

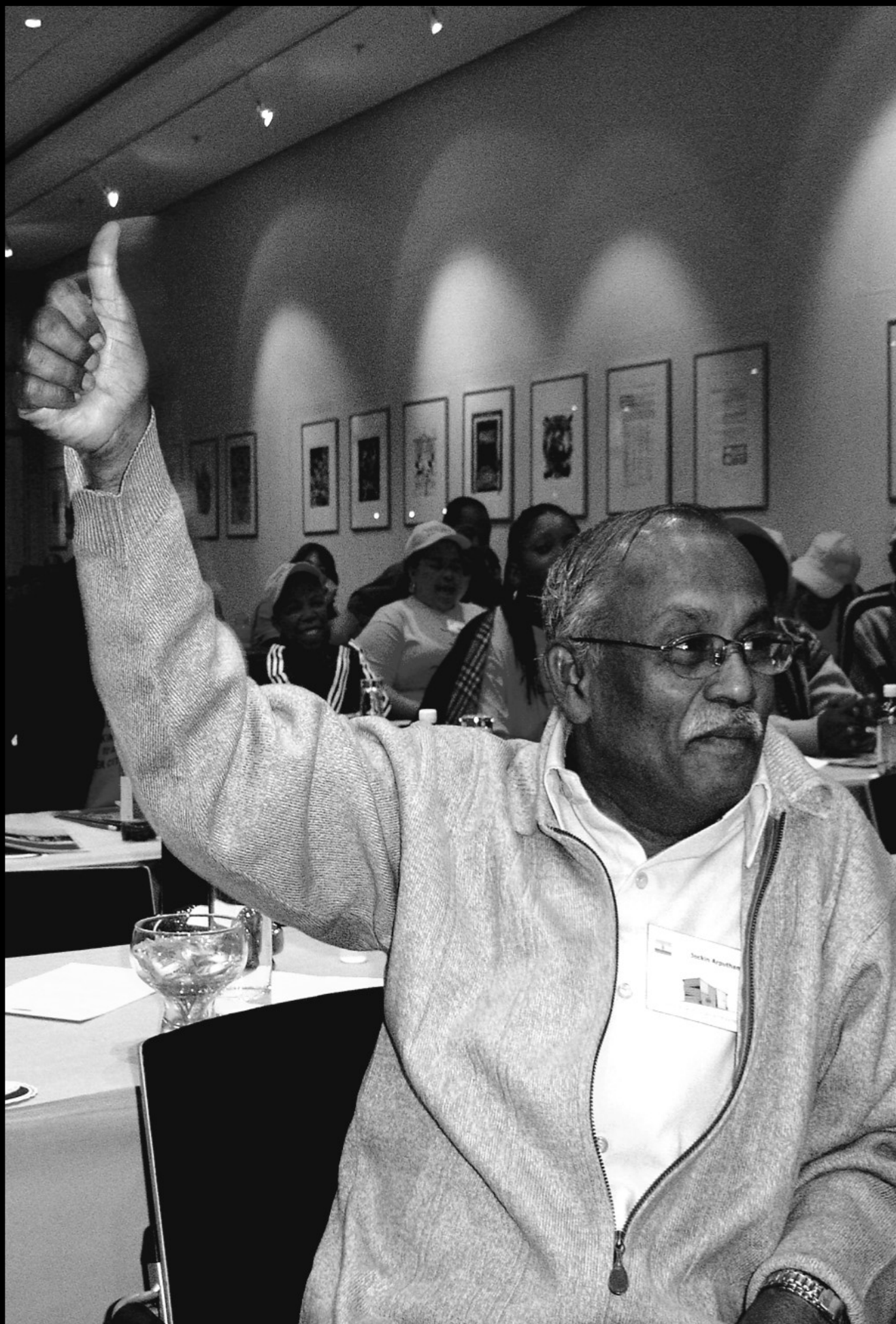


SPARC

Society for the Promotion of Area Resource Centers

Annual Report

2018-19



Contents



SPARC

Society for the Promotion of Area Resource Centers. SPARC is a registered NGO as of 13 December 1984 and has 35 years of experience till date in mobilizing the urban poor to gain access to basic facilities.



