

## CASE – Daliya Jalao

### **Reviewer's feedback:**

The case is a well-told story about the successful implementation of a campaign to end manual scavenging. It highlights the problems, challenges and obstacles faced in implementing and their subsequent resolution through motivated government officials, under the able guidance of a determined District Magistrate.

In terms of the scope for analysis of the case, one main shortcoming is the lack of a decision focus. Cases, as used in business schools, are typically about a business situation where a protagonist – a person in a decision-making position in the organisation – is faced with having to arrive at a decision in the light of various facts.

The narration provided by you may of course provide material for a class conversation or discussion in the classical manner, with the teacher providing insights to the lessons to be learned from the narrative. In its present form, the case discussion would end up being largely about the challenges faced and how they were resolved by the DM and his team. It will not offer opportunities for students to make important and informed trade-offs between various alternatives in dealing with the challenges and finding or proposing solutions. With some re-work in terms of providing some decision challenges and enough information around the challenges for analysis, it can turn into a great case for class room discussion.

From the flow of the case, it appears that there was an initial campaign and then an overall roll out. If so, it would be useful to demarcate information about these two for clarity. The case outline may need to be revised to bring this out. Find below a suggested outline with some minor revisions. I have mentioned in italics regarding the content for each sub-heading.

- Problem? What Problem? – *Introduction to the problem*
- Reality Strikes – *The extent of the problem*
- District Priority No. 1: Latrines – The Initial Campaign - *Here you can talk about consensus to go ahead and get started with the conversion of dry latrines. You may want to provide some details of the initial campaign plan such as number of villages targeted, teams formed, funds allocated. You can talk about the two prongs to the campaign –*
  - Creating Awareness
  - Construction of Pour & Flush toilets
- Dealing with roadblocks
  - Involving the affected
  - Educating the educated
  - Tasting success – *Here, you can mention the figures “the number of pour & flush toilets constructed by government functionaries exceeded 7000 and more than 500 village level awareness generation meetings had been held in the district.”*
- ‘Karvan badhta gaya...’ – *Rolling out the campaign to other villages*
- But what about the Manual Scavengers? – *Highlighting their plight*
  - A New Beginning – *Getting their buy-in to the transformation*
  - Their Rightful Due – *Details about their rehabilitation*
  - Burning the Bonds – *The symbolic burning*

Some of the other things that can help improve the case are:

- Adding a specific time frame helps provide a context to the case discussion. If you could add a milestone chart as an exhibit, it would be useful.
- Providing a figure or chart to explain the various levels of functionaries at the district and village levels (along with their designations) would help provide perspective on the hierarchy of roles and how they were formed into teams.
- Sharing more details in terms of numbers would add more impact and bring out the extent of reform that was achieved. These could be provided as exhibits to the case.
- When describing the issues faced by various people in the case, using a lot more direct quotes would make it more interesting and real to read.
- The case has several references to organisations, roles and positions, schemes, etc. that are specific to India. If the intended audience for the case is knowledgeable or aware about these, then it is ok. Otherwise, you will need to add sufficient explanations as footnotes to help an uninformed audience.
- Professional language editing would be required

Good luck as you progress with the case!