

# Impacting Livelihoods

## Initiative by KUSP



Livelihood Management Agency, Change Management Unit

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**Kolkata Urban Services for the Poor** or KUSP is a multi-sector urban reforms program being implemented by the Municipal Affairs Department, Government of West Bengal (GoWB) with financial aid from the Department for International Development (DFID), India. Geographically, the program covers 38 Municipalities and 2 Municipal Corporations within Kolkata Metropolitan Area (KMA) excluding Kolkata Municipal Corporation. The goals of this program are to improve urban planning and governance, enhance access of basic urban services to the poor and promote pro poor economic growth.

KUSP envisions improvement in the quality of life of urban poor by appraising different sectors in a focused manner. One of the major thrust is in creating direct impact on livelihoods among the marginalized and vulnerable sections at the Urban Local Bodies level. To achieve this KUSP focuses on wage employment and micro enterprise development as the two thrust areas for promotion of livelihoods among the urban poor and has taken up a range of initiatives in this direction over the last one year.

MART has been associated with KUSP as Livelihood Management Agency and responsible for developing livelihood promotion strategies and its implementation across the ULBs.

## Promotion of Employable Skills

KUSP's livelihood initiatives focus on tapping the opportunities that such growth offers for the underprivileged sections of society. A range of trades across the sectors has been initiated in various ULBs as described below.

Considering the rapid changes and growth in the service sectors, a number of trades have been identified that have

Progress	Number of youth	No of ULBs
<b>No of youths trained</b>	231	6
<b>No of youths placed</b>	123	5
<b>No of youths being trained</b>	315 (10 are on job training)	6
<b>Projects in pipe line (youth targeted)</b>	220	4
<b>Youths targeted in proposed WE DPR</b>	872	10
<b>Total</b>	<b>1644 youth</b>	<b>19 ULBs</b>
<b>Trades</b>	Retail, BPO, Hospitality, Securities, Automobiles, ITES, Fin Accounting	

the potential of absorbing semi skilled youths in low end jobs. Some of the sectors that have been identified and training imparted are salesperson skills for organized retail sector, BPO sector, food production, food beverage services in the hospitality sector, front office management for hotel industry, security services, Automobiles and Computer hardware and networking.

A large number of Urban Local Bodies have begun to consider the market demands as a basis for determining capacity building for wage employment. The growth in retail chains, private health care, construction, hospitality, tourism, IT, financial services and other sunrise industries has led to rising demand for low end jobs. 19 municipalities have either completed or are in the process of taking up wage employment oriented training programmes in the current year. In the first pilot carried out, 185 youths from 5 ULBs were trained in retail sales and 100 have been placed in different retail formats.

## Important Changes - Approach for targeting

A wage employment promotion approach named 'Awareness, Socio – Economic and Aptitude Test' – ASEAT, model has been developed to ensure better targeting of beneficiaries when initiating wage employment activities.

- The first stage of the ASEAT model is awareness generation where active and verbal communication methods need to be adopted to reach the poorest and underprivileged sections.
- The second step is selection of youths based on socio – economic parameters where the poorest need to be

- given preference
- After the preliminary selection, the aptitude test of each candidate should be conducted by the Training Institute so that right candidate is selected for the identified trade.
- To ensure greater involvement and deter dropout of trainees, ULB should ensure a contribution from selected candidates. It is suggested that a minimum of Rs 500 be charged as trainees' contribution towards training costs.
- A guideline has been developed to formulate plans for wage employment training and placement and plans based on this guidelines need to factored into the Draft Development Plans and Annual Development Plans

**Strategies and guidelines for Wage employment**

- a. Strategy document on Wage employment promotion has been developed and shared with KUSP
- b. Process guideline for wage employment – ASEAT model was approved and shared with all the 40 ULBs
- c. Guideline for DPR preparation has been prepared and circulated to all ULBs.

### Youth – Trained and Placed



**Jayanti Tarafdar (Madhyamgram)**  
**Trade- Retail, Spencer's, Mani Square**  
*Working since last six months in Spencer's. She is content with what she is doing and is happy that she is contributing to her family*



**Pampa Sikdar & Sona Roy in background (South Dum Dum)**  
**Trade- Retail, MORE, Nager Bazaar**  
*Working since last four months and*



**Raju Saha (Madhyamgram)**  
**Spencers, Mani Square**  
*Working since six months. Recently offered a job by HDFC with higher salary*



**Geeta Bhadrak (Madyamgram)**  
**House Keeping, Mani Square**  
*Hired by NIS Pvt Ltd, and involved in housekeeping*

### On-Going Training Programs



*Trainees from North Dum Dum undergoing theoretical classes in food and beverage services at Gurukul Management Studies, Salt Lake*



# Enterprise Promotion for Urban Poor

KUSP to promote micro enterprises focuses on existing DWCUAs and community based groups. Efforts have been made to provide market oriented skills, establish linkages with market players and build capacity of women and men on business and marketing skills. The key achievements are captured below.

## Leather footwear Center – Madhyamgram

A leather unit with the necessary infrastructure and machinery was established for slum dwelling cobblers in Madhyamgram. The unit was practically lying idle with no work. On undertaking a value chain analysis of the leather footwear sector and assessing the capabilities of the artisans through interface with large and medium footwear dealers, the leather unit was rejuvenated.

A business plan was drawn up and a bank was approached for loan. Simultaneously, the unit was helped to comply with all the legal requirements such as acquiring a trade licence, VAT and sales tax registration, etc.

Currently the unit has a monthly sale of around 300 pairs of shoes and chappals and earning a profit of approximately Rs.10000/- per month. In addition, each of the 6 cobblers that are working in the unit earn a round Rs. 1000/- per month as remuneration.



## Zardosi Work – Pujali and Budge Budge

Based on the understanding developed in the value chain analysis of Zardosi, a training programme for skill upgrading of 65 women from 7 DWCUAs has been initiated in Budge Budge and Pujali. Funded by SUDA, the training



will ensure regular job work and viable income for the women undergoing the training. A mainstream trader is imparting the training with a buy back arrangement in which each woman earns at least Rs. 2000/- per month

## Readymade garments - New Barrackpur and Kamarhati

In an effort to link DWCUA groups to the mainstream market, initiatives have been launched with DWCUA groups in New Barrackpur and Kamarhati.

Under this intervention, the identified DWCUA groups have been trained in stitching readymade garments by traders operational in the mainstream market. The collaboration arrangement between the trader and the DWCUA would ensure regular job work for the women who would each earn, at least Rs.1500/- per month. The municipalities have provided the space and the required sewing machines for the DWCUA groups



## Learning

1. The focus of promoting community led livelihood promotion shifted from production led approach to market led approach. In all new initiatives both men and women were motivated to visit and interact with market players before starting or expanding the business.
2. To retain a proper business relation with organized market community based enterprises should maintain quality and timing of delivery goods.
3. Piece rate job work by DWCUA members have been very suitable and successful intervention. Buyers and big traders outsource the production activities due to lack of pace and infrastructure. This offers opportunities to create win-win business models between community and market players.
4. Mobilizing and motivating the poor in urban slums to emerge as group based enterprises are an essential components in creating sustainable livelihoods among the urban poor.
5. The marketing understanding imparted to UPEC members, mainly the TPOs and COs, helped them understand the dynamism of livelihood promotion which in return helped LMA in bringing a systematic approach at the ULB level.