NSDF & MM

NSDF was formed in 1974 by community leaders to fight evictions and was already operating in 8 cities by the time it began to work with SPARC in 1986. Its deep commitment to facilitate women centered activism of the poor helped Mahila Milan and along with SPARC and Mahila Milan they formed a national alliance.

Mahila Milan began soon after SPARC was set up and began to explore working with pavement dwellers in Mumbai. Mahila Milan began as a collective of 6 pavement settlements in Byculla in 1986 but now has members in all cities where NSDF operates.



SSNS

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



Process

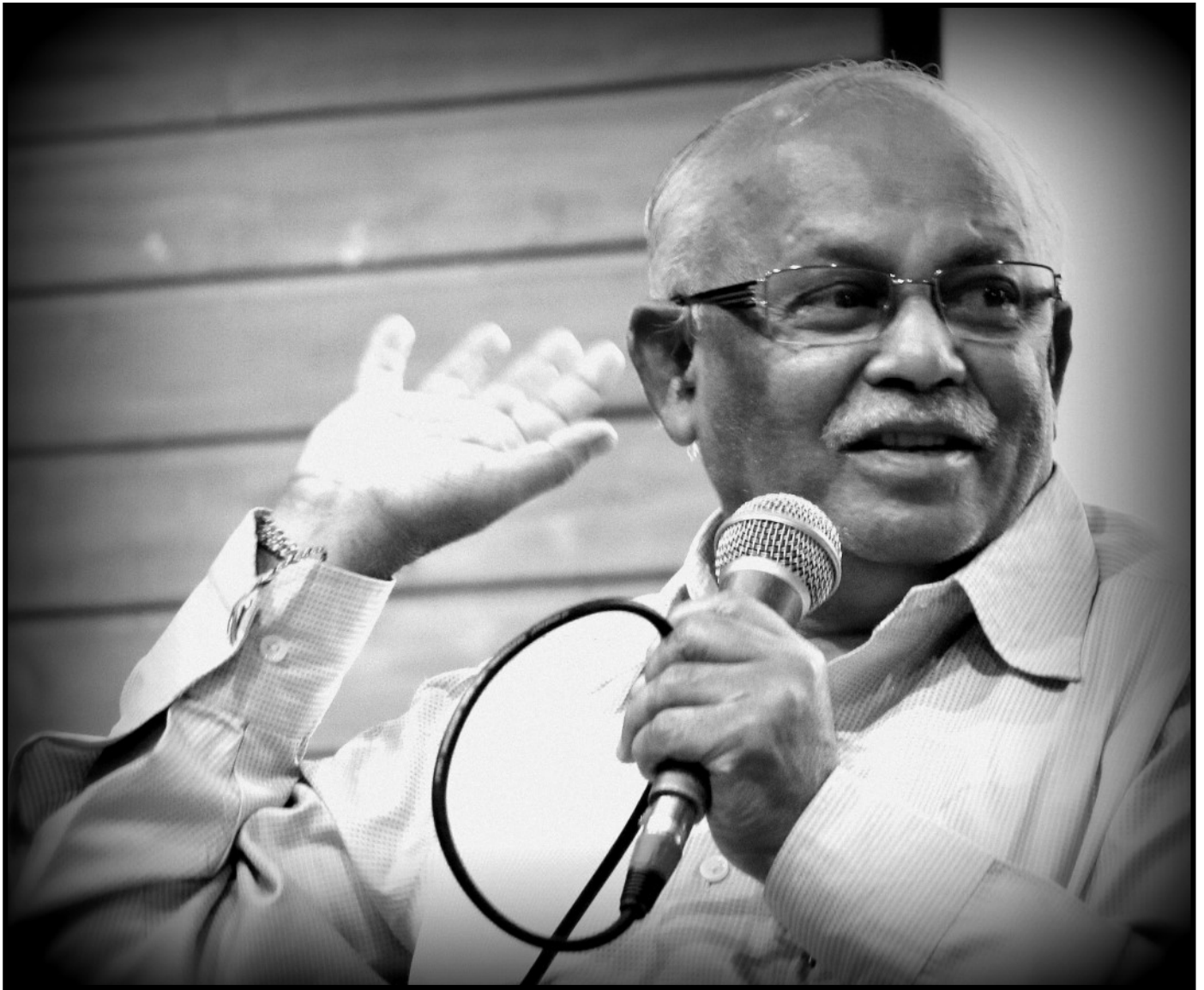
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Death takes us by surprise,
And stays our hurrying feet;
The great design unfinished lies,
Our lives are incomplete
But in the dark unknown,
Perfect their circles seem,
Even as a bridge's arch of stone
Is rounded in the stream.
Alike are life and death,
When life in death survives,
And the uninterrupted breath
Inspires a thousand lives.
Were a star quenched on high,
For ages would its light,
Still traveling downward from the sky,
Shine on our mortal sight.
So when a great man dies,
For years beyond our ken,
The light he leaves behind him lies
Upon the paths of men.

