SPARC

Society for the Promotion of Area Resource Centers

Annual Report

2017-18

SPARC Society for the Promotion of Area Resource Centers

Contents

SPARC
Society for the Promotion of Area Resource Centers. SPARC is a registered NGO as of 13 December 1984 and has 25 years of experience till date in mobilizing the urban poor to gain access to basic facilities.

NSDF & MM
SPARC began its work with Mumbai's pavement dwellers and in 1986 tied up with the National Slum Dwellers Federation (NSDF), a broad-based organization of the urban poor founded in the mid-1970s.

In partnership, SPARC and NSDF formed another community-based organization, the Mahila Milan (MM) (a decentralized network of poor women's collectives).

SSNS
Set up in 1998, SSNS undertakes/manages construction projects with the partnership of organized informal dwellers for affordable housing and sanitation.

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About this report

The annual report of SPARC is an activity that is always year long as it has the obligation to document the highlights of the years' work that emerges from the partnership of SPARC with Mahila Milan and NSDF. Since SPARC's inception in 1984 and subsequent alliance with National Slum Dweller's Federation (NSDF) and Mahila Milan (MM), they do most of the process and execution of the work, and increasingly our role has been to back stop these activities and processes, manage legal and financial aspects and do the documentation that is required.

The federations take up many activities, some that produce amazing outcomes and others that seem to be an endless effort with no outcome as evidence of the investments made. Yet the need to persist, to build skills and capacity to engage larger numbers of the poor themselves and make representation to the city and other stakeholders in the city is the way of the alliance.

Some challenges get sorted by good information and the federations are getting better at producing evidence to argue their case about what their data and aspirations seek to help change their situation. In other instances, what the poor and informal residents of the city want sometimes clashes with the aspirations of others more powerful and mainstream in the city denying what the poor want and in other instances postponing what they need.

Given the long gestation of our efforts and the deep commitment to teach others as they learn themselves, community leaders use the show and tell communication strategy because the poor need evidence before taking risks to change the stats quo created through intergenerational deprivation. You don't risk not paying the illegal electricity provider unless you can work out deal with the formal provider.

AS a result we at SPARC have the obligation to highlight some of the processes, projects and activities of the vast network of NSDF and MM and hopefully create records that can lead to more in depth documentation of critical milestones.

This report is divided into three sections.

Section I is the Process.
We look at what we mean by federations and what is the power of such aggregations. And in the era of SDGs why such aggregations can make the change we seek so desperately in all urban related tasks we seek to achieve. We reiterate the value and contribution of women in making the federations work for all the poor and the need for patience and perseverance in an increasingly polarized world with more and more resources going to fewer people in cities world wide. Their use of data and various impacts of these processes of teaching, learning and creating programs and projects out of them.

Section II looks at projects
We have many ongoing projects in sanitation, relocation, housing and now solar energy. The projects themselves are interesting but more exhilarating is how people drive them and how each action, each activity seeks to change others while producing change for one set of people. Most projects long exceed their proposed timeframes and further slide into even longer administrative processes as many unintended consequences delay the closures.

Section III looks at advocacy
We look at Advocacy federation style and at the alliance partnerships that emerge. The constant need to champion bottom up approaches and the urgent need to build capacity to expand the sheer volume of people who can maintain the pressure so as to make institutional arrangements for the poor accountable to them.

Each year we produce many documentations, videos, and publications. This year our highlight is on how poor people manage money that is documented in a publication called TAKING MONEY MAKING MONEY .

Reflections from the Director

Its 2017-18 and each year those of us who founded SPARC and others who join us as professionals, marvel at what we have been able to explore and undertake. Yet for the NSDF and MM leadership "it's the logical outcome of their perseverance and hard work." That is very true, but we have so much evidence in development work of very hard work that does not produce impact, outcomes and new ways of doing things.

Much of that credit goes to the President of NSDF and also President of SDI Jockin Arputham who coined an amazing motto for us all. "NOTHING IS IMPOSSIBLE. IF IT'S WHAT IS NEEDED BY LARGE NUMBERS OF PEOPLE IT HAS TO HAPPEN". It pushed all of us to get out of a mentality of "WHAT TO DO? THAT'S HOW THINGS ARE" to the famous quote of Mahatma Gandhi "BE THE CHANGE YOU WANT TO SEE".

The activities that we all began with his inspired leadership are not unique by themselves. Collecting data is good development practice and its done all the time, however when the poor whose lives are to be understood, and the data has to produce solutions to challenges they face things are different. His genius is in making the women and communities collect data, aggregate what it tells them and work on developing solutions that worked for them. So often we say such things when we champion participation theories and practice, but most of us don't actually take them to their logical conclusion. Somewhere after undertaking some stage of such practice we then (as professionals) decide on the interpretation of the data, and produce solutions that we believe (often genuinely) is what's good for the poor.

His pressure to change how the poor learn also produced the large network NSDF and MM represent in India and through SDI in 32 other countries. "*You don't produce a perfect practice and then sell it like soap. By then it's a unachievable outcome. Instead share when you start then let everyone learn from good and bad aspects of processes and actions. Let people get the recipe.*"

Why is aggregation important in this decade? It's a question we are always asked when we present our work as the "federation" model. Is it a sort of franchise? We are asked? While initially reacting strongly that we are not a franchise but federations, we have begun to improve in our articulation about who we are and what we do.

This is the Decade of aggregators. Aggregators are disruptive, they are based on new and very different practices, and while commercial aggregators earn money and those that aggregate also do, the federation model of aggregation gains not in money to the "center" or creator, but ideas, methodology and practices getting mainstreamed is our gains. Federations of the poor that get formed out of meeting others and learning practices join the learning cycles, and watch and learn as other move at different paces in their own processes to access finance to produce what they need or change policy and regulations to obtain the rights to explore solutions that work for them.

Its important to acknowledge that real change is one that sticks… whose values and culture remains within behaviors so that the actions and attitudes of those whose lives it seeks to change can retain and build on it. People have to believe it has changed their lives and that it changes their choices, practices and behaviors. Once that seed is planted and nurtured its fruits can produce the forest.

Development practitioners forget that while they can dissect sectors, techno applications, multiple sources of incomes, produce protocols for applications … local reality and people who live there have to be transformed with each development practice so the complex transformations we seek to universalize produce a legacy; one which then makes the next and the next change needed easier, more productive and impactful.

Everything is changing so fast and we live in a world that operates on unbelievable contrasts. The world accepts climate change, it has begun to create development funds to address these issues, but the money does not get utilized and when it does it hardly available to the very poor.

All governments have signed off on SDGs, we seek inclusion, yet, the world is locked in a financial framework that is increasing wealth in the hands of a few - we wee this globally we see this continentally and we see this within nations and cities. In fact, cities mirror this inequity increasingly. Such contrasts and an inability to reconcile this is not good for this planet and all who live on it.

At an age when technology should be democratizing knowledge resources and living conditions, 19th century legal frameworks are now convenient gates to restrict access of developmental resources to the urban poor. This makes a mockery of projects that clearly indicate that climate linked disasters, conflicts between nations and within nations will produce migration to cities at a scale we have not seen before.

If we don't use knowledge practice that works for the present urban informal poor and scale it up, without this foundation there can be no real preparedness for the future cities and the challenges they will face.

The federation model is a real gift to such future preparedness as it seeks to build large networks of the poor, help them become change makers rather than be the beneficiaries of someone else's strategy for development.

Our challenge in India and for all those who champion the rights of those who live and work informally is to mainstream our practices and strategies.

Section I: Process

Federations and the power of AGGREGATION

Urban poor practices

The volume of urban poor in cities and towns is increasing and the lack of proper inclusive planning and investments in producing access to housing and basic services is creating inter generational deprivation. Households and neighborhoods face lack of access to services as well as threats of evictions for two to three generations before any improvements trickle in, often too little, too late. ***Densities increase at unsustainable rates and horizontal incremental housing is the only way families can accommodate space demands as they grow.***

The conventional community organizational approach of building organizations within communities assisted through projects by government, academia or NGO intervention have clearly demonstrated that they can't produce impact on the status quo if addressing these challenges. Instead there is a deeper acceptance that there is a need to politically challenge how planning gets done, why slums are invisible and why subsidies announced each year don't reach the poor.

The federation model developed by NSDF and its more nuanced gender focus produces an alternative to the older community organizational model for change. It is based on developing a critical mass of informal settlements who form federations at ward, city, state and national level. This strategy is essential because making representations at all these levels is important to change the regulatory frameworks that exclude the urban poor. It provides tools and knowledge that each community produces so that it's representation and contestation with the data or plans that the city has that end in denying informal settlements or slums access to subsidies earmarked for them is based on facts. This data about informal settlements is produced by the federations and is used to define their needs, design their strategy for solutions and to demonstrate the solutions they seek to drive.

The knowledge that works for the urban poor helps to disrupt the stereo types that the formal city has about the urban poor and to challenge the mechanisms that exist in policy and programs that constantly deter the access of resources, services and amenities to the poor. The survival within the city itself produces amazing knowledge; what federations do is to reflect collectively to legitimize this knowledge within the network, build it to become more robust with the exploration of what exists and is useful in the formal knowledge systems and to build confidence and capacity amongst the leadership of the federations to make representations that transform their self image as supplicants while changing this imagery of them in the eyes of the city and state. This is like a double helix. The knowledge produces insights and confidence to articulate and greater and freer interaction within the communities and their engagement with the authorities. It further builds a momentum to explore more frontiers. Much of the report this year reflects on past and present demonstrations of what federations have done and can do and what restricts them.

The gender component in the form of women and men working together is crucial for a movement building process.

All habitat related processes are decadal, nothing happens in two three years which is often the project cycle. The tenacity of women seeking better habitat is the foundation of the federations capacity to stay mobilized and to maintain it's persistence and tenacious energy. The challenge is how to bring women into the center, build agreements locally and nationally to build their leadership and most importantly to change the women's own inhibitions to seek leadership roles.

This activity gets done by the magical activity of women's savings groups. This activity, first produces collectives then builds their value in the settlements and then networks them with other savings groups to begin to address challenges they face inside their settlements. Gradually, their persistence and actions demand that they become partners with the NSDF leadership.

The significant aspect of the federations actions are that negotiations and demands are accompanied by demonstrated solutions which emerge from collective reflections on both what the communities seek and on what they can do themselves. This is called precedent setting within the federation parlance and while it changes how the poor perceive themselves it also changes the way the city views them, not as supplicants seeking help but as partners in development.

This precedent setting process and data produce a very different form of negotiation with the state, one in which collectives of the federations invite state and political representatives in their midst to engage in discussions or to participate in discussions where groups of leaders visit state offices to make their representation. ***Today these practices are adopted by the Shack Dwellers International (SDI) which has 32 member affiliates in the form of national federations.***

The federating model and SDGs

The federation model and the SDGs

Although is has been over three decades since the federation model has been adopted in the Indian alliance and two decades since SDI also adopted it, its real value is in the SDG linked development commitments in the race to achieve SDGs by 2030. The time to do so one by one is over, the time for pilots to check if they can be scaled are over, and the time to wait for top down development investment, which has shown in so many ways that it is dysfunctional, is also over.

The federation model seeks to demonstrate the power of the bottom up approach meeting the top down approach. The question is where do the two meet? At present the ideal of working together to produce a solution together is still far away, but demonstrations of special unique features of bottom up representation producing the potential for scalable solutions is now evidence based and is being very cautiously explored by a few cities in a few countries. Yet its efficacy and potential is constantly delayed by the fear of grassroots activism by politicians, by constant changes and transfers of those administrators who are prepared to take risks and explore this space, and the formal procurement and tendering procedures that can not accommodate this process. What the federation model produces is organized communities with data and organizational capacity and with suggestions for initial interventions or solutions and a willingness to negotiate and produce a win-win solution that works for them and for the city.

SDI and national federations have demonstrated that strategies, polices and solutions taken up as precedents in one location can be scaled up there as well as elsewhere and increasingly delegations of community leaders, both men and women, accompanied by political, administrative and technical state representatives participate in horizontal exchanges to seek solutions and to take what works then adapt /morph/ refine it to work in their contexts, so scale is seen in a new way in that it initiates triggers and refinement as it goes around.

Today social movements, both urban and rural, have a huge contribution to make by ensuring that communities willingly participate in developing sustainable solutions and help to execute them. This serves more outcomes than just the project at hand. It ensures that no one is left behind, that the solution works for the poor, it produces new partnerships between cities, states and communities This initial engagement can lead to more sustained long term relationships that can escalate development.

Today large funds in the national and global context lie unutilized because they do no get drawn down for a variety of reasons, one being that they cannot be absorbed since the process is pushed from above and communities that are either unaware or unprepared agree or resist but with little knowledge of the process.

It is also a reality that global funds seeking carbon reduction and sustainable development can only be a starting point or trigger to initiate this process across countries cities and regions. They then have to be appropriated locally and nationally and scaled up with other local and national funds. This means that local communities have to understand and appropriate the captions and help multiply them. This requires a precondition of communities being organized, ready to explore new possibilities and being confident enough to challenge solutions that can't work for them and yet be able to explore possibilities that can make a difference.

Savings and Loans and the federation model

The value and contribution of women's participation in the social movements of the urban poor

As mentioned by us in this report and else where habitat issues, i.e., the access to basic amenities and land security are not outcomes that get obtained over short periods and often many initiatives die and disappoint funders and interventionists and communities. What the alliance found is that while women are generally eager to seek alternatives or ways to access water, sanitation and improved habitat they are also reserved about getting involved in leadership roles traditionally held by men with external connections who can assist households through their political or other external links.

However, once women do get involved and come to see value in it for their households and communities and feel that they too can learn something from the experience, women bring their patience, persistence and tenacity to this process and transform it. The challenge is how to initiate it, how to trigger it.

WE FIND THAT MORE THAN ANY OTHER INTERVENTION, SAVINGS GROUPS ARE THE MOST SUCCESSFUL AND SUSTAINABLE INITIAL INTERVENTION.

How does it work?

