



Akhila Devi .P
Assistant Programme manager,
Micro Enterprises

RAILWAY FACILITY MANAGEMENT SERVICE – A national model for employment generation

Kudumbashree, the Kerala State Poverty Eradication Mission launched by the Government of Kerala, is a massive poverty eradication programme. The objective of the Mission is to reduce poverty by promoting diversified and gainful self-employment and wage employment opportunities which would lead to an appreciable increase in income on sustainable basis. The main strategy of Kudumbashree for livelihood enhancement focus on raising the capacity of the community network to position itself as a rights based organisation responsible to itself and to the community it serves. Convergence plays a key role in attaining the above said objectives. One of the successful examples for such association is of Southern Railway.

Emergence of the project

Southern Railway, to bring in more revenue and to provide quality services by breaking the prevalent monopoly, has approached Kudumbashree. Also they want to improve the passenger care service, hence they had a discussion with Kudumbashree for taking up the Facility management service related to Railway. Kudumbashree overwhelmed with the offer, took up initiatives to start the project on a pilot basis. The management of railway vehicle parking was started in 2014 in southern railway divisions stretches from Trivandrum to Thrissur and the Railway customer lounge management in the year 2016.

Initially Railway entrusted Kudumbashree for the management of Parking lot and upkeep and maintenance of AC waiting hall in certain stations on a trial and error basis for short duration. After analyzing the passenger care and other relative aspects, Railway extended the term of service to 3 years also the number of stations assigned

also increased from 5 to 47 stations. In the first phase, Railway entrusted Kudumbashree to manage the waiting halls of 4 major stations under Trivandrum division. Revenue sharing model is being followed for both the facility management services. 248 Women from Kudumbashree network are being selected and provided with adequate awareness on the project. Kudumbashree capacitated each member by providing training on facility management services. As this is an enterprise model the revenue share of Kudumbashree will be shared among the members in the enterprise group.



Railway Waiting hall management



- 45 Facility Management Service Providers engaged
- 7 Stations manned
- 6 districts covered
- Perfectly maintained waiting hall with value added services like mini aquarium, locker, shelf with books/magazines
- Attractive ambience
- All FMSPs in Uniform and ID
- Proper accounting and book keeping
- 24x7 manned Waiting hall
- Computerized billing and proper record keeping
- Collection of charges from the entire passengers occupying the waiting halls.
- Cleaning after every use of toilet and waiting area.
- Zero time lag in fixing issues
- Well mannered team
- Graceful Passenger care

Management of railway parking



- 207 Facility Management Service Providers engaged
- 45 Stations manned
- 7 districts covered
- Courteous and welcoming hospitality
- All FMSPs in Uniform and ID
- Safety assured for the vehicles parked in the assigned parking area
- Collection of parking fee from all those who park vehicles
- Issuing computerized receipt
- Installed boom barriers in peak stations
- Proper accounting and book keeping
- Ear marked parking area
- 24 x 7 manned parking lot
- Well mannered team
- Emphasis on Passenger care

The objectives of Kudumbashree- Facility Management Services

- Setting up of a sustainable Facility Management Service Groups to provide employment to women
- Collectivizing informal female labor engaged in various domains of service sector .
- Filling the skill gaps of service groups by providing skill up gradation training according to requirements like value added services
- To develop a replicable model

Revenue sharing model

User fees to be collected from passengers is being fixed by Railway . Kudumbashree FMSPs need to collect

the prescribed rate from the passengers who avail the services. The overall revenue generated is shared among railways and Kudumbashree based on the nature of the stations (Whether station comes under A/B/C/D category). The payment is collected from passengers through computerized billing system. The income received by Kudumbashree is utilized for the salary of the group members and to improve the infrastructure as and when required. The unit members are receiving a minimum of Rs. 8000/- to Rs.20,000/- as monthly income depending on the revenue generated from stations. Monitoring is done by railways and Kudumbashree on a frequent basis and necessary corrections and grievance redressal is made at the right time.

Kudumbashree Writeshop

Railway Parking Management – Station wise Status								
Sl No	District	Stations entrusted	Classification	Established date	No of people engaged	Revenue sharing Ratio		Average income per month per
						Kudumbashree Share	Railway share	
1	Trivandrum	1.TVM Premium	A1	25.05.2017	6	25	75	80375
		2.TVM Main	A1	25.05.2017	9	40	60	231821
		3.TVM Secondary	A1	12.06.2017	6	40	60	122751
		4.Kochuveli	B	26.05.2017	2	50	50	10326
		5.Varkala	B	22.06.2017	3	50	50	26948
		6.Neyyattinkara	D	07.06.2017	3	50	50	28193
		7.Chirayinkeezh	D	17.07.2017	2	50	50	23089
		8.Kadakkavur	D	26.05.2017	1	50	50	9371
		9.Kazhakkuttam	D	11.07.2017	2	50	50	22807
		10.Parasala	E	28.05.2017	2	60	40	18348
2	Kollam	11.Paravur	D	29.06.2017	3	50	50	27280
		12.Kollam	A	19.06.2017	6	40	60	182062
		13.Karunagappalli	D	14.06.2017	3	50	50	35785
		14.Mayyanad	D	18.06.2017	3	50	50	3931
		15.Shashthamkotta	D	12.06.2018	3	50	50	47350
3	Pathanamthitta	16.Thiruvalla	A1	12.07.2017	8	40	60	68274
4	Alappuzha	17.Kayamkulam	A	16.07.2017	6	40	60	94417
		18.Mavelikkara	D	03.07.2017	4	50	50	36128
		19.Chengannur	A	08.07.2017	4	40	60	138719
		20.Ambalapuzha	D	04.08.2017	2	60	40	6769
		21.Harippad	D	25.06.2017	2	50	50	19370
		22.Alappuzha	A	22.03.2016	4	40	60	41796
		23.Cherthala	D	26.07.2016	4	50	50	22232
		24.Thuravur	E	08.07.2017	2	60	40	4039
5	Kottayam	25.Changanasseri	B	27.06.2017	5	50	50	62828
		26.Kottayam	A	30.11.2015	15	40	60	176743
		27.Ettumanur	E	05.06.2017	4	60	40	27710
		28.Piravam Road	D	29.05.2017	5	50	50	21996

Kudumbashree Writeshop

6	Eranakulam	29.Ekm Premium	A1	05.10.2014	12	30	70	225114
		30.Ekm South	A1	05.10.2014		40	60	
		31.Ekm North	A	05.10.2015	10	40	60	138856
		32.Ekm North Premium	A	05.10.2015				
		33.Aluva	A	01.12.2014	13	40	60	204497
		34.Aluva Premium	A	01.12.2014		30	70	
		35.Tripunithrai	D	14.01.2016	4	50	50	69984
		36.Angamali	D	09.02.2017	2	50	50	23239
		37.Karukutty	E	29.05.2017	2	40	60	10158
7	Thrissur	38.Thrissur 1st Entry	A1	11.12.2014	15	40	60	340532
		39.Thrissur 2nd Entry	A1	24.02.2016	9	40	60	
		40.Ollur	D	12.06.2017	4	60	40	9136
		41.Pudukkad	E	05.06.2017	4	50	50	10276
		42.Irinjalakuda	D	29.05.2017	4	50	50	18331
		43.Guruvayur	B	16.07.2017	3	50	50	21233
		44.Wadakkanchery	D	18.07.2017	2	50	50	14219
		45.Chalakkudy	D	06.06.2018	2	50	50	12325

AC Waiting hall management – Statistics

Railway Parking Management – Station wise Status								
Sl No	District	Stations entrusted	Classification	Established date	No of people engaged	Revenue sharing Ratio		Average income per month per station
						Kudumbashree Share	Railway share	
1	Thiruvananthapuram	TVM Central	07.07.2017	6	65	35	166493	80375
2	Kollam	Kollam	30.05.2017	4	80	20	74341	231821
3	Ernakulam	Ernakulam North	24.11.2016	7	60	40	110094	122751
		Ernakulam South	17.04.2016	7	40	60	112847	10326
4	Thrissur	Thrissur	15.03.2017	9	60	40	290913	26948
5	Malappuram	Thirur	23.07.2018	6	60	40	25000	28193
6	Kozhikkod	Kozhikkod	12.05.2018	6	60	40	79583	23089