- Henry Wadsworth Longfellow

Dr A. JOCKIN 1946 - 2018

Remembering Jockin

Jockin has not still left this room : sheela Patel

Jockin played a larger than life role for the communities and in the gift he gave all of us in the form of the federation model of community organization it is hard to believe, as the days go by, that he is not with us especially after the last few years when his eye sight began to fade and his movements got restricted, yet with his two phones he directed all activity 24x7.

For those who don't know about the federation model, this is what it is : Poor households take up many issues at personal and neighborhood levels, however the most critical issues that need recognition from city and national governments are rarely possible for neighborhoods to seek by themselves. By creating "federations" : associations of all neighborhoods at city level that create a critical mass, it becomes possible to explore recognition at city level and to support and strengthen each others' confidence to stay organized as none of these outcomes are immediate and sometimes take decades. This self- organization ensures that they focus on their needs and not the needs of external projects brought in "for their good" for nonpriority purposes. He then further envisioned that just being organized at city level does not work as provincial and national governments need more pressure to design policies that are often outside the remit of the city, and so provisional and national federations emerged, initially in India, and in 1975 a movement began when Jockin started fighting for the relocation of Janata colony in Mumbai (see note).

We who founded SPARC in 1984, had visions of creating an organization which would be true partners to community organizations and to develop the organizations agenda through following up on their priorities. We assumed that we would have to create these organizations, and began with pavement dwellers.

It evolved as we envisaged, but we realized that they were invisible to the city and that their cause was very hard to place as a priority in a city and country where 50% of the residents were already living in slums. Jockin, whom I knew since I was at the university came to the press conference of the census we did for the pavement dwellers "We the invisible" and then showed up at our center on 8th March 1986 to say that he was willing to explore a relationship with SPARC and Mahila Milan - the Indian alliance was born.

He mentored all of us into the true politics of who gets land and why and the need to develop community leadership which could negotiate, articulate and produce solutions that the state or NGOs had never conceived of. His biggest gift to the alliance was his acceptance and acknowledgement that NSDF had never considered the role and contribution of women in their work while always taking for granted their presence in large numbers in rallies and protests marches. He and

the NSDF leadership made a promise that rather than ensuring that women have a 30% presence in the NSDF leadership there would be more than 50% presence, not because of a quota but because of their caliber and standing in their communities and in the organization.