While waiting for their dream of secure housing to come true, women get many benefits for themselves and their communities. They, first of all, connect with the savings collectors who volunteer to collect the savings on a daily basis. Why every day? Simple. Women have to shop for daily household needs every day and some change remains in their purse or pocket every day and that is collected as savings. This is the starting point of daily contact through which their relations develop and the group gets news immediately about whatever is going wrong - some one is ill, lost a job, faced violence, or any other issue and the group feels responsible to assist that person in which ever way they can. Women give small modest loans to each other for routine crises that happen almost on a daily basis; no work that day so no food; have to rush to get someone to the hospital and buy medicines; need bus fare to try and get a job. Women decide together how much money can be given and work out the repayments collectively. They become the neighborhood ATM. Their connection with the Mahila Milan groups in the city begins to help them connect and to explore many possibilities for documentation for improved access to services in the city and also for loans that can help them or their husband to start some small business. Gradually, as their demands increase, they borrow from the neighborhood network pool and start giving larger loans. Men and women both can take loans, men begin to appreciate the savings groups and acknowledge that the loans have a very modest interest that ultimately contributes to a collective pool to cover debts that the households who have faced death illnesses or failure of business cannot pay .

Transparency of the process

Women have savings books, the resource center volunteers have documents about the savings and loans and their repayments. This produces new systems of transparency and governance that transform the status of the savings groups in the neighborhood and the collective of volunteers who collect money gradually become a leadership cohort that the traditional male leaders learn to coexist with. Interestingly it is always the poorest women in the neighborhood who join first and others who are better off join subsequently. Their early start ensures that the poorer women stay in the leadership role and by providing the benefits to all, a new formulation of how leadership roles get established is observed.

Total Cities /Settlements Saving Cumulative up to March 2017				
States	**Federated Cities**	**Total Slums**	**Federated Savings Slums**	**Savers**
10	**81**	**10265**	**905**	**66693**
Maharashtra	13	1074	152	17270
Andhra Pradesh	7	1100	100	4955
Delhi	1	477	1	200
Gujarat	4	2857	15	2700
Karnataka	14	1320	113	7153
Orissa	6	1018	138	14800
Pondicherry	1	100	15	532
Tamil Nadu	31	1929	261	8490
Uttar Pradesh	1	390	37	9623
West Bengal	3		73	970

When serious negotiations for improved services or relocation (as in the case of pavement dwellers and others) produces results, the data and the leadership in place in each of these neighborhoods, produces powerful demonstration of the investments in the federation model. Whether its a development activity of improvement of their neighborhood or dealing with crisis of flooding or disasters, the larger city network is knowledgeable about who to connect to. Their ongoing familiarity with the city governance structure leads to not just seeking assistance but also to participate in assisting the city officials in the delivery of what is needed.

Some non negotiable in making Mahila Milan's savings groups different

- Start with the savings from expenditures of the poorest women
- Slow and steady
- Building own rules and learning from each other
- The right to fail, make mistakes and start again
- The group process assists and supports collective behavior but not for external accountability

Exploring how this humble activity leads to serve many ends

Trust and settlement wide savings of men women and children, of transparency in managing savings as a basis for obtaining bulk loans from external sources - the logic of hot and cold money. Managing finances of projects, giving loans to men and ensuring savings from them in return.

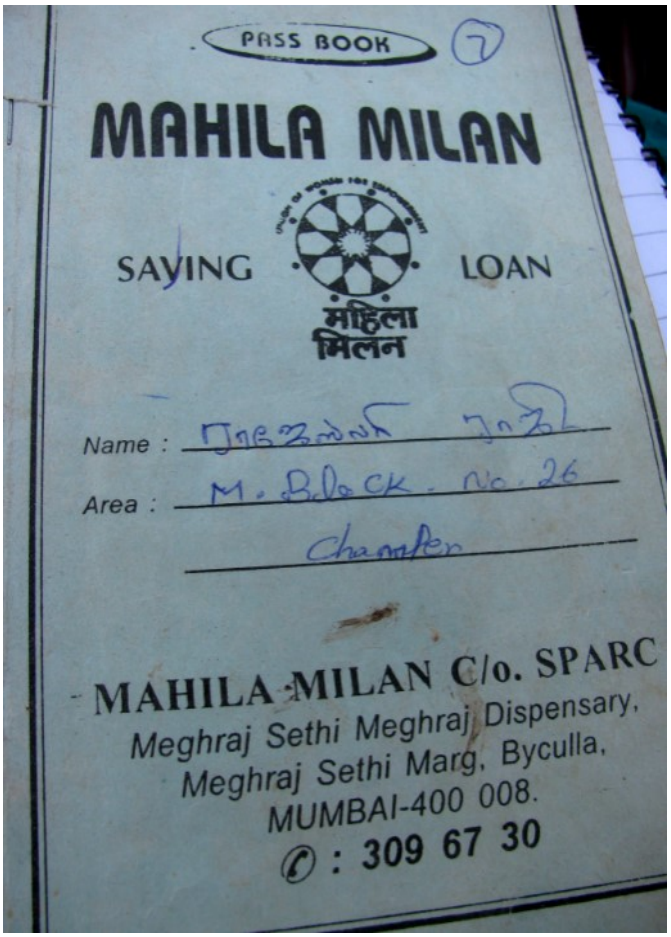
Savings and women's participation

Parveen Shaikh

A Mahila Milan leader's experience

" I was born and brought up on the pavement of P D'Mello road which is behind the docks of Mumbai. About ten years ago this woman came to us and brought us together and asked us why don't we join Mahila Milan and start savings. As a young woman in that group around her listening to her, I said '*kick her out ... we know all about people who come and take money from us.*' She continued to come, spoke about all the women on pavements who save like she was asking us ... still I did not let the women in our area listen to her. Then one day she said why don't you come to our center, meet the other women and let them tell you what I am telling you. We decided to go and check that out... what did we have to lose, plus it would be a good place to tell her and others like her off ... so we went. What we saw was so different from what I had imagined. Lots of women sat around chatting with each other, many women like this woman were giving money to young boys and girls who were writing down the details as she was telling them. And as we began to chat with the women we realized that we had wasted so much time. We began to save, to attend meetings and began to learn so many things, like getting a bank account, getting a file and putting all our documents together. We went to see what happens in a ward office and how to speak to the officers. Suddenly we were not alone. Today, I am a leader like her and she is a dear friend and mentor."

Parveen like many other pavement communities in Mumbai is now relocated and lives in Indian Oil Colony and is the Chair of a federation of cooperatives.



Data that Supports Local Development

The power of information and knowledge, the capacity to take on research and produce information about themselves

We live in a world where data is powerful and commodified; data is purchased, it is analyzed and its value is now globally used in many ways. Yet the challenges of the contradiction of privacy and ownership of personal information runs parallel to this commodification.

Poor people living in cities face this paradox - their data in governance terms when planning cities is never comprehensive and timely. Census rarely produces a category of informality of habitat and variables, and planning laws make this illegal and a history of evictions and destruction of settlements remains a constant fear in the minds of those living in informality.

Cities, especially large cities, are both the location of a large majority of households living informally yet invisibly, with the worst rich and wealthy to poor ratios at a time when 193 countries have signed off on SDGs to achieve a fight against poverty and leave no one behind. At a time when disparity in incomes is seen globally between continents, nations, within country regions and locally, the conscious denial of social justice to serve investments that work for all are producing this inequality.

Interestingly the poor are caught in a bind - their villages are either urbanized, or they move to cities for survival and they have no choice but to keep surviving in hostile circumstances. Global and local realities are that cities want migrants to do cheaply what better off residents and older residents don't want to do, but ensure that they remain invisible. Being kept invisible means that informal neighborhoods are not formally serviced like the rest of the city, their insecurity of identity ensures that they remain in servitude and fearful, and yet this multigenerational cycle of poverty continues.

Federations of the urban poor began to collect information about themselves in various historical social movements to produce evidence of their history in the city. The research methods are not different from external government or academic data collection. The difference is that they are not the objects of the research but own the data they produce. They develop skills to collate, to analyze and to develop a range of usage of this data for their anticipated impacts of seeking recognition in the city to which they now belong.

The NSDF and Mahila Milan members are all deeply committed to the power of data and the creation of knowledge from what they collect. Over time the term ENUMERATION has come to mean several types of data collection.

Firstly, it is the mapping of informal settlements in the city, more than anything, this information gathering seeks to make informal settlements visible to the city, its politicians and administrators. But equally, it is to create a network of residents associations from those neighborhoods who are able to develop a federation identity and begin to represent themselves using the data to first get acceptance as the informal city; then to represent the need to provide basic services, land security and finally to develop disaggregated local investment plans in neighborhoods to include the informal communities.

Second, the data of families facing similar land insecurities or facing evictions or for developing projects for water and sanitation, or housing or upgrading or redevelopment is brought together. Communities once they develop networks almost automatically locate the requirements that they need from the city, often for survival they produce makeshift solutions which are either more expensive for them than for the formal city, often stolen electricity, water etc., from the city for which they pay double or triple rates than the official rates and more often they actually manage to locate resources in municipal budgets, however modest that amount may be, that are meant to provide amenities but which remains unutilized and for which they can demand some usage.

Thirdly and more recently it is based on issues. Increasingly, as federations mature, they begin to explore issues of health, of resilience and disasters, of youth challenges and so on.

Regardless of the reason, the communities and their networks develop the questionnaire, if needed they work with professionals to sharpen strategy and build skills to analyze internally as well as to digitalize the data so that a more refined analysis is possible. The potential to develop a data base is also used for state, national or international advocacy.

Surveys/ Enumerations Cumulative Upto March 2018

	Settlements	Households
TOTAL	**10,450**	**2,06,032**
Housing Projects	609	59,767
R &R Projects	1550	1,44,705
Sanitation Projects	2023	
Settlement Profiles	6238	
Disaster Projects	19	338
Others (Vulnerability Survey)	4	537
Post Relocation	7	685

Surveys/ Enumerations 2017-18

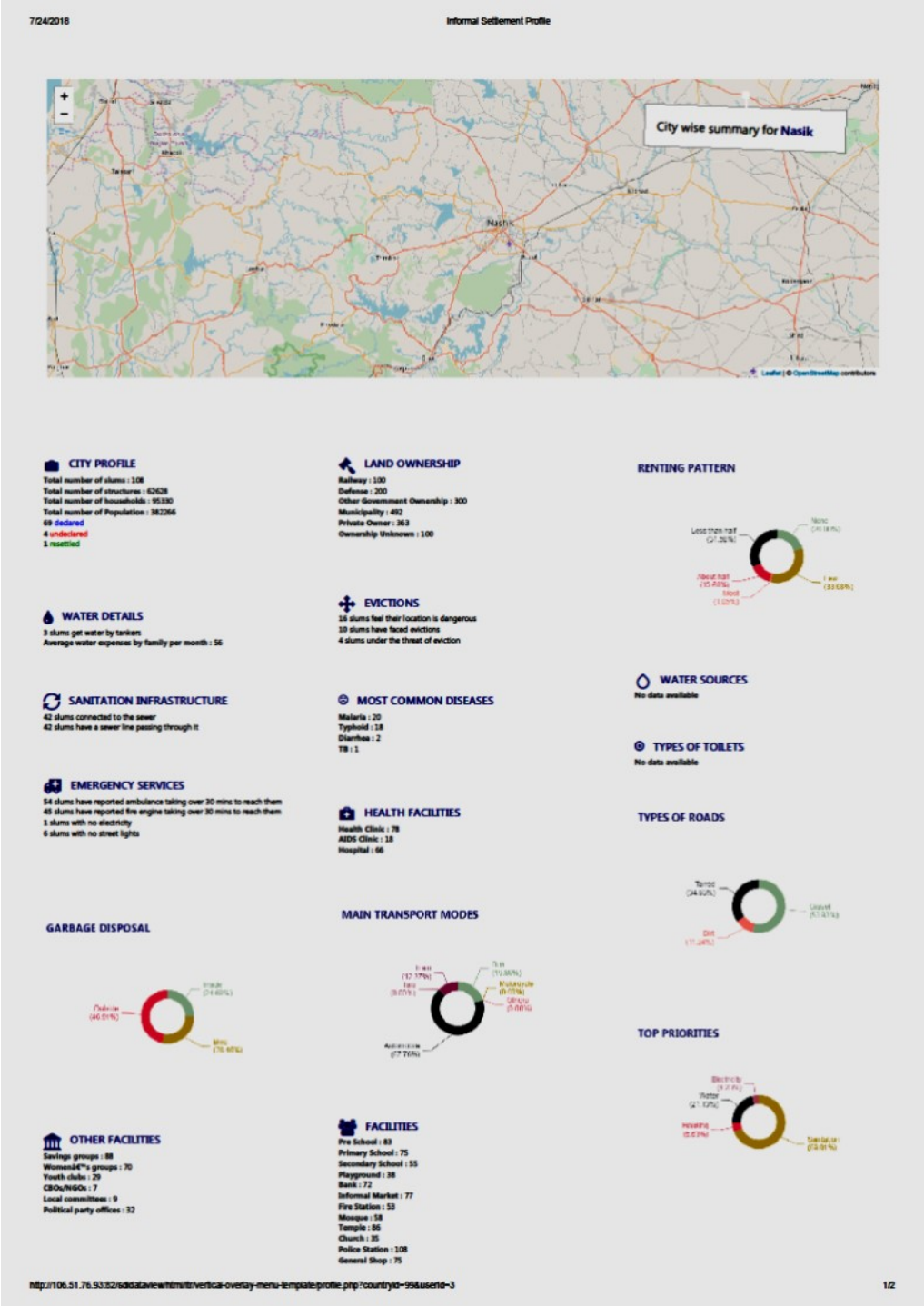
	Settlements	Households
TOTAL	**172**	**63,712**
R &R Projects	18	866
Settlement Profiles	67	61,864
Others Slum Registers)	3	501
Toilet Surveys	81	
Household Surveys	3	481

Linking manually created data with advancing technology

SDI has long since adopted the enumeration process. All its member federations get an exposure to explore the enumeration process and over time SDI now has developed a portal called KNOW YOUR CITY which has its back office in Bangalore managed by the federations in India were their global data base on enumeration is housed.