Development and management of Air conditioned waiting halls at major stations in Trivandrum Division is evolved into a brand with spic and span cleanliness of hall, rest rooms and wash areas. Apart from these, added features such as kids play zone, Infant feeding room, free reading of news papers and Magazines, Television, mini libraries and aquariums were also provided to add to the pleasant stay inside these cozy waiting halls for a nominal charge. The conduct of waiting hall received appreciation from all corners of related society such as daily passengers, Media, eminent personalities, people's representatives. The level of cleanliness and zero time lags in fixing up repairs has often surprised passengers as well as Railway officers. This prompted Railway palakkad division to handover their waiting halls in Thirur, and Kozhikkod Railway station to Kudumbashree

Value added services

The main attraction of this project is value added services with market determined fees can be introduced. This includes cleaning, polishing, air pressure testing of vehicles, valet parking, buggy service, modernization and networking of the billing unit with the system in divisional office as well as innovative payment modes.

Challenges faced

- In the first level of implementation we received a contract for small duration which was a threat that the women engaged in this activity may lose their job after a short while. Then after analyzing the success of the project contract has been extended to 3 years.
- Possibility of vehicle theft and fuel theft
- As the people involved in parking management services are women , they faces some safety issues from the society (mostly during night time, or in stations in remote areas), even then they performed their best with the help of RPF to overcome these adverse situations.
- Chances for Revenue leakage (this can be avoided by installing boom barriers)

Support from Kudumbashree

- Professional training has been provided to each members to improve the service quality, motivation level, interpersonal relationship, customer care, integrity and ethics.
- Kudumbashree issued competency certificate to each member.
- In some cases where there is a need of financial support, Kudumbashree supported the enterprise group by providing revolving fund and innovation fund.
- Helped them to ear mark the parking area.
- District missions assigned a supervisor exclusively for this project

Key Learning from the project

- Tapping right opportunity in the right time is necessary for livelihood development
- Continuous attempt to converge with other departments will help to develop new models
- Identification of right beneficiary is critical in the success of every project
- Supervision and Periodical Evaluation is essential
- Co ordination plays a critical role



Conclusion

Service sector enterprises, providing domestic and institutional services, are among the largest employers in the towns and villages of Kerala. These opportunities are abundant and are also well-paying. Services sector enterprises are in great demand and there is a wide gap between demand and supply. Being an organization working for poverty eradication, Kudumbashree focus on capturing such opportunities for livelihood development.

Facility management services offered to railway is an excellent example for convergence that benefits mutually. This model can be extended to various other areas to attain economic growth. It is a matter of happiness, that Kudumbashree will be known as the pioneer of SHG driven Facility Management Service provider in the Government sector. If other states could also follow our model, it would lead to a revolutionary change in social and economical growth in India.

Trendy waiting room opened at Ernakulam Jn.

STAFF REPORTER

MOOR: People visiting the Ernakulam Junction railway station are in for a surprise with a trendy, air-conditioned waiting room having sofas and kids' play area in place.

They can check into the new waiting room manned by friendly staff of Kudumbashree for Rs.20 an hour. The amenity was inaugurated on Saturday by Rajesh Chandran, Ernakulam Area Manager of Southern Railway.

Passengers travelling in all classes can use the facility which also has modern toilets and a television set.

WiFi soon

"WiFi will be made available within a few days. The land and building are ours while the furniture and amenities were readied by the Kudumbashree women self-help group (SHG). At present, 25 persons can be accommodated here. Provision to seat more people will be made in the coming days based on demand," Mr.Chandran said.

The project has been implemented on a cost-sharing basis between Kudumbashree and the Railway's commercial wing. The SHG will get 80 per cent while the rest will go to the Railway.



COOL COMFORT: The air-conditioned waiting room inaugurated at the Ernakulam Junction railway station on Saturday.

— THELASHA KANNAN

Passengers can check into the new facility manned by Kudumbashree staff for Rs.20 an hour

Since announcements on train arrivals would not be audible in the room, Kudumbashree personnel who manage it will alert passengers every few minutes.

The new amenity has been set up at a time when the Railway is under fire for not adhering to the commitments

made repeatedly in its annual budgets to renovate the station to world-class standards. Installation of escalators at platforms is suffering undue delays, reportedly due to red tape.

The demand for toilets and more passenger amenities at each platform too is hanging fire. Officials said that platform and coach indication boards would be installed in the station shortly to guide passengers to the right platform and to the approximate location where their coach would call at.