Father Jorge Anzorena whom we lovingly call our Ambassador mentor and guide is an Argentinean Jesuit priest who has lived and taught architecture in Tokyo, Japan through all the times we have known him, and who took out six months every year to meet Asian African and Latin American slum communities and NGOs working with them, and he encouraged Somsook Boonyabancha from Thailand to set up ACHR. In 1988 our alliance joined ACHR which at that time was an organization that brought professionals from Asian countries working with communities to fight evictions and explore new forms of developmental solutions. Jockin introduced women's savings groups and community data gathering that the Indian alliance was doing to this network, and demonstrated that these processes produced strong federations. Father Jorge also gave us modest but important start up finance for many activities that we undertook, the first being for women who were designing houses on the pavements of Mumbai for their new houses, to visit communities that had already been relocated in other cities in India. This produced the peer exchange processes we now see as the most valuable learning within our federations.

In 1991-2 father Jorge asked me to travel to South Africa to attend an event set up by the council of churches to meet the leaders of townships across Africa to share experiences of what they should do after getting majority rule in South Africa under Nelson Mandela. Instead of going myself I asked Jockin and Celine to go, and that I believe was one of the most unknowingly powerful choices I made because it set into motion the beginnings of the SDI movement with Indians and South Africans exploring the federation model for south Africa. Jockin in his inimitable style pushed for Peoples Dialogue (which was the name of the conference) and for Joel Bolnick to lead it; to become an organization which like SPARC would assist the emerging federations in South Africa to explore development solutions for the urban poor. 'Why should others represent the voice of the poor', he said, 'why not create space and capacity for the poor to make their representations themselves?'

Jockin crafted a very new and different relationship for NGOs and federations to explore roles and relationships which were different from the standard model where NGOs identify needs and develop projects and deliver them to targeted populations they identify. Instead, we explored the possibilities of our core business becoming the creating and strengthening of community federations at city level that could make representations from local to global. Peer learning explorations and

Remembering Jockin

demonstrated solutions on the ground by senior, more experienced community leaders was the way this federation model evolved and continues to sustain itself locally nationally and now internationally.

There is a strategic and amazing insight that intuitively set this in place. Professionals, even the most supportive and committed ones move on, their lives and their need to earn money and evolve takes them on to other jobs, community leaders whatever they do to earn a living, are there and many get trained on an ongoing basis. Further, those professionals who work with the federations are often their friends for life and help and support them wherever they are.

Even when he was physically fit and in full spirit, I was often asked what we would do if something happened to him. I recall a commonly used phrase “what if Jockin gets killed crossing the road?” My answer then as it is now is “... many who initiate something unique and disruptive are a GIFT to a process that has to be celebrated as long as it is in your presence. And if it lasts for as much time as we had with Jockin, we hope we have learnt as much as possible of how he thought, what he viewed as acceptable and his strategies to be disruptive enough to explore new possibilities that we can take the process onward”. In fact our real challenge is to encourage now audacious explorations by a new generation of leaders who then truly take his legacy onwards in a world where time bound Climate Change and SDG targets make urgent demands for development investment to be really effective.

The federation model can possibly be the most effective way to develop sustainable aggregation of the poor with focus on women but not excluding others. Federations can demonstrate what solutions work for them, they can teach each other and they can explore new technology and manage and maintain it. It's a valuable replacement for the micro project by project approach that mainstream development investment makes today, with professionals organizing the communities for a temporary period for the duration of the project, instead, the federations appropriate that process and teach and learn from each other using support and assistance from a small team of professionals.

Jockin's values and perspectives as seen through this federation model have beaten a path, and also taught a whole generation of peers to create such paths for themselves. To not to fear what they don't know and to seek ways to learn what they need to know and use that knowledge to create solutions that will serve their needs. Much still needs to be done and I feel that Jockin has not left the room.

CelineD'Cruz

How to make the ordinary extraordinary

Jockin's very human approach to leading people came from his life's stories. He was not perfect, nor did he try to become perfect but as Jockin grew in power he had to learn to walk the tight rope of pragmatism while responding with his heart. Some of us embraced the richness of this human endeavor as he was always striving to improve conditions for other slum dwellers. This was Jockin's essence and his strength.

My own encounter with Jockin was at the SPARC office in 1985, about 10 years after the evictions of 1975. I remember my first meeting with Jockin with great clarity and did not realize then that I was about to be re- schooled by him and that SPARC, NSDF, MM was going to be my new family. Jockin chose to partner with SPARC with the aim of strengthening the work of NSDF and was attracted to SPARC's work with women pavement dwellers. The pavement dwellers were poorer than slum dwellers as they squatted on the pavements, worked in the informal economy and had no access to land.

With Jockin I experienced his magic ever so often. He always made something out of nothing when it came to his people. I learnt that when lots of people aspire to something in an organized way they develop the power to manifest those aspirations. Jockin himself aspired for the happiness of all the urban poor and till the end of his life worked consistently to reduce their suffering. I also experienced the vulnerability of communities when they were not organized. When you are a poor community, to be organized and connected to a larger network of slum dwellers is a blessing.

Jockin's authenticity as a leader came from his ability to navigate complexities and step into his vulnerabilities. Jockin showed through example, compassion, common humanity, centeredness and trust that we can collectively find solutions. Some of us took that leap of faith and stepped in by his side and I can only say that my journey with Jockin has marked me for my life time.

My experience with Jockin and other community leaders has made me contemplate the role of leadership in movement building. How do we navigate these complex times? What kind of check mechanisms need to be put in place to protect the back of our leaders while ensuring they stay accountable? How do we ensure that the

Remembering Jockin

integrity of the basic practice is not compromised? Why building authentic leadership is as important if not more important than building houses? How to find that balance between fulfilling the material aspects of poverty and the non tangible assets of building resilient communities? How can we do both without compromising one for the other? With Jockin I learnt that everything is workable when communities are organised.



Sundar Burra

A poem for Jockin, my friend

How shall I remember you then?

Towards the end, mostly blind, body ravaged by disease,
You fell without notice by the wayside, as you always
wanted to:

In Dharavi, great slum of Bombay and kingdom of your
dreams

Amidst your people, the wretched of the earth.

In the hospital, the fluorescent lights masked the pallor
on your face,

Your flock of men and women from the pavements and
slums of Bombay

Waited anxiously, prayers on their lips and love in their
hearts while

The currents of the Arabian Sea rose mightily in sorrow
or anger.

How shall I remember you then, Jockin?

As your eyes were failing, I brought you magnifying glass
after magnifying glass to no avail.

Even so, your vision gave sight to so many
All over the world.

How shall I remember you then, Jockin?

You know you came late for your daughter's wedding
dinner

Because you were busy in the slums and shrugged it
away

As if it was just another day.

How shall I remember you then, Jockin?

Crying when you spoke about your beloved
grandchildren?

Speaking to your daughters fifty times a day
Making up for the lost years of their childhoods?

How shall I remember you then, Jockin?

Rubbing shoulders with the Pope, Presidents and
Prime Ministers of so many countries?

But always, returning to the pavements and the slums
Where lay your soul, your sustenance, your salvation.

That is how I will remember you, Jockin:

Full of compassion and love.

Remembering Jockin

Gautam Chatterji

Jockin - My Mentor

In my first reconnaissance visit to understand Dharavi, I met and interacted with many stake holders, mainly with the functionaries of SPARC, NSDF and Mahila Milan. The one person who stood out among all the rest with whom I interacted, was the diminutive Jockin Arputham. This short guy who spoke with a heavy South Indian accent, was just superb in his communication. Language, whether it was broken Hindi or Marathi or English was never a barrier when it came to connecting and communicating with politicians, civil servants, developers or the urban-poor community. The first lesson I learnt from Jockin was that if you have to do something for the community, you need to listen to them and communicate with them. I knew, in this new sector of affordable housing and housing for the less endowed communities, the key to success is learning to communicate and Jockin turned out to be my mentor.

We agreed to disagree on many things but what stood out was that Jockin taught me the art of listening and communicating to understand a problem, articulate possible redressal in consultation with those who are facing the problem and involving the urban poor community in decision making.

I am sad, my mentor is physically not by my side. But I am sure, he is pleased that his trainee, supporter and admirer in me, continues to fondly remember him.

**Murthy, Sutapa, Mahendra, Rizwan,
Prashant, Mohammed, Mintu, Supriya,
Suneeta, Palash, Sanjoy, Satyam, Rajendra**

When a loved one dies

When a loved one dies, the grief experienced can be hard to face. Along with the loss of a close friend or family member, people experience the difficulty of trying to get back into their daily routines while coping with the palpable loss of someone they held dear. The situation is same for all of us. Jockin sir had guided us like our father. It is very hard to accept that he is no more with us but his teaching and philosophies will always stay with us. The gap which has been created by his sad demise will never be fulfilled but we will try to fulfil his dreams by giving our best for SPARC.

Srilatha Batliwala

The Guru called Jockin

There were heated debates – how the slumdweller movement of which he was already very much a founder and leader, had never embraced the pavement dwellers as part of their struggle, at how their movement was male-dominated and patriarchal, blind to the very different interests and priorities of women, on whom the impacts of housing insecurity, lack of water, sanitation, toilets, were not only different, but far worse. He took it all in, listening carefully, giving away nothing. Because he was the most intuitive, astute organizer on the planet, he immediately saw the power of what we were doing, of mobilizing women as a force for secure housing and tenure.... and for triggering much deeper transformations in the patriarchal social structure of informal settlement communities. He would never say it in these words, obviously (“Sri, put it into those nice big words of yours, make it sound nice” he would say) but he knew it – he knew we were onto something, and that if he joined forces with us, it could become something really powerful. And so it did.

Before long, though, I found myself adapting his raucous, no-nonsense style of communicating, and capturing women’s interest more effectively as a result. Over the years, as I moved on to organize rural women in Karnataka (with his blessings and assurance of support), there had been a fundamental shift in both my understanding of how to mobilise people and build a movement, and consequently, a radical change in my way of engaging people. I was unafraid; I freely used humour, mockery, satire, perverse metaphors (one that he particularly liked, inspired by him, was: “If you want to climb a mountain, why are you starting by digging a well??!”). Activists I was training, women in the villages, students in the classroom - they would respond this style immediately, sensing its authenticity, its lack of false veneers, sometimes to the shock and disapproval of colleagues still steeped in traditional ways of “talking down” to your “beneficiaries” or “target group” or students and trainees. When they challenged me, I would simply say: “This is what I learnt from my movement building Guru, Jockin – and it works, as you shall see!” They soon did.

Remembering Jockin





Reflections from the Director

The theory of change for urban poverty focused projects includes four key outcomes for the urban poor:

- i. Build an enabling environment allowing citizens to have an increased say and hold service providers to account to deliver better quality and relevant services
- ii. Citizens can influence urban policy makers through increased capacity for engagement, sustainable relationships and community cohesion;
- iii. Evidence from the practice is used to engage all urban stakeholders and increase the recognition of needs and capacity to reduce poverty in urban areas.
- iv. Strengthening the resilience of the poor and marginalised in rapidly changing urban environments

At COP 24 in Poland Debra Roberts who is part of IPCC and I spoke at a session hosted by the African Development Banks. The speech she gave is seminal to those of us who work on informality in cities and their invisibility and inability to conform to regulations that govern cities. She was referring to the IPCC report on cities and these are excerpts from her speech.

"and why is this report important? Because it begins to take the tool of science and that tool of science is unusually provided a platform to mainstream the kind of issues that Shipra and Sheela were taking about and that's a very unusual partnership. Science never before has provided a platform to bring to the table in such a central way - issues of equity and justice and just trans.. and so this really is a new era. What this report says and I'll just give you the key messages because they really have direct into what we are taking about here today is ..if you've read some of the newsletter from the eco .. they all run with the headline "we've got 12 years to save the world fundamentally." They are wrong. We've got probably 12 seconds because if you got to make the kind of changes that are suggested in this report. And this report calls out for sustainable transitions that we need in terms of energy, urban, land and mainly your industry then you have to act now, you can not wait for another 11 years, 11 months before you begin to act. So in fact the call to action is now. And what is important about those four systems is, they identify cities as a keystone opportunity for change because One doesn't want to romanticize it but it does say that rapid change at scale is possible, and I think there are important messages, we should not only see our informal settlements as places that need to benefit from increased support but as places that really offer us lessons for the So I think that's an important message that we can derive from reading this report.

..... is a big global system that needs transformation but industry, land, energy are all linked to urban? in a very profound way so in many ways ... is the proxy for the massive transition and transformation that in fact will change the world. But the problem is our cities are very conventional beasts yet they are points and hubs of innovation but they are literally guided, as Sheela said, by at least 20th centurial thinking and some cities I can guarantee are still running off the 19th century.

So the question is - who in our cities has shown the ability to break the

So it truly calls us to think about governance in a more determined way and more flexible way and how must we re-democratise our cities to allow that to happen. An important point to those ... about informality and human need is that ... not going to romanticise the conditions in these informal settlements, where many people do not live lives that are dignified, that they are hard and they lack basic services and very often one is confronted with the argument that, you know, this is a ... for limited resources, you ... to choose climate or development . I think this report underscores that ... for many years ... informality,... but that separation of the development agenda from the climate agenda from the SDG agenda just no longer is going to do the work.

mould, to change rapidly, to work within resilient systems, with no material resources, low energy. So I'm ticking all the boxes that science ... highlighted and in fact those are the people living in our informal settlements. They have literally saved by working on their feet where traditional systems do not work for us, they exclude us, they do not meet our needs, and therefore we will build the city from the bottom up. That's a really important message from number ... chosen enormous amount of agency in meeting need. It shows the ability to move away from structured norms, to create a new dynamic and as I said to Sheela, I live in a city which is essentially informalizing because the city no longer meets the needs of the vast majority of people so they build a new city within a city. And I think there are important messages in that process.

What is also important is that that report itself identifies informality as one of the key trends within the mega trend of urbanisation and again this is quite unusual for a scientific document of the stature of the IPCC Report to call out for informalisation particularly as something that needs to be looked at and its called out from the point of view of governance so the IPCC doesn't produce a graph and doesn't show .. pathway of informality but it reflects on informality from the point of view of governance. And if there is this mega trend within the organisation and we are looking at cities to be key transformers of the global system, the informality has to be thought about. But we have a real structural .. in the fact that the people were driving this ... and the mega trend are not at the table and so we have to give some very serious thought to structural limitations. The usual one is finance of course. How do we get the money, how do we distribute it all fairly and probably more importantly that we acknowledge the centres as places of great learning about resilience , the ability to ... the ability to think outside of the box, the ability to .. these systems that fit actual human need, you need those people to be at the table to help educate those persons who are perhaps not

as flexible and not as inventive. So it truly calls us to think about governance in a more determined way and more flexible way and how must we re-democratise our cities to allow that to happen.

An important point to those ... about informality and human need is that ... not going to romanticise the conditions in these informal settlements, where many people do not live lives that are dignified, that they are hard and they lack basic services and very often one is confronted with the argument that, you know, this is a ... for limited resources, you ... to choose climate or development . I think this report underscores that ... for many years ... informality,... but that separation of the development agenda from the climate agenda from the SDG agenda just no longer is going to do the work.

And finally just underscoring of the fact that this report really is up with very strong call and if you ... the IPCC into the .. dialogue ... ended up not with a graph, not with a figure on not with some strange equation but a key point around just and equitable transitