> • Participation of local bodies in CAP activities 	<ul style="list-style-type: none"> • Activities supported by any two local departments with any one CAP activity 	
<ul style="list-style-type: none"> • Identify and integrate an exit 	<ul style="list-style-type: none"> • Suggested local CBO/NGO to 	A overlap process of some activities of the CDS process will

plan	carry forward any two activities initiated under CAP	be integrated;
Segment : Livelihood		
<ul style="list-style-type: none"> Existing groups strengthening 	<ul style="list-style-type: none"> Establishing leaderships in all three groups 	
<ul style="list-style-type: none"> Continued orders from hotels 	<ul style="list-style-type: none"> A long term order with the support of USAID 	USAID will support the dialogue with hotels for a long term order placement/ MOU with the livelihood group/s.
<ul style="list-style-type: none"> Use of revolving fund to support livelihood initiatives 	<ul style="list-style-type: none"> Getting bank accounts for all three groups 	
	<ul style="list-style-type: none"> Health insurance for at least one group 	

Mobilization will be required as a continuous support for implementing all community based activities.