With technology advances and big data analysis being popular both in development and in consumer industry, many foundations and businesses are encouraging grassroots organizations collecting data to use their portals for data. SDI also had a grant to put their data on a professionally run server and benefited a great deal from that. However, as soon as the grant paid to the organization to service the SDI data was over, the organization demanded a fee from SDI.

In a reflection for many sessions within India and in SDI forums, it became clear that firstly, the data collection and usage within federations was a deeply political process and our earlier aspiration to demonstrate its competence for academic research pushed demands on federations that did not produce much benefit to the local processes. SDI decided to develop a simple yet efficient way to store and manage data with increasing capacity to aggregate and disaggregate data as required by the local, national and transnational needs of SDI.



Slum Profiling and the Know Your City

The increasing awareness about the exclusionary nature of city development investments has led to the Indian alliance in India and SDI internationally across countries to investigate WHY décadal exclusion occurred and what could the urban poor trapped in informality do about it. Over time, the deepening of the strategy to produce data to develop internal and external advocacy and to prioritize issues for collective action gradually identified slum profiles as the most strategic starting point that produced data to address settlement level issues as well as city level maps of informality. Both are very closely intertwined because they produce a lease to view the reality at two levels - aggregated at city level and disaggregated at settlement level. It never fails as in each town and city the number of informal settlements not accounted for in the city slum register remains a huge percentage of the informal settlements in the city and forms the starting point for dialogue between slum dwellers and the city.

The work described in the projects section elaborates on the use of the data, while here we focus on the practice of slum profiling, how it is taken up and how different communities and federations use it. We will take up three aspects in this report as highlights for this year. One, the process of constantly updating slum profiles as done in Ahmednagar and Nasik as an illustration; two, the exploration of allowing young children to explore their imageries of their neighborhoods and three, the production of the know your city publication of SDI created for the world urban forum.

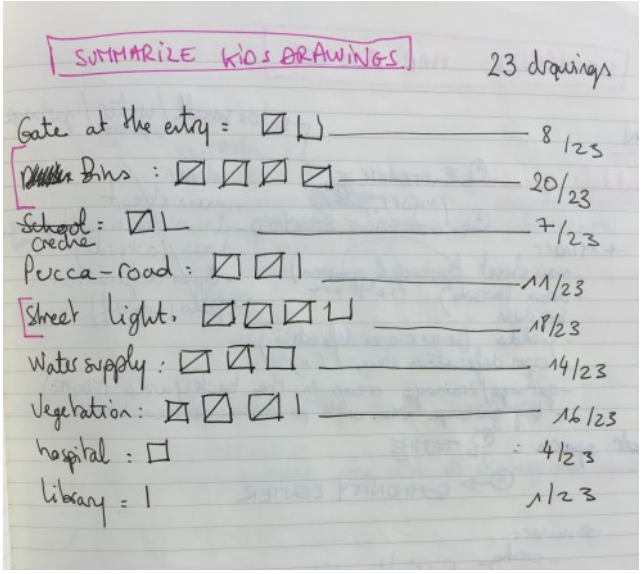
Updating slum profiling:

The federations and Mahila Milan have been undertaking some form of slum profiling for the last three decades and so whenever new activities get initiated in a city that data is refreshed with a review of what was collected and a quick refreshing of the present situation. In Nasik and Nagar in Maharashtra a project sought to explore ways to create a relationship between local actors of the city, community and academic institutions to upgrade water and sanitation in slums initially and exploring whatever else the communities sought after that.

An added dimension to this was to develop the settlement register in which each household documented the details of their household with all documentation of IDs, bank accounts and whatever official documents they had, so that whenever it was needed the settlement had it on hand. This information is critical to access state subsidies, make representation of inadequate amenities in the neighborhood and many more stories that the data tells. Most important is the fact that the data stays with the neighborhoods.

Children and their neighborhood images

Whenever there are settlement information linked discussions children gather to listen and have conversations on the side about their views. On many occasions the children have been encouraged to map the settlement along with women do by plotting households and locating amenities and services and open spaces. And some times when women do that children demand that they also be given some paper and the opportunity to do their drawings. Between September and November 2017 in communities in six towns across Odisha and Maharashtra we held events where children sat either in their school or neighborhood and drew their version of the neighborhood.



KYC publication.

Globally SDI facilitates the projection of local challenges and the World Urban Forums which occurs every two years and was held this year in Kuala Lumpur in February 2018 is a valuable stage for the local representatives of national federations to bring their challenges to the global stage. It provided both SDI affiliates as well as many friends of SDI who have advocated for the right and legitimacy of data collected by the urban poor to express their views in the document.

These essays provide a rich and diverse range of people sharing their views and strategies around the data collected by the urban poor and how its use has crucial information that cities and national governments and international actors can use to deepen local investments.

Slum Profiling and Know Your City in action

Nasik conducted the first settlement profile for 45 settlements in the year 2007. 14 of the 45 settlements were on private land and 28 were on municipal land. These settlements had a population of 82,500 people. The data also tells us that none of the settlements had individual toilets nor community toilets but sewerage systems had been provided. The communities felt that toilets were the first requirement that needed to be looked into.

In 2009-10 the settlement profiles were conducted again as a normal procedure of updating the data. 153 settlements were profiled this time at a citywide level. This time one could see a considerable change from increase in population to the nature of basic infrastructure provided to the slum communities. The total population was 2,47,800 people, 10 settlements had individual toilets thus meeting the needs of 2,657 individuals. By this time 132 settlements had 144 community toilets with 1,407 seats.

In 2012-13 the settlement profiles were re-conducted and 129 slums were profiled. 38 settlements were serviced by individual toilets, 50 settlements claimed to have open defecation due to lack of cleanliness and maintenance of the community toilets. 87 settlements were provided with individual water connections, while 89 were served with community taps.

In 2016, the settlement profiles were conducted again, 40 settlements now have access to a combination of community and public toilets. By now 100 settlements have access to individual water connections.

Ahmednagar federation was formed in 2002and the first settlement profile was conducted in 2003 for 7 slums. 6 out of 7 were on municipal land, the population was approximately 1500 people. None of the settlements had access to toilets but had some access to water.

Then in 2009, a citywide slum profiling was conducted for 39 slums. The population had increased to 83,700 people. The city was also successful in providing them with basic amenities of water and sanitation, by now 10 settlements had individual toilets catering to 4000 people, 13 settlements had one community toilet each with 209 seats, water through taps and pumps were provided to 26 settlements.

The profiles were updated again in 2013. Four additional community toilets were constructed between 2009-2013 and seven public toilets with 68 seats were constructed. This time data on open defecation was also collected and 6 settlements reported 100% open defecation while few indicated 50-75% open defecation. This clearly states that maintenance has been a major issue along with insufficient seats, lack of water and electricity. Residents from 29 settlements were provided with individual water connections, 22 settlements with community taps.

In 2016, the profiles were rechecked with the following changes -29 settlements had access to individual toilets, 20 settlements had a combination of community and public toilets. Individual water connection had been provided to 30 settlements, and 20 with community water taps.

NASIK SETTLEMENT PROFILES water and sanitation				
	2007	2009-10	2012-13	2016-17
NO OF SETTLEMENTS PROFILED	45	154	129	115
POPULATION	82500	248200	182040	392232
SETTLEMENTS WITH INDIVIDUAL TOILETS	0	10	38	40
SETTLEMENTS WITH COMMUNITY TOILETS	0	129 (144 toilet blocks with 1407 seats)	73	
SETTLEMENTS WITH OPEN DEFECATION	Data on open defecation not captured	Data on open defecation not captured	50	33
SETTLEMENTS WITH INDIVIDUAL WATER TAPS			87	100
SETTLEMENTS WITH COMMUNITY WATER TAPS			89	

Projects, Processes, Practice

The projects and their role in the federation model and the work of SPARC, Mahila Milan and NSDF

Many argue that those involved in development focus on processes and ignore outcomes and outputs. The organizations of the urban poor feel the same way although they accept and celebrate the value and contribution of the processes to build the capacity to deliver goods and services to the poor. When federations engage with professionals they learn and give feedback and over time this creates a community driven dual process that keeps an eye on long and medium term outcomes. We seek to ensure that while taking small immediate steps to achieve whatever is the low hanging fruit it also leads to the larger goals. For instance, identifying neighborhood federations priorities is a process, it produces clearly the immediate and urgent needs of the members while building their skills to design and develop solutions. Since they are involved in all aspects of the process, they realize that there are some needs which can be achieved immediately as it is a matter of understanding the process. For example, admitting children to school needs a birth certificate, getting rations require ration cards, these and other such routine requirements which at some time of the other are not available to the poor are because of a lack of an identity and address. The federation now has a routine processes to help people get ID, ration cards, birth certificates and so on.

Then there are the issues of getting identity to where you live, now slum profiles have begun to develop the process so that through the action of enumeration the city begins to accept the slums presence, however, secure tenure does not automatically come through because of that, instead the profiles help households locate whose land they reside on and to begin to understand the possibilities of seeking some tenure security. In some instances e.g., for slums on municipal or state government lands, the communities may even access basic amenities and get funds to upgrade their homes, we report on housing projects which the alliance has taken up in various cities and how communities demonstrate what they can do.

On the other hand slums on pavement and railway land or infrastructure project lands cannot get such possibilities and while in the past they faced maximum evictions or threats of demolition, they can urge the city and government to explore relocations. In such instances the process of developing a strategy for relocation (in this instance first considered by the pavement dwellers in Mumbai) formed the basis of advocacy by the alliance that created the opportunity to participate in developing a R&R framework for slums along the railway tracks and subsequently has been adopted in Mumbai for all infrastructure projects.

In this segment we share our relocation projects and how communities execute them, learn from lived experience and keep building in this knowledge within programs where people are relocated as well as fresh projects. A very special feature is that all households who are relocated continue to be part of the alliance and whatever they need to address relocation challenges has the federations supporting and assisting them.

How the selection of projects gets taken up

Not all potentials or developing opportunity leads to taking on projects. Out of several cases, one of precedent setting activity may be taken up in building houses, toilets or other actions. However, the federations seek possibilities that will allow communities to change city tendering rules to allow communities to bid for projects and execute them, and these projects are taken up by SSNS. In some instances the alliance creates the opportunity and the city takes on the execution.

Linking project design delivery and its scalability choices and how they get taken

The projects demonstrates what communities want and how it should be developed. As we share the reports of projects we will either share the projects taken up as precedents or give reference to where we have written about them. Yet the real outcome we seek is to impact the policies and resource allocations through our work for which demonstrating scale volume and design are critical.

Projects, Processes, Practice

What this section with cover:

This section on project will cover the areas of Sanitation Housing, and Relocation which are the three main "projects" areas in which the work of the last thirty years demonstrates linkages between the federation processes, the knowledge creation and its demonstrated impact on what we undertake and why. These are also areas in which scale, policy interventions and leveraging state investments has strong evidence

It explores the backdrop on the basis of which situations within the alliance and outside propelled us to explore these spaces and how we develops the skills to undertake these processes and how they have proceeded.

Finally, it will look at ways we learn from them, how we monitor and evaluate them for knowledge; creating and dissemination, creating resources, human and financial, and policy to ensure that communities can drive these processes and how externalities impact the choices of how far the scalability is possible and how we continue to learn from them.

There continue to be many emerging areas where we continue to explore, experiment and seek new ways to link the reality of the poor living informally and the development issues that emerge. Topics include identification of vulnerability within the poor and how to make sure that resources reach them; addressing resilience disasters and energy alternatives that climate change now forces itself on. The agenda of all development and what we have begun to explore here; finally having developed a clear link between foundation of habitat in the lives of the poor we link transport, health and education to our explorations so that each of the interconnections between them are understood and people and their lives automatically take whatever their priorities are without ignoring fundamental survival requirements of secure tenure, recognition of identity and basic amenities that cities must give to all citizens.

Peer to Peer Learning

The world changes so fast in this millennium. Making choices and the basis on which such choices can be made have changed a great deal and cultural practices , past experiences, rumors and inexperience of addressing the issues ahead all distort what the solution is and action to be taken for moving ahead in the right direction.

Horizontal learning or peer to peer learning

When studies of how choices are made are discussed, the most popular choice is what peers do. In the case of slum dwellers it is all about what others like themselves do. So the challenge facing the federations and Mahila Milan is how to build a body of knowledge based on collective inquiry, facts and possibilities explored collectively to inform these choices. The production of that knowledge chain is what the peer learning process is all about. In another section we will speak about precedent setting examples where communities take on new and interesting ways to explore new possibilities and work with the larger Indian alliance to produce new ways of addressing chronic challenges that individual households or communities cannot address and that solutions required often seem illegal in the context of present norms and standards of the city.

So whether it is savings for groups and involving women in the development of neighborhoods, or slum surveys or learning to speak with the city or exploring new possibilities, NSDF has always insisted that while innovations are done in collaboration with professionals who become equal partners in exploring initial solutions as well as their refinements, it is the federation and the Mahila Milan national leadership and local innovators who would share this with their peers at the local, national or international level. Some instances of this are provided in this report but what we seek to highlight is that there is a deep and profound logic in these seemingly unconventional choices. The argument is simple and stark and as valid today as it was when it was first discussed in 1988.

When the first house models (see housing section) were developed by the pavement dwellers and produced amazing impacts the alliance leadership of SPARC, Mahila Milan and NSDF discussed how to scale up this knowledge. SPARC staff were willing to participate in undertaking the training and NSDF and MM graciously agreed so all three organizations undertook initial training. The difference in outcomes was shocking and profound. Those trained by SPARC staff treated it like a training project where the “certification” was that SPARC would now lead them to get a house. While NSDF and MM training outcomes were very different, the focus was on sharing newly learnt knowledge and information, where and how to get it and sharing what they had learnt and a deep understanding that the knowledge was to help them navigate the un training at the base of why the poor don’t get a house, which is land and housing norms and standards.

Out of this insight came the peer exchange learning process. Everyone in communities who had the privilege of participating in training in precedent setting had to visit others and share what they knew, and also host delegations that came to them to see and learn.

All this falls within three sets of logical approaches. One, seeing is believing; two that if someone like me can do this or understand this so can I; and three that when many people develop this insight and seek to pressure the environment to accept this logic a new “critical mass” with increasing articulated demand produces a situation where it needs to be acknowledged.

Out of this process arose some routine exchanges of communities within cities visiting each other; those from different cities visiting one another and now for the last two decades federations associated with SDI also come to learn and see local federation innovations. Initially it was only community leaders but increasingly government officials and politicians also come to the exchanges and it reflects the legitimating of this approach. For the federation model this is a critical feature of sharing things that work and building consensus between different stakeholders to visit innovation together to understand how innovation is explored, how choices are made and how roles and functions by communities, professionals and politicians and administrators have to be understood by all to make real change happen, initially, to adapt it to local contexts and later to scale it up.

Making Choices: Evictions - Fight or concede and move

Understanding the challenges of making choices: fight evictions, demand upgrading and redevelopment or agree to relocate

Having started working with Pavement women way back in 1984, the alliance and its community leaders are in constant discussion about whether to move or to stay. It is clear that those who move and keep disappearing in niches away from the gaze of the state lose out a great deal.

All slum dwellers advise each other,

"*face demolitions, develop methods to cope with it and rebuild your houses*"

"*its a battle of attrition, every time you build your home, remember you have to dismantle it"*

" *every piece of paper you get from government whatever it may be, even an eviction notice, keep it carefully and save it from rain, evictions and other calamities"*

" *you cannot fight evictions alone, create networks, help each other and learn from each and every eviction to survive better*" These and hundreds of such different advice remain the peer learning within the federations.

The real battle is in developing capacity and an aggregated identity and the stamina to explore solutions that are better than what you are dealing with.

Regardless of which choice you make, the creation of identity, the knowledge of whose land you are squatting on, an ability to recite the historical quest to survive, how innovations were identified, all the costs that each household pays (illegally) to get water, the illegal rents they pay to the various actors in the neighborhood, all this narrative helps to throw light on the obligations of the city that it has failed to fulfil. It also counters the more common mainstream narrative that the poor live without cost in the city and their lives burden the city.

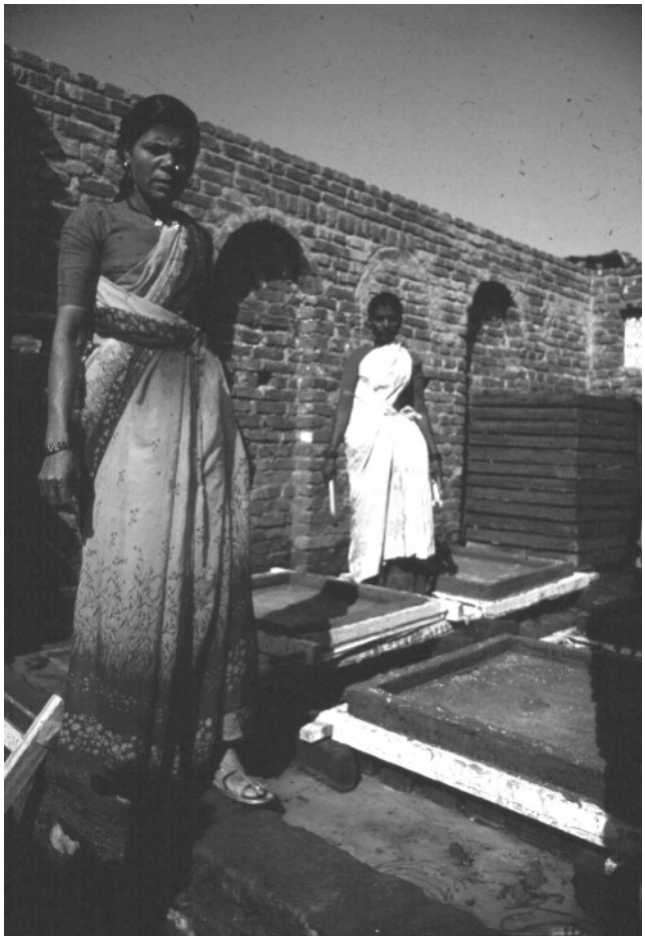
All the rituals of creating data about neighborhoods and households, the creation of documentation of the length of stay in the cities and the various areas from which they were evicted, the quest to ensure which families have access to education, health and developing confidence to speak to the politicians and administrators to first make them aware of the invisibles who live in the city as well as to explore ways to produce stability and the right to live in the city.

What is most critical to understand is how the choices to stay and fight evictions are made and when the choice to explore relocation get made.

Relocations to Goregaon, Mumbai

In 1986 1500 households from different pavements of Mumbai were relocated 35 km away to Goregaon where they were relocated and the alliance began to work there. Mahila Milan women undertook to support the women in the relocation and gained much practical insights. Much of what the women in Mahila Milan developed for planning relocation came from what they undertook at Goregaon.

As we look back we see so many elements of the insights we got from there in what we have begun to see as SOP for relocation. Clearly there are always things that don't work, or could be done in different ways but the real contribution of the alliance in addressing relocation is that by always talking and having discussions with the communities after relocation, these issues continue to come up and they find collective solutions that were initiated at some places and these are taken up by others so that gradually they become part of the standard practices of the alliance.



Why focus on housing

Recalling how this possibility was initially developed: The house modelling

For poor women having spent their lifetimes in self built survival housing in constant insecurity with no basic amenities and no secure tenure compounded with histories of parents and husbands' families also living this life and a certainty that their children and grandchildren will also be in this terrible situation, the possibility of a secure place to stay has always been a distant dream, never to be fulfilled within their lifetime.

Such possibilities are powerful images that drive social movements; after all if something can be demanded from the state and achieved it does not need a social movement. Social movements emerge when what they consider impossible leads large numbers of people to contest this over a long period of time to change the legal conditions under which change is possible .

So, for the Indian alliance and increasingly for those who get organized in cities, HOUSING is the flagship process that households, neighborhoods and communities know they cannot achieve by modest small scale activism. This is equally the understanding of many professionals working decadal periods for housing rights, and so while the process of Habitat challenges is the focus, it is epitomized by an aspiration of a safe and secure space to bring up children and grand children.

This focus on housing is a means and an end in the alliance. It is a means to draw women into the center of the process because it their domain, and by bringing them in and building their knowledge, skills and capacities to envision what they want and what they seek it rearranges the roles and relationships within neighborhoods and social movements as well as brings the negotiation and dialogue between them and the political process.

So first and foremost it is important for women to believe that they CAN aspire to have a secure house. They can participate in developing visions of what they want, they can start 'dreaming' about their homes, and they can see a path for themselves through the popular activity within the alliance called the house model exhibition.

The Housing training program that culminates in the Housing Exhibition

This process began with the women from the pavement slums in Byculla who started Mahila Milan being exposed to the politics of land in the city by Jockin the president of NSDF who helped women and their families understand that no body is given houses, this comes from a quest for which communities and their federations have to be prepared to fight for a long time.

It starts with understanding that who gets land in the city is a political process. Our visiting planners who show us maps that there is no empty land for housing for the poor are technical professionals who do what they are told and rarely side with the poor.

Women travelled around the city and saw all the "vacant" land and looked at the plans and see that it is a paradox - all lands allocated for housing the poor has other activities on it and the land which is vacant is specified for other needs of the city but giving the poor housing is not part of that plan.

While the long fight starts the federations and their leadership should have a plan in the back pocket to put pressure on the state to give them land or housing or both. This is called the HOMEWORK, it fulfills the federation commitment to never be supplicants begging the state, instead it is the endeavor of the federations to go with a strategy that demonstrates that in solving their needs as the poor the city also benefits and the federations take up responsibilities for many activities that they can do better than the state.

Women from each neighborhood are encouraged in this process to imagine what their homes will be. It is often referred to as the dreaming process. Initially every one wants a big house with lots of equipment and furniture. No one denies them this aspiration, however the process gradually links their ability to spend or the city specifications about how much land and housing space the city will permit as entitlement and gently and gradually some minimum space and design emerges within which tough choices get negotiated.

Since the whole federation or neighborhood cannot participate in everything, the leaders (often those who volunteer to manage savings in the settlement and their network in the federation) participate in the training. Each group brings out the house model design which they convert into a full size house model which they set up in a open space and invite the city officials, politicians, technical professionals and communities to come and see, review, give suggestions and negotiate the changes from city specifications. The communities see and choose their most popular model.

Over time, in the last thirty years, this has become a standard technical training taken up everywhere where the communities are ready and those who have participated in earlier training's help the others to learn from their experience as well as to take this process further. In fact the earlier negotiations and concessions which communities get from one location and one city help the others in their discussions with their cities.

Impact: Advocacy and Policy

Mumbai SRA housing

In 1995 after winning the elections in Maharashtra, the Shiv Sena party set up a task force to develop policy to provide housing to all households residing in informal settlements in ten years. The policy produced the Slum Redevelopment Act, set up the Slum Redevelopment Authority and produced very comprehensive changes in the development frame work to permit additional floor space to be constructed, to allow the sale of their additional floor space to subsidize the provision of initially a 225 sq foot tenement to the slum family.

The policy provided all households a structure for structure replacement (regardless of how many households resided in the structure) provided the family had a voter ID card on or before 1.1.1995.

This policy had the following significant aspects that were critical for slum dwellers, pavement dwellers and many others who resided on land that could not be developed in situ. Firstly, 80% of slum dwellers at that time now did not face eviction threatens as they were now acknowledged. Secondly, all households who lived on lands that would not be developed for in situ housing could be relocated and provided with housing. Pavement dwellers, households living on the railway tracks and other such locations could now get housing on relocation sites.

There reman many issues that were not taken up then and remain unresolved even today -

The provision to give priority to organized slum dwellers cooperatives continues, however, since the state will not allow the mortgage of land to banks for financing (with very good reasons since a contractor can convince the slum dwellers to mortgage land and then not repay and the residents may lose their land and houses) it results in the inability to get finance to take on their own construction. The developer driven construction and development activity has meant that the projects are not taken up to provide good housing for the poor, instead it is to get access to land or to the Transferred Development Rights (TDR) to build upper income housing.

Looking back, the situation twenty years later is that only 1015% have got housing, there is no space and incentives for communities to organize themselves and get housing, the scheme that was developed to help the poor get housing has become a developers way to get land and TDR for higher income projects, neither the state not the SRA administration have aspirations to develop robust systems to make this very unique process work, and all changes in the SRA regulations are done to improve concessions to developers.

Further, all housing solutions end up in higher and higher FSI being given, now to dilapidated buildings, area development projects. Other states in India blindly take up the SRA policy without similar ground reality ie that the land costs several times more than the cost of construction. The scheme is now also applicable in the MMR region and other cities in Maharashtra.

The case of Dharavi, India and Mukuru, Kenya

Mumbai has several large townships of slums. Many studies now indicate that Dharavi which was once Asia's largest slum is now one of the smaller towns in the city. SRA is available to improve these locations and the case of Dharavi and its special development authority first set up in 1985, then in 2004 has produced no impact in transforming the township

In the 2004-2014 period the development of Dharavi undertaken by the state on advise of a consultant was deeply contested by the residents and was finally scrapped. The alliance was involved in both advising the government as part of a committee of concerned citizens as well as assisting the residents association to develop their own plans. RE:DHAVARI a study by SPARC and KRVIA sought to demonstrate how documentation of brown field (ie., land on which people reside) should first be documented and how the redevelopment should be focused on developing solutions that residents can live with rather than undertake such activity primarily for the land value. Although the residents' resistance stopped that project, the undertaking of a community driven alternative is still not acceptable to the state.

Interestingly in Nairobi, Kenya, which also has large towns within cities, MUKURU located in the industrial belt of the city is now being given a special planning area status. Interestingly, here the county of Nairobi and its governor have asked for design solutions and redevelopment plan from the civil society and residents and have given them till mid-2019 to present a plan for redevelopment. Through SDI and its transnational network, the Indian alliance is now involved with many others to help the residents explore possibilities and experiences and strategy developed in Dharavi is now being used explore possibilities in Mukuru.

Sanitation

The politics of shit

What we learnt in our first phase of calling up sanitation has been reported in "Toilet Talk" (see link onto publication)

As we began to get deeper into the politics of shit as we call it within the alliance, we began to explore various avenues to have a dialogue with the state governments and municipalities about the need to stop open defecation. One very big opportunity came to us when the city of Mumbai and the state government was negotiating with the World Bank for a loan to improve and expand the sewerage treatment plants for Mumbai. The loan was negotiating for lesser interest rates under the argument that the half the citizens of the city were living in slums... that was when environmental NGOs tracking and following these talks brought to the public notice that slums while representing the habitat of half the citizens did not have any toilets so where was the question of their fecal matter being treated? This, after much discussion lead to an additional grant of 400 Crores (Rs. 4000 million) given to construct toilets in slums.

The project was designed in 1995 and while the plan to build toilets in slums was welcome, the city was planning to build the facility only for slums on municipal lands. Here again we learnt that private land owners and state and national government had to give separate permission to the local municipality to allow the construction of toilets. This remains a challenge for municipalities even today in the days of SWACCH BHARAT ABHIYAN (see more of this later). The alliance was involved in an initial survey of over one million households in 126 slums which indicated that even at the ratio of 50 people to one toilet, there should have been 20,000 toilets but there were only 3000 and most of them were not functioning due to lack of water, electricity and non-performance of quality maintenance. Our experience suggested the alternative but early discussions on providing individual toilets and the existing World Bank procurement requirements made the alliance abandon taking on these projects and move to other cities where city wide sanitation in Pune was designed and the alliance along with many others took on construction.

The large projects we undertook and what they taught us

Over the last twenty years the alliance took up many large projects and while many good things came out of these and many thousands of households actually got sanitation, there are many reasons why others have not taken up such projects in large numbers. First of all the municipalities themselves have little capacity - the business of constructing toilets is not something that cities are focused on - it is a convenient amenity for the local politicians to provide to slum voters and each time the toilet stops working it is demolished and a new one is built. It's a challenge first of all and an impediment as politicians don't like such large projects. With any government project, arrears in payment for the work done means huge backlogs and most institutions prefer not to go there. And time and time again the challenge of water, electricity and non connectivity to sewers and make maintenance and management very difficult.

The federation model of community toilets

The alliance promotes community toilets in locations where the homes of the residents are less that 300 sq feet, where there is very low access to water supply and where there is no space or system to take away the fecal matter from the individual households. For the community toilets that are constructed, while a ratio of 50 people to a toilet seat is maintained, the facilities for young boys and girls is separate within the men's and women's toilets that have separate entrances. A care takers room is constructed so the family lives above the toilet and where funds are available there is a community space. A committee nominated by the residents manages the toilets and they calculate all costs of the maintenance and charge families can pay for their for their share and avail of a monthly pass.

Ten years after the toilets were constructed the federation reviewed all the toilets and sought to create an engagement between the residents associations and the ward officials for undertaking issues that could not be tackled during maintenance by the residents. While this is a very valuable experience, the inclination of the city is generally to abdicate from the responsibility to assist the community. An even greater challenge is because the slums are dense and the actual number of toilets needed cannot provided, the facility is used by three to four times the number of users and structures and systems collapse with such heavy use. This and many other such challenges were assessed and recommendations made. Some have been taken up but others have not.

Finally, the real larger issue is that the larger development of improving habitat of the households is not seen as an automotive progression. The building of capacity and engagement with the residents and their relationship with the city is not considered a building block for the municipality's other interventions of garbage collection, electrification, transport access and public space improvement and housing. All these are "other departments", collaboration between whom seems next to impossible and so many opportunities are lost.

Basic Amenities

What initiated this focus on basic amenities

The plight of pavement dwellers

When SPARC began to work with pavement dwellers in Byculla, Mumbai and later with the NSDF the most obvious crisis was open defecation. Not because that's what the poor LIKE to do but because there is no other option for them. The right to safe dignified defecation was just not accessible to the poor, and this had many historical and political reasons. The city and its municipal and other politicians truly believed that the provision of sanitation would "encourage the poor to migrate to the city" firmly evading acknowledgement that the poor have to eat twice a day and educate their children. Colonial planning systems aided and abated this when all land on which the poor squatted was always shown as NDZ or NON development Zone and that provision of sanitation was some form or legitimating their stay. Added to this was the planning of water and sanitation delivery and management by the city that did not lay sewers or drainage in these areas as they were NDZs. This will show the challenges that the cities faced later when they finally needed to provide water and sanitation.

When women pavement dwellers began to learn to design their homes (see more in section in housing) they realized that allotting one fourth of their house space of what was permissible in 1988 (which was 150 to 180 sq feet) for toilets and that it would cost them one fourth of their construction costs was not feasible and they were in need of an alternative, they began to explore joint toilet blocks. Their design looked at four houses sharing one toilet so within a cluster of 20 houses there would be four toilets and bathing areas built together whose cost they would share.

As the alliance began to link such possibilities with ongoing challenges, they came to realize that no sanitation was accessible to the urban poor and that most of the poor defecated in the open. Mahila Milan once having begun discussions on sanitation shared the terrible situation of women and girls having to face violence or having no privacy and often having to go in the dark, cover their faces or take umbrellas to defecate. Fund raising to begin exploring building toilets for informal communities began in earnest helping towns and cities to demonstrate their version of sanitation to the city seeking permission to build toilets. While these discussions began, a huge insight emerged, most cities has funds for sanitation but they always had problems to keep them clean and well maintained and in most instances toilet blocks constructed were in disrepair within a year o two.

This led to an interesting negotiation between cities and their municipalities. The federations suggested that the job of the city was to give the costs for construction and access to water, and the communities would build the toilets and maintain them. Families would set up a committee which could collect some contributions, get the toilets clean and manage them. As a result, in many states and cities such demonstrations led to partnerships and many toilets were built.

There were many challenges while all this was on. Most cities had no sewer system and no treatment facility to treat fecal matter so all toilets had to have a tank below to collect the fecal matter and this was then to be cleared every five years. Interestingly, most political parties and their local representatives began to see this as a challenge to their leadership. While they did not build the toilets they wanted to control them. In the absence of good city governance and often at the cost of other reasons many federations ceded their control to the others which in turn left many toilet blocks defunct and the space used for other purposes.

It made the alliance conscious that creating innovative interventions in spaces with poor general governance meant that the investment became a new asset which the conventional power in the neighborhood contested for ownership and emerging federations lost out.

The NSDF/MM toilet resume :1997

Bombay		
Dharavi	7 seats	with children's latrine
P. D'Melo Road	4 seats	with caretaker room, night shelter
Jan Kalyan	32 seats	(in 4-seat blocks)
Dindoshi	25 seats	*(planned)*
Kanjurmarg	300 seats	*(planned)*
Kanpur		
Sangam Talkies	10 seats	
Burma Shell	10 seats	with 2 women's bathing rooms
Shiv Katra	10 seats	office, courtyard, caretaker room
Sarvodaya Nagar	10 seats	with 2 women's bathrooms
Saidullahpur	10 seats	*(planned)*
Gangaganj	10 seats	*(planned)*
Jajmao Tanneries	4 seats	*(planned)*
Mariampura	10 seats	*(planned)*
Bangalore		
Hanumanthapuram	3 seats	with 1 bathing room
Basha Compound	4 seats	
Doddigunte	10 seats	
Malasandra	20 seats	(in seven and six-seat blocks)
Basti Compound	6 seats	
Kaval Byrasandra	40 seats	*(planned, in 4 ten-seat blocks)*
Chandra Layout	50 seats	*(planned, in 5 ten-seat blocks)*
Vinobanagar	10 seats	*(planned)*
Jakkarana Kere	4 seats	*(planned)*
Shanbhogana Halli	8 seats	*(planned, in 4 two-seat blocks)*
Coimbatore		
Muthu Chetti Palayam	16 seats	(1 ten-seat and 1 six-seat block)
Lucknow		
Sabzi Mandi	20 seats	with women's bathing room
Moongphalli	20 seats	*(planned)*
Janata Bazaar	10 seats	*(planned)*
Rajendranagar	20 seats	*(planned)*
Hyderabad		
Ambedkar Nagar	4 seats	
Chintal Basti	18 seats	
Jagjivanram Nagar	12 seats	
Madras		
Arumbakam	8 seats	
Madurai		
Anna Nagar	10 seats	
Arun Dudhi Nagar	8 seats	

Water and Sanitation interventions in smaller towns of Maharashtra

Exploring the scalable coverage of water and sanitation in Medium and small towns and its linkages to the more recent advances within the Swatch Bharat Abhiyan

The campaign of the prime minister's electoral commitment to sanitation came in the form of SBA which was the provision of universal sanitation for all. Clearly there are differentials in how the rural and urban aspects need to be in place and the national data on rural sanitation is clearly ahead of the urban. Many cities and towns including the ones where we have worked and collected data have pronounced themselves open defecation free long before the reality as the race to make announcement far exceeds the need for good data and accuracy of information.

Since the alliance works in many states and a large number of its federations are in medium and small towns, the last two or three years have gone to develop a strategy to initiate a bottom up process to scale up sanitation access for slums in small and medium towns. In Maharashtra the federations work in 5 towns and two of these were selected for the initial program development.

Using the rituals for the federations, the monthly meetings of the five city federations identified two cities/towns, Nasik and Ahmednagar to work in and the other towns were committed to learn from their experiences.

In each city the informal settlements with the most vibrant neighborhood committees became the focal point and its members and the larger leadership refreshed the data on the slum profiles (See page 17). The changes were noted and the water and sanitation status highlighted to the residents and later represented to the cities/ towns.

Since each city and its sanitation and water department is now handled under SBA, they asked the alliance to check how the subsidies they had delivered were utilized. Even though the project requirement anticipated to be presented was different the local leadership did the survey and the found .

After that the dialogue to explore possibilities suggested by the alliance local leaders was examined by the city and in some instances the toilets were refurbished and the assessments of community toilets and their present state was also presented (see BOX with data) and the mayor and the standing committee took this as the base data for their review.

Local corporations who are elected from these constituencies were approached and in one initial instance the repairs and changes in sanitation have been done.

While the work on water and sanitation continues, the city and communities are looking at issues of housing and the challenges faced by those relocated for public projects and increasingly the dialogue between local architecture collages and institutions and the residents associations is beginning to explore improving habitat.

In short, the process of the federation now demonstrates that local leadership in informal settlements in small and medium towns can and will take up their habitat issues starting with water and sanitation and the relationship built during this process can initially help address their habitat issues but gradually also helps with livelihoods, health, education and transport issues.

NASIK CITY SLUM TOILET ANALYSIS

Toilet Statistics:
25 Community Toilet Blocks surveyed
632 Individual seats
414 Community seats
364 Functional seats

Toilet Deficits:
20 slums have a population of 60,178 people
Of the population of 60,178 people, only 40% (23,860) are served with either individual or community toilets. 60% (36,318) of the population is still unserved. As per the calculations, 700+ seats are required to serve the entire population

Physical infrastructure maintenance - observations & issues

1. None of the toilets have children squatting areas
2. 12 toilets are taken care of by the Caretaker , 5 toilets are maintained by the Municipality either directly or by ap-pointing cleaners.
3. Water supply is provided in 15 settlements by the Municipal Corporation, the remaining 10 toilets do not have water supply
4. 19 settlements have electricity provided by Municipality and MSEDCL, 6 settlements do not have electricity
5. 18 settlements have septic tanks but we do not know if they have been cleaned in so many years
6. 8 toilet blocks have broken water pipes that need repair
7. 3 toilet blocks have severe plaster issues whereas for 7 the plaster is slightly damaged
8. 4 toilet blocks have severe issues with flooring, while 7 have slightly broken floor
9. There are no buckets in any of the toilets which also shows that people carry water from home.

CBO Management & Income-expenditure - organizational observations & issues

1. Families using the toilet on an average pay 20-50 Rs/Month to use the toilets.

Sanitation behavior in the community & peculiar observations

1. No dustbins are provided in the toilets, as a result women discard sanitary napkins inside the toilets, preferably on the windows.

Further follow up actions

1. More research can be done on what are the responsibilities of the care taker and how does he manage paying off the bills for the utility - water, electricity, maintenance etc.
2. Four settlements have reported open defecation in open space in or around the settlement. Insufficient toilet seats, especially children who cannot compete with adults and insufficient water supply resulting poor maintenance are major reasons for OD.
3. The number of families/users using these toilet blocks is unknown, which can be estimated to get a bigger picture of how many people are using these toilets. High dependence on community toilet especially in Settlements with high densities who cannot accommodate individual toilets.
4. Sharing this with the city and looking at ways by which the repair works, provision of more toilet seats and improved water supply can be attended under SBM.
5. Community Based Organizations (CBOs) can be formed in each of these settlements and they can further have a mutual agreement with the municipality to take over the maintenance of the toilets.
6. Looking into how many times have these toilets been cleared as most of them have septic tanks.

Sanitation Interventions

Cumulative Sanitation Projects Upto March 2018		
State	**Toilet Blocks**	**Seats**
Total	**820**	**15747**
Maharahstra	759	14894
Andhra Pradesh	38	451
Tamil Nadu	15	266
Gujarat	1	15
Odisha	7	121

Individual Toilet Loans- 2017-18			
State	**City**	**Mem-bers**	**Loan Amount**
TOTAL		**48**	**7,15,000**
Maharashtra	Nasik	31	4,65,000
Maharashtra	Ahmednagar	17	2,50,000

Cumulative Individual Toilet Loans- March 2018		
LOANS FOR INDIVIDUAL TOILETS	**SEATS**	**Amount**
Completed	**1080**	**77,82,000**
Maharashtra -2013	69	9,80,000
Andhra Pradesh-2010	5	50,000
Karnataka - 2001-11	342	30,22,000
Pondicherry-2003-04	39	1,45,000
Tamil Nadu - 2004-07	606	35,85,000
Odisha -2004-05	19	

In **Ahmednagar** the families have not yet received the subsidy amount as the bank account details given by them were inactive.
Some families utilized the subsidy amount for other personal purposes after realizing they did not have space for constructing an individual toilet.
A couple of families that applied for subsidy had given out their house on rent and moved out of the settlement.
The ones who did not have construction space also applied for the subsidy, got the subsidy but could not go ahead with construction. So the amount was untilized.
In most instances, the second installment has not been released.
Mahila Milan also came across families who have utilized the subsidy by construction of individual toilets.

COMMUNITY TOILET PROJECTS ACROSS INDIA			
CONSTRUCTION PERIOD	**CITY STATE**	**Toilet Blocks**	**No. of Seats**
Total		**67**	**957**
2006-2007	Pimpri Maharashtra	6	102
	Bangalore Karnataka		
2004 April	Vijaywada Andhra Pradesh	17	128
2005 April	Vizag Andhra Pradesh	19	323
	Hyderabad Andhra Pradesh	2	
	Erode Tamil Nadu	1	12
2005 May	Tirupur Tamil Nadu	14	254
2007 April	Ahmedabad Gujarat	1	15
	Cuttack Odisha	2	63
2011 April	Cuttack Odisha	1	
	Cuttack Odisha	1	
	Paradeep Odisha	1	18
	Puri Odisha	1	20
	Bhubaneshwar Odisha	1	20

Section II: Projects

HOUSING

Housing Choices

Supporting the process of incremental development, is the most sought after approach towards housing by the Alliance. However, where residents are either desirous of utilizing Government subsidies to upgrade their houses, or need to move from untenable locations to safer locations for a better habitat, the Alliance believes it definitely needs to work on them. SPARC's housing portfolio therefore has housing construction of both individual tenements as well as short-multi storied apartment blocks . These projects are either fully or partially subsidized through Government funding, or market controlled subsidies. How can these models be leveraged to bring housing to the urban poor that otherwise stand to be unutilized in most cases, is the prime motive behind the Alliance's choice of doing them.

Housing design is an important issue where the only way to influence the choices is to get involved in the actual construction.

The most important and valuable insight in working on these housing projects has been that there is no substitute for 'doing' to build capacity. As basic learning happens, suggestions and improvements become easier to absorb and internalize. Project time frames have to provision for a lot of time to accommodate this learning rather than considering completion of construction and obtaining a certificate of completion as the only outcome. Capacity building is not just that of the federation members and the NGO, but also of the city and state officials who have to accept that these tasks are being done by slum dwellers and to look at them as participants and not as beneficiaries.

TOTAL ALLIANCE HOUSING PORTFOLIO		
	Total Housing units	**Constructed so far**
TOTAL	6929	6837
Subsidy	3541	3632
TDR	3388	3205

New (expected)		
Project Name	**Location**	**Total Units to be constructed**
TOTAL		1580
Oshiwara 2 Phase II	Mumbai	1184
Bharat Janata II	Mumbai	63
Milan Nagar II	Mumbai	308
Jollyboard II	Mumbai	25

SUBSIDY- Cumulative upto March 2018			
Ongoing Subsidy Projects under (JNNURM)	**Total House Units**	**Ongoing**	**Completed/ Finishing Stage**
TOTAL	**1100**	**204**	**896**
Phase 1, Yerwada, Pune, Maharashtra	787	55	732
Phase 2, Yerwada, Pune, Maharashtra	313	149	164

SUBSIDY PROJECTS 2017-18		
Subsidy Projects under (JNNURM)	**Total House Units**	**Completed/ Finishing Stage**
TOTAL	**1100**	**836**
Phase 1, Yerwada, Pune, Maharashtra	787	732
Phase 2, Yerwada, Pune, Maharashtra	313	104

Housing and Market Subsidy

When we began to think about housing designs when we wanted the state to give the land for housing and the poor would borrow money and build their homes. In 1995 the SRA (Slum Rehabilitation Act) in Maharashtra created the possibility of redevelopment using a market subsidy and it became imperative to demonstrate how the poor themselves could design and build houses. These were thus included in the portfolio. Other city federation began to explore the possibility of building housing where the city or state had a housing subsidy. Most of these projects were taken up under SSNS (SPARC Samudaya Nirman Sahayak) a not for profit company set up for this purpose.

TDR and SRA projects, though most expensive also produce surpluses that cross subsidize other projects. However, provision of basic amenities and incremental housing are the areas that can reach most households with least costs faster than any other housing projects. Yet both will require changing policy and financing frameworks and the creation of new design protocols that federation leaders can undertake to produce at the scale needed.

Bharat Janta, Dharavi

Hadapsar, Pune

COMPLETED TDR PROJECTS		
PROJECTS	**Total House Units**	**Constructed**
TOTAL	**2,618**	**2,618**
Rajiv Indira-Suryodaya (In-situ)	263	263
Bharat Janata (In-situ) Phase 1	147	147
Milan Nagar (R&R-MUTP) Phase 1	88	88
Oshiwara I (In-situ and R&R – MUTP)	836	836
Kanjurmarg II- Jollyboard (R&R, MUIP)	106	106
Oshiwara 2 Phase 1	1036	1036
Dharavi Markandeya	92	92
Suryodaya (Pune)	50	50

TDR-Cumulative upto March 2018			
Project Name	**Total House Units**	**Ongoing**	**Completed/ Finishing Stage**
TOTAL	**780**	**0**	**587**
*Kanjurmarg 3	780		587

COMPLETED SUBSIDY PROJECTS		
PROJECTS	**Total House Units**	**Constructed**
TOTAL	2736	2736
Hadapsar	713	713
Solapur Bidi	501	501
Sunudugudu	75	75
Nanded, Maharashtra	213	213
Solapur Mathadi	34	34
Bhubaneswar, Odisha	249	249
Puri, Odisha	53	53
Nanded II, Maharashtra	898	898

Housing Relocation

The challenges of relocation

Urbanization and movements of populations from rural to urban, formal or informal means relocation of habitat, movement away from a traditional family home and addressing the challenges of moving which everyone rich or poor faces when either for work, or seeking a change in lifestyle or having to relocate for random other reasons entails.

Reflections by poor women living informally and now members of NSDF and Mahila Milan have hundreds and thousands of stories of their own relocation from their usual place to the urban centers, and years of moving from one place to another informally, until they found a location and neighborhood where they would live, but always under the threat of evictions and anticipating demolition of their homes and neighborhoods because they were trapped in squatting as they had no other way to survive in the city.

The alliance has had to deal with the very difficult reflections about dealing with the informality and illegal status of the urban poor in the city and its multiple consequences. In an ideal world the documentation of the vulnerability historically and in present times of the poorest in the city and their quest for improving their lives should be something that nation states and their administration, national and local, should be deeply involved with. However, the reality is that all assets created by these households and their neighborhoods are deemed illegal and often destroyed. The very institutional arrangements that should be assisting this section of the urban poor are locked in a war of attrition.

Countries who sign off on global human rights often create major breaches in their own commitment to these rights and in most cities around the world today this has led to two or three generations of households and their neighborhoods living a life of squatters, always outside the law, and with no formal access to basic amenities that cities are obligated to provide to their residents. Mayors and representatives often elected by the slum vote banks have done little to change this.

So now in the times of SDGs and climate change challenges the global community is committed to address these challenges that continue to be ignored as "larger" issues with other priorities continue to ignore the plight of the poor who now represent 30-70% of urban population.

RELOCATION & REHABILITATION 2017-18		
Projects	**HH To be Relocated**	**Relocated**
TOTAL	**61219**	**2239**
MUIP (Mumbai)	30441	68
MUTP (Mumbai)	24418	531
Tata Power Phase I (Mumbai)	238	
Tata Power Phase II (Mumbai)	275	
Tata Power Phase III (Mumbai)	393	
Tata Power Phase IV (Mumbai)	240	
MbPT (Mumbai)	1091	37
Warje Relocation (Pune)	1292	583
Metro 3 (Mumbai)	2681	1020
Mumbai Metro Rail Corridor-VII &2 A Proposed	150	0

RELOCATION &REHABILITATION Cumulative upto 2018		
Projects	**HH To be Relocated**	**Relocated**
TOTAL	**61219**	**33003**
MUIP (Mumbai)	30441	10768
MUTP (Mumbai)	24418	18592
Tata Power Phase I (Mumbai)	238	245
Tata Power Phase II (Mumbai)	275	197
Tata Power Phase III (Mumbai)	393	79
Tata Power Phase IV (Mumbai)	240	136
MbPT (Mumbai)	1091	919
Warje Relocation (Pune)	1292	1047
Metro 3 (Mumbai)	2681	1020
Mumbai Metro Rail Corridor-VII &2 A Proposed	150	0

Relocation and Resettlement

Mumbai and its informality produces historical possibilities

The city of Mumbai has the largest, richest and the oldest municipality in the country. It also has the largest populations of poor people living informally. This city produced the NSDF in 1975 and the historical contribution of the Evictions of Janata Colony and the residents quest to be relocated as the present Cheetah Camp has made a huge contribution to the knowledge and insight that federation members have today on making choices of whether to relocate or to fight evictions and demand the right to stay where they are.

In Maharashtra the state of which Mumbai is the capital, the city can trace its history to the colonial need for a port and the creating of a city through migration of traders and investors and workers all developing the city around the harbour. Lands regardless of who owned them were then divided into areas and given to various elite to administer. Over the years, land in the city is either privately owned, or owned by the municipality, the various state government departments or central government agencies. The Bombay Port Trust is the largest public land owner and is a government of India agency, the largest track of private land is owned by a Parsi trust.

The alliance with its commitment to work with the poorest, most vulnerable communities began to work with the MOST VULNERABLE i.e., the pavement dwellers from 1984, and soon after NSDF joined in. In 1986 communities linked to the slums on airport land in Mumbai, slums along the railway tracks, slums on the port trust land and they all joined the alliance and federated large numbers of people. Before long they undertook slum and household surveys, formed women's savings groups and began to explore the possibilities of habitat. However, women on pavements who gathered to address the proposed evictions of pavement dwellers after the Supreme Court judgement of 1986 surprised the SPARC staff because they told us they wanted to move. Until that moment, we were always fighting for their right to stay there. Interestingly, we found that the male leaders with whom the NGO network discussed how to deal with evictions wanted to fight as they had done in the past. But women from Mahila Milan instead wanted to explore a dialogue with the city and to seek ways to relocate. It was something which we had to think through because we had always believed that people were best suited to stay where they were and be shifted.

Until the early thirties, various public private institutions produced housing tenements for mill workers and various employees to ensure that they stayed in the city and encouraged them to bring their families. Others who came to the city and worked informally were allowed to live outside the ring of formal habitat as they serviced the homes and workers and the city. Whenever the city needed the land to expand the city pushed the informal habitation further. And yet within the city, pockets of informality remained as they serviced the markets, ports and other businesses as head loaders and *badly* or replacement workers. For example, the E WARD of Mumbai was where the old docks, the whole sale market and the godowns of various goods which came in, had the largest number of slums on the pavements.

Relocation and Resettlement: beginnings

Goregaon : What we saw and what we learnt

First week
The municipal vans came and their municipal representatives and local leaders said that they had to move rather than be evicted so every household was given a scrap of paper with a rubber stamp and a number and vans were provided to take them to the new place.

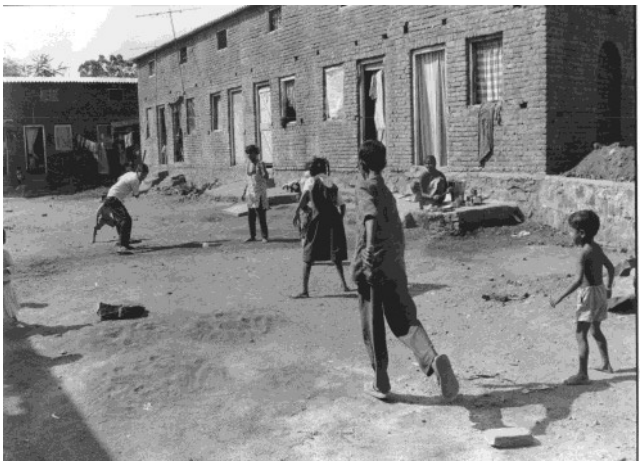
At the other end
A very hot week. Ragged white chalk lines drew plots of 150 sq feet and municipal staff helped them locate the place and their belongings were dumped there. There was no building material available, no water to drink and no public transport. Many of the plots were with rocks or with a large hole.

One month later
Despite taking documentary evidence to the municipality and state government regarding the issue of building materials, lack of transport access to get to work, no ration shops near by and many children facing exams in the school near their pavement homes there was no response from either the city or the state. The alliance set up a research centre there and began to help people document their problems, took them to get their ration cards and voter ids changed, sought to help some women who had lost domestic work to get work in new locations and helped some get loans from savings fund of the alliance to start small businesses to sell bread, milk and daily needs to the residents.

Six months later
It took the next three months to get the BEST services (Mumbai transport) to extend its route and get a bus stop near the settlement, gradually informal building material landed in the area, along with masons and carpenters within the area and outside who began to take jobs to build make-shift houses, and water stand pipes were provided. The alliance built the first community toilet block and began training women to do masonry work.

One year later
In the next year we identified that all very poor households were “encouraged” to sell their homes, which they did because they could not find work and their children were still going to schools in the pavement areas. Many households had ration cards but there was no ration shop so provisions had to be purchased in older places and kerosene which was their cooking fuel could not be brought by train of bus, so it had to be purchased in the black market.
As a demonstration Mahila Milan trained women to explore the self built 14 foot house and got the community organised as a cooperative called Adarsh Nagar and houses were built. Over the last twenty years those that retained their homes have built further and it is a thriving space now with jobs and a bustling larger area with elite housing which gives them jobs.

It was clear that with better preparations and coordination relocation did give people a better long term option, but equally if the bottom 25% are not assisted to stay on and survive the initial crisis of the move, they would leave and further perpetuate insecure tenure the lives of people residing on locations where they can never build a basic house. It was strategic to move given the opportunity, the challenge was to create this opportunity.



Housing Upgrading

Houses that get built gradually over time using different materials, through self financing and outside formal institutional arrangements are defined by us as informal incremental housing. While everyone is aware of the urban shortage, there is no way by which, for the next 50 years at the least, the resources of state and the formal private sector will be adequate to cover the backlog of the upgrading needed now and in the future for the anticipated future urbanization. Incremental building is what will actually deliver the housing needs, and is actually is delivering in some ways in the absence of enough capital investments even as we argue this point.

As an Alliance, we support incremental housing by providing small loans mainly for three reasons. First, we want to showcase this incrementality as a sustainable way to promote housing stock, second, it helps us to explore developing systems within the micro credit bandwidth to include borrowing for home improvements and thirdly, exploring possibilities of developing design and materials that can improve quality and standardize the financing of specific elements such as foundations, flooring, walls or roof. As an overarching thing, the goals is to demonstrate how housing policy for the poor can truly use this existing opportunity of incrementality to address the gaps in 'housing for all'.

Cumulative Housing Upgrading Loans Up to March 2018		
State	**Members**	**Loan Amount**
TOTAL	**2548**	**6,00,55,500**
Andhra Pradesh	709	1,70,71,500
Karnataka	1427	2,84,13,000
Pondicherry	129	72,41,000
Orissa	15	7,30,000
Maharashtra	38	22,00,000
Tamil Nadu	230	44,00,000

Individual Housing Upgrading Loans- 2017-18			
State	**City**	**Members**	**Loan Amount**
TOTAL		**118**	**42,00,000**
Karnataka	Madurai	82	24,60,000
Karnataka	Mandya	18	5,40,000
Maharashtra	Kolhapur	18	12,00,000

Kolhapur, Maharashtra

R&R Unintended Consequences

Managing Unintended consequences of moving and refining the strategy:

Relocations designed and managed by federations and their post relocation challenges: in the last twenty to thirty years since households have been relocated, there have been constant reviews with resident associations, and with the state agencies. Despite all our critique of how things can be better the reality is that the cities of Mumbai and Pune have been pioneers in developing institutional arrangements to relocate rather than evict households when infrastructure projects are undertaken and while there are delays they have continued to accept comments, suggestions and changes in their practices.

There is no question that the problems and challenges of the urban poor vanish after they get secure housing. In reality, structural and governance lapse or foresight and overall lack of past knowledge about the potential challenges that should be anticipated leads to ongoing issues to be addressed. In most instances the housing stock offered is structurally and in design terms not good. Here the joint verification of structures and design has led to recommendations by the federations to take on improvements, and wherever finances permit the federation has assisted them.

All households have to transfer their ID documents, ration cards and voting cards get admissions to new schools and address health issues in suburbs that unlike the older city don't have any major hospitals. These issues are being dealt with on an ongoing basis and as children grow up the federations assists them with college admissions, scholarships and support them daily to ensure that these children stay in schools and collages.

Volunteers to address health along with outreach from hospitals also explore preventive health challenges as more and more younger people get diabetes, blood pressure and other chronic diseases due to unhealthy food habits and lack of exercise.

While approximately one third of the relocated households were members of Mahila Milan before they moved, others are not, and the difference creates many challenges. Issues of women's safety, lack of cleanliness and hygiene and throwing garbage usually continues for at least three to five years before things change. Incentives to improve spaces between houses which are otherwise littered with garbage are increasingly managed by youth and children who clean these paces so they can play there.

The electricity payments for household use and the collective building dues always challenges societies because in Mumbai electricity providers keep shooting the charges upwards. The governments incentive subsidy to encourage people to use solar has led to exploring initially the investments in community energy needs (for water pumping to tanks on the roof; for lifts and for lights in the corridors) to be covered through solar panels on the roof. This has several potential benefits, presently young women from each building are paid by their community to clean the panels (the training provides all these skills) daily reading of solar production and usage, and understanding the new system by which each cooperative gets credit for additional solar units it sends to the system which they will use when it rains.

MMRDA and the government of Maharashtra will be provided with the data on five such projects and urged to have all SRA buildings potentially start solar electrification.

No relocation is ever going to be perfect, what Mahila Milan women have taught the professionals is that no solution is ever taken up JUST FOR THE POOR... all of them got houses because the larger infrastructure project operates on time when relocation is done, and they as the federations have demonstrated that. Their job is to never sit back but constantly complain about what's not working AND see what can be done, always starting with what they can do and asking the state and the city to do what they cannot do.

Mahila Milan runs approximately 200 **police panchayats** which is a decentralized network of community representatives that support the police by monitoring their neighborhoods, dealing with small disputes etc. Engagement with the communities living in tenements is doubly important as police presence in these areas is vey little. The panchayats work closely with the police on routine matters but also assist in making sure that women are not harassed during pubic events like Ganesh Chaturthi and other public festivals, more recently the nearby police stations have invited Mahila Milan to start canteens for the police which was beneficial for the police and brought jobs to the households as well.

Addressing issues of climate change, energy and resilience

First Solar Energy Project Takes off, Mumbai, 28 November 2017

Success stories in accessing affordable, reliable, and safe electricity for the poor are commonly registered from rural areas but what of the urban poor? There's less real world success showing in addressing challenges the urban poor face in cities across the world, limited understanding of how cities will manage the secure supply of clean and affordable electricity for urban informal communities as urbanization continues, and less precedent showing how urban poor residents can play an important role. India and within Slum Dwellers International (SDI) we recognize the need to lead the way in showing how organized urban poor communities can practically contribute to clean energy transitions while at the same time increasing resilience.

On the 28th of November 2017, Mahila Milan and NSDF inaugurated a 12kWp rooftop solar PV system on SRA Building 11C in Natwar Parikh (Indian Oil Compound), Govandi, Mumbai.

SRA is the Slum Rehabilitation Authority, which is the state level authority that administers the program that provides housing for the poor. The SRA buildings are built to house the urban poor living in Mumbai. The solar PV system installed at building 11C system makes use of an enabling net-metering policy and a capital subsidy incentivizing the tapping of Mumbai's vast rooftop solar potential.

Connected to the grid supply, the system imports as well as exports electricity allowing the housing cooperative a saving of around Rs. 1.9 lakhs annually. Communal facilities supplemented by the newly installed solar PV system include common area lighting, elevators, and crucially the pumping of water from underground tanks to overhead tanks. These energy costs are conventionally borne by levies paid by the building's residents. A reduction in the cooperatives overall electricity bill means more money for maintenance. As with other NSDF managed projects 100% of the routine maintenance of the solar system is done by trained Mahila Milan members.

The Indian Ministry of New and Renewable Energy's Jawaharlal Nehru National Solar Mission aims to position India as a global leader in the production of solar electricity. There's real momentum in powering the country's development through an increased use of clean generation sources, reducing the carbon footprint by reducing emissions associated with fossil fuel generation. SDI's Indian alliance aims to install such solar systems in 4 more buildings in Mumbai during the first part of 2018.

Section III: Reflections

Advocacy and events which were critical milestones

SDI and the Alliance

Can the federation model work outside the SDI framework?

Within India there have been many arrangements where municipalities and other NGOs recognise the power and efficacy of the federation model, however it has not yet been taken up institutionally. The regulatory frameworks and the registration and certification does not yet have a mechanism to accept this form and its social movement characteristics cannot be accommodated like unions or cooperatives.

SDI on the other hand has produced a very interesting new governance structure where federations are the primary members and main representatives of the organisation externally (see SDI governance structure). Other global civil society organisations have explored these models and taken many elements of these in their work but face many structural challenges that restrict the full exploration of the process at present.

Firstly, more and more financing of development is for two or three year cycle PROJECTS during which externally defined outcomes are developed and then NGOs or other organisations have to apply to received the funds. This means that efficiently run organisations bring in a relationship with those involved in the project as 'Beneficiaries' after the project is over. All SDI affiliates are members of federations and never beneficiaries and their needs and aspirations produce a demand or processes and outcomes from below. There is no closure in the relationship. This characteristics challenges the SDI paradigm that development investments have to be ongoing and continuous and external funds have to produce long term local and national investments to sustain a level of development.

SDI and the Alliance

History and future possibilities

SDI FOR THE INDIAN ALLIANCE IS A HUGE MIRROR OF POSSIBLE SCALABILITY OF THE FEDERATION MODEL

The Indian alliance was set up in 1986 and soon after in 1988, ACHR or the Asian Coalition of Housing Rights was set up. This Asian network of individuals and organisations fighting against evictions and exploring possibilities for peer learning and bottom up evidence gathering to equip the urban poor to address secure tenure helped the SPARC, Mahila Milan and NSDF leadership share their work and their explorations with their Asian counterparts. NSDF and MM practices soon became natural activities of the ACHR network and the value of extending peer learning beyond national borders for the urban poor. It was also a valuable experience to know first hand, through the horizontal exchanges, the basis for the success and failure of programs in other Asian countries.

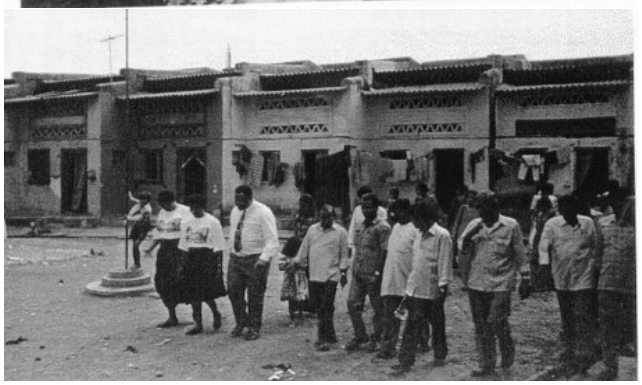
In 1992 the Indian alliance, ACHR and many other habitat focused activists were invited to meet leaders of the black townships in Johannesburg at a historical meeting at Boodestrome. There are many accounts of that event but most significant was that all of ACHR including the Indian alliance invited the South Africans to visit all the countries to help formulate how the South African urban poor would build their movement through the experience of others. The Indian federation model emerged as their choice and Indian federation leadership worked closely with South African groups to form their federation. By 1996, when SDI was formed, there were 8 federations as members. Over the next five years the organisation was registered and its membership grew to its present 33 countries.

The federation model and its potential in the 21st century

SDI and the federation model represent a new bottom up governance structure that puts the leadership of the urban poor national federations at the centre and seeks to develop an expanding transnational network of national women centric federations of the urban poor that use each other's evidence based strategies to build large networks of the urban poor who believe in their own contribution and capacity to be the change makers. The Indian alliances rituals and practices now get transferred, adapted and refined by peers and many learnings and insights come back sharpened, deepened and honour practices that started with very humble beginnings.

To Facilitate their voices, their presence and participation in global debates and discussions about urban poverty, women's roles and functions in that arena globally and nationally is to facilitate local transformation and investments to change the lives of the urban poor. Global development practices and agenda setting is always done on behalf of the poor and vulnerable. SDI leaders challenge this and seek to participate in ensuring that bottom up voices, action and choices influence, challenge and engage others to make investments to reach this constituency.

Since its inception formally in 1996 SDI has been able to demonstrate its new form of organisation, now called the FEDERATION MODEL, and has produced evidence of the strong tools it has developed, the scalability at city, country and international levels and many projects and activities that demonstrate many significant features that make it a valuable institutional arrangement through which the informal urban poor get organised, develop skills, make representation and become valuable partners in development investment to produce social justice and overcome exclusionary practices. So some crucial issues have to be reflected within SDI and with others.



Exploring Partnerships

What is explored so far and what does it tell us? Of possibilities and challenges

The Indian alliance very much operates on these principles and its work within SDI as an affiliate and within India as a community driven organisation faces many challenges to balance the need for seeking funds to cover its core running costs and seeking projects where internal demand matches external financiers goals. There too there are many challenges; both grant makers and municipalities want paradoxical outcomes, they want quick evidence to demonstrate the value of grants given, quantified through physical evidence of investments. However, the dysfunctional governance structures, the lack of interest in coverage of informal settlements in each instance means that demos have to start from scratch and deal with impediments before real outcomes emerge. On the other hand grant makers want serious evidence of leveraging and scalability which in our experience never occurs within the given time frame. Further, it is a serious crisis in development investments that building capacity for communities to partner cities is never seen as having any long term value and that the experience created from one project can shorten the time for the next investment and that scale comes from evidence that both city and the poor get. The other challenge is that the state rarely produces policy on what works in one town or city to make it a future standard policy and so investments need to begin from scratch and do all the spade work every time.

The value of partnerships to link the federation process to other institutional arrangements has been one that the Indian alliance and SDI have explored. In each instance there are many advances and some challenges. In each case the SDI's internal capacity to build federations from scratch are valued and acknowledged increasingly. However all projects have a start and an end point and SDI retains the commitment to sustain the federations created out of this process.

In the case of Human Cities Coalition (HCC) the Dutch private sector companies started this project in 2016 and invited SDI to be a part of its supervisory board. Initially they sought to work in Mumbai and with ACCRA both countries and cities with strong federations, yet when the possibility of getting funding from the Dutch government was seen as possible they changed the countries and tied in to Jakarta and Manila. Indian Alliance leadership began work to support the Manila Federation of the Philippines Slum Dwellers Federation (which is already a SDI member) and set up working to establish a federation in the port area of Jakarta. Now, in 2018, HCC is almost ready to close down and SDI will have to explore how to continue support to the Jakarta communities. This experience has been very important and useful to both the Indian alliance as well as to SDI. It has demonstrated that infrastructure projects devised through various financing and often through bilateral assistance which provides technical assistance through which private sector companies from their own country need to be challenged on their sustainability and inclusivity frameworks since often both the local and national government receiving assistance and the companies designing the projects continue to ignore the presence of unrecognised informal dwellers on the site.

We see the potential of working on establishing dialogue with bilateral and multilateral assistance for designing infrastructure projects as an important element that that's our work for stopping evictions and producing sustainable investments within projects as a proactive means to combine the production of infrastructure as well as fulfilling SDG commitments to leave no one behind.

Cities Alliance has been one of the few organisations which itself has varied members and is one of the few organisations which have SDI as a partner that produced the bottom up engagement in their city and country programs. This has many benefits. In India, the Indian alliance is a founder member of INCLUDE where all NGOs working in urban areas on Habitat and livelihood have developed an arrangement and seek support from Cities Alliance to obtain funding to support other civil societies and cities to explore scalable habitat practices and building city and community capacities to improve habitat for the urban poor.

Bottom-up capacity creation

The value of bottom up capacity of global development goal

The federation model is clearly a critical strategy to scale up engagement across urban areas, recognising the extent of informality; dealing with evidence of what is needed to be in policy and projects to address the development deficits and develop city milestones for the SDG aggregation of the provincial an national government. This does not exist today. Most data about informality is inaccurate and not up to date.

Development assistance regardless of how large the volume of funds have several challenge today as do national allocation of funds to address the poor. First of all they are not designed to manage the local diversity and often produce projects the poor don't need. Secondly they are completely top down and some studies show that hardly 16% fund reached the global south and this is not yet discussing if it reached the poor, so design of the projects is flawed. These and other factors also indicate that absorption rates are very poor, most national budget allocations for addressing poverty barely reach 30-35% draw down and from that a eve lower rate of actual out puts that work for the poor. So while global estimations of the volume of resources needed to fulfil SDGs are in trillions of dollars, and even if the absorption of the funds improved, in reality the potential for sustainability of the processes by which projects are delivered can be attained but not full coverage across city, country and regions. That will have to gradually get produced from local and national funds and communities and their contributions in cash and kind should be taken seriously and not ignored as it is being done today.

The federation model produces a very strong and sustainable bottom up approach to the top down development architecture and meeting it half way is a valuable focus area where a lot of work in changing the development paradigm needs to be made.

The inability and fears that impede these possibilities

Despite how clear this projected aspiration is, there are huge impediments in the possibilities of creating links between top down and bottom up processes. Frameworks to make this possible need dialogue and negotiations at all levels occurring simultaneously because each is interconnected with the other. It requires north south partnerships to produce technical and managing systems and transparency and accountability which everyone keeps taking about but not ever actually undertake. There are understandably many evidences of scams and misuse that can always sway the argument of exploring this possibility, but not actually exploring this would potentially miss targets for both climate change and SDGs.

Strategic events: some highlights

Urban Leadership Council Meeting-14th November, 2017, Bonn

This was the inaugural meeting of the Urban Leadership Council of the Coalition for Urban Transitions. The Council, comprised of 16 members representing prominent urban, SDG, and climate focused organisations, was officially launched on Nov 12th during the Climate Summit of Local and Regional Leaders at the UN Climate Change Conference in Bonn (COP23). The launch was also featured in the Bonn-Fiji Commitment of Local and Regional Leaders to Deliver the Paris Agreement at all Levels, and in the UNFCCC Press Conference on Nov 13th.

The meeting was chaired by Council Co-Chairs Andrew Steer and Mark Watts, and its main goal was to obtain feedback on opportunities to deliver research and analysis that meets the Council's organizational needs, and to identify a range of collaborative actions that could accelerate national urban policy reform and investment flows to support sustainable urban development.

A range of new collaborative ideas also emerged including a push for the Coalition to focus on shaping 'urban' tasks from non-state actors to national governments (e.g. for the California Summit); developing long term (2050) urban pathways to reach the SDGs; urban-rural linkages including analysis of urban / agricultural land trade-offs; the scale of business opportunities related to sustainable urbanization.

Asia Hub Meeting, Mumbai, 12-15 July 2017

This year in early July, the Asian Hub organized a meeting where ACHR and SDI agreed to explore whether the two organizations could explore opportunities of working together. What each country can learn from the other, what one can share with the other and what can be taken up is what the objectives of this meeting was. Networks of federations from countries like Nepal, Sri Lanka, Philippines, Myanmar, Bangladesh, Thailand, Cambodia and India attended this event.

On day one, all the countries were asked to present what they do and how they carry out the core processes of savings and credit, mapping, enumerations, exchanges and so on. Savings and credit has been the top priority for all federations . Next on their list was community led mapping. The older federations like India, Cambodia, Thailand, Indonesia and Bangladesh who have excelled in mapping are now taking up citywide profiling to take up projects. The younger federations are taking this as a learning opportunity. There are still a few countries that face evictions and this manifests itself in different ways. Access to secure tenure tops the need closely followed by water and sanitation. Each country practices a different strategy to get access to land tenure security.

Day two was set aside for the Indian team to arrange for field visits. The teams visited various housing and sanitation projects to learn, reflect and plan towards cross learning. This also gave them some insights that data is important to negotiate with the government and they could see how the data was helpful in getting them housing and sanitation in Mumbai and other cities of India. Second, there are many issues that actually emerge once they have got housing and that one must be ready to deal with those issues as well. For Myanmar, the formation and role of cooperative housing society post construction was new and now they plan to replicate it. The Indonesians want to look at how different systems of savings can be integrated into one, the Bangladeshis took something from each country – land acquisition, savings, housing, sanitation, city fund to see how can they blend all of these. Nepal and Sri Lanka being young federations wanted to focus more on savings and surveys. For the Cambodians, improving livelihood options for the younger generation and providing a healthy environment for the older people were a priority.

Day three of the meeting laid more stress on formulating strategies and plans to put their thoughts and ideas into action.

Highlights

Skoll World Forum, London28th Mar-7th April, 2017

Secretary General assessment on UN-Habitat, New York & Nairobi, 29th April-8th May, 2017

Sheela Patel was invited and accepted to serve as a member on the Secretary General's assessment on UN-Habitat. The independent assessment will include recommendations to enhance the effectiveness, efficiency, accountability and over-sight of UN-Habitat as requested in the New Urban Agenda.

Sanitation and Water for all, Washington DC , 17th - 20th April 2017

The SWA global partnership supports government-led national processes to ensure sanitation, water, and hygiene for all, always, and everywhere. To support this country-level activity, the partnership regularly convenes global high-level meetings, bringing together government ministers and a wide variety of other stakeholders to elevate sector priorities to the highest levels, and help drive and align action. The SWA 2017 High level Meetings consisted of a Finance Ministers' Meeting and a Sector Ministers' Meeting. These meetings are part of the wider SWA High-level Political Dialogue that also includes vital preparatory and follow-up activity by country partners; work that both equips ministers for the meetings, and then ensures that agreed priorities are turned into action.

The meetings attract global leaders in the sector, and emphasis is placed on facilitating free-flowing discussions to exchange experiences, generate ideas, and find workable solutions. They also provide a stimulus for greater interaction between ministers of finance and ministers of sanitation and water in their home countries, in the lead up to the meetings, and afterwards.

"Sustainability… is going to lie in creating partnerships at local level between institutional arrangements and marginalized communities… CSOs are not going to solve the world's problems, but they produce engagement, they produce innovation, they produce a range of possibilities that you can take up, and scale up and explore to produce this transformation."

Publications

NAME	YEAR	TYPE	SUBJECT	COLLABORATOR
Study on the Organization's History	2009-2010	Book	A history of SPARC, NSDF and Mahila Milan	SPARC-Equal in Rights (a Dutch NGO)
Incremental Upgrading	2010 - Ongoing	Book	Study on Incremental Upgrading.	SPARC
Apna Street	2010	Book	Apna Street – a book by Julian Crandall Hollick in collaboration with SPARC on the life of Pavement Dwellers.	SPARC
Re-Dharavi	2011	Publication	Re-Interpreting, Re-Imagining and Re-Development	SPARC-KRVIA
Cuttack Book on Data Collection	2011 – Ongoing	Publication	On the process of data collection for design and proposed house and settlement designs in Cuttack	SPARC
BSUP -11 Cities Review	2011	Report	BSUP -11 Cities Review Report	SPARC-NTAG
Sanitation Analysis	2011	(In-house)	Impact of sanitation facilities on diarrhea in infants	SPARC
Victims or Warriors	2011	Document	Victims or Warriors: Transformation for Human Rights - Implications of slum dwellers especially women being organized and working on their habitat and basic amenities	SPARC
Unintended Consequences	2012	Report	Unintended Consequences Report on post-relocation changes in rehabilitation projects by SSNS.	SPARC
Procurement Guidelines	2012		Compilation of the limitation of current procurement guidelines for preparation of Detailed Project Reports (DPRs).	SPARC
Lessons in Empowerment from Urban Odisha	2013	Report	Insights and experiences of the UDRC-SPARC Alliance.	SPARC
Integrating Land Governance into the post 2015 Agenda	2014	Report	Prepared for presentation at the "2014 World Bank Conference on Land and Poverty" to describe how community managed data collection can produce secure tenure for slum dwellers while ensuring effective resettlement of households to make way for the implementation of large scale redevelopment programs.	SPARC
Poverty & Vulnerability Study	2010-2012	Report/ Paper		SPARC
Inclusive Cities	2013-Ongoing		Understanding reasons to account for the specific nature and impacts of state interventions to reduce urban poverty in India and the influence of civil society on such interventions, through a study of government programs including the Jawaharlal Nehru National Urban Renewal Mission in five cities.	SPARC-IIED

Publications

NAME	YEAR	TYPE	SUBJECT	COLLABORATOR
Gendered Spaces	2013		A Socio-Spatial Study in the Informal Settlment of Dharavi in Mumbai.	SPARC/Sweden
Wellbeing Study Ongoing	2014	Report/Paper	The study was carried out in three cities - Mega, Secondary and Emergent city to explore the determinants of wellbeing for informal workers in informal settlements.	SPARC / Institute of Development Studies
The path to real partnerships: Exploring the relationship between Academics and social movements.	2015	Report	A box written on the experience of the Promotion of Area Resource Centers (SPARC) in inclusive urban planning. This has been for the Global University Network for Innovation (GUNi) Report.	SPARC/SDI/GUNi
We Beat the Path	2015	Paper	This paper continues the story of the Indian Alliance, as it designed and built housing with urban poor communities from 1986 to 1995. It focuses on three cases in Mumbai (Adarsh Nagar, Dindoshi, Goregaon; Jankalyan, Mankhurd and Markandya Co0perative Housing Society, Dharavi , where communities with precarious housing developed alternatives to resettlement and redevelopment.	SPARC/IIED
The Contested Realities of Inclusive Cities	2015	Publication		
The 20-year sanitation partnership of Mumbai and the Indian Alliance	2015	Paper	An article written for E&U on the 20 year community toilet program and focusing the Alliance's collaboration with the municipal corporation to develop a system to monitor conditions of the community toilets built	SPARC
Energy Justice for the Urban Poor	2015	Study	A study conducted by SPARC through household surveys in Mumbai, Bangalore, Nasik, Ahmednagar, Jalgaon, Thane and Raipur to get an idea on the energy consumption patterns, issues related to access of energy, needs and demands as well as challenges of the urban poor.	SPARC
Community Finance	2017	Working Paper	Case studies of community finance to demonstrate the potential of community finance to bridge the formal and informal sector and thereby enable private investment in informal settlements.	
Taking Money to Making Money: SPARC , NSDF and MM transform low-income shelter options in India				
SPARC and Indian Alliance Engagement with the Private Sector	2017			
Ongoing		Website	SPARC, SPARC NIRMAN website.	
Ongoing		Blog	City watch is a blog for Alliance activities	

Looking back Looking Forward

The changing environment for civil society in India

In the last few years the fiduciary environment has become very punitive for NGOs. Being part of national attempts to reduce cash transactions for instance has meant that the times have been very tough for SPARC's work with the federations whose entire economy and financial transactions are in cash. While SPARC has been able to address these challenges with support from the trustees and chartered accountants and advisories from NGO sector networks like Vani and others, the cost of these changes in the administrative supervision of financial transactions has increased. FCRA regulations too have become very draconian day by day. Now lapses and mistakes are punishable by very high fines. There is nothing wrong in being rigorous, what is challenging is for community leadership to make this transition at this pace.

Grant makers seek new paradigms: where do we fit in that?

In the present situation, our work to produce strong and consistent community leadership and building systems within their organization to stay on course while the urbanization processes continue to ignore their developmental needs is at great odds with output and outcome driven grant making which never works easily in the urban habitat sector. We do not seem to fit into these frameworks and face further challenges since most philanthropy that drives grant making works in health and education sectors and that too mainly in the rural areas. We have also lost most of our foreign donors who believe that Indian grant makers should now take their place.

The commitment to stay on course

The commitment to stay on course is a tough choice we have made collectively. And time will test this strategy. We seek to become lean, deepen efficiency and reduce whatever costs we can while staying on course to support federation area resource centers. We constantly seek to demonstrate how the work of federating slum communities across cities, states and nationally is the main strategy that will produce equitable urbanization in the time frame set nationally or internationally.

Exploring new possibilities while deepening existing pathways

The challenge to stay on course, we acknowledge, has to have a parallel track for exploring new possibilities. These new possibilities are in the following avenues: Firstly, develop new ways to articulate what we do, continue to speak with the state and non state actors; this requires doing what we do but demonstrating its value in different spaces in different articulation. This is still work in progress. Secondly, as discussed in the project section, we have identified many areas that are needed by federations which are aligned with national and global targets like climate change and energy transitions, which we are exploring (the federation way) and which are more impactful and useful. Thirdly, we are exploring areas which are not familiar to us and the federations, working with youth, working with universalities on health and education research. This we hope will serve to demonstrate to others what contribution community and participatory research brings to research and practice; we use our process systems to build new knowledge and develop livelihoods, and project delivery systems that work for the poor.

Exploring new research avenues to further legitimate knowledge from below

The strange changes in international development financing means that there are more opportunities in bidding for research funds through multi stakeholder consortiums bidding for tenders. So both as SPARC and as part of SDI we are exploring this space.

Exploring climate funds

Research on new climate and other funds indicates that only 16% reaches southern countries (IIED Research) and many of the funds are seriously under utilized. Both SDI and SPARC's use of modest but substantial capital grants indicate total usage with quantifiable outcomes and one of the challenges for the coming years is to either create consortiums where the focus is to use the federations networks to design areas of investments and ensure proposer utilization, or even better, treat SDI and other global network of the poor as the major actor recipients of such funds.

...and some plans for the coming year

The changing global context and our work

The world is changing as our own country changes and the role of cities changes as well. At no point in the history of urbanization is rapid urban growth so palpable globally and events like the SDG and climate change agreements as well as the new urban agenda challenges the conventional development paradigm. With 2019 approaching fast, clearly national data sets are not producing accurate outcomes against targets. Further, the value of local data produced by federations and grassroots groups is still not considered legitimate.

How federations deal with direct individual and household transfer of subsidy model and its implications

In India more and more state subsidies are going directly to “beneficiary accounts in banks” or through private sector participation in public sector projects. Federations use their networks to assist communities in opening bank accounts, help towns to make sure those who have been given money are using it and providing both communities and cities feedback in what is going wrong. Very often private sector participation induced projects don't reach the bottom 20% and through various strategies (mainly through SPARC Samudaya Nirman Sahayak (SSNS)) we either take up projects or go into partnerships with private agencies to demonstrate projects.

Plans for the next year

The strategy we have developed :

1. While all cities and towns where the federations are present will work, we seek to work in 6-8 medium and small towns and develop a multifaceted strategy to build local capacity to undertake all processes in our repertoire and take on a city level project development strategy.
2. At the local, national and international level we wish to explore research and practice engagement with city and university institutions to demonstrate the value of partnership with communities.
3. Undertake documentation for work done in the past as well as in various areas to develop historical material of the achievements of the federations.
4. The advocacy focus is both national and international as more and more infrastructure investments coming from national and global funds produce evictions and we seek ways to address these issues at the planning stages.
5. Finally, to keep our minds and collective focus on exploring new possibilities and new externally produced solutions to incorporate into the federation knowledge systems without compromising their character, voice and drive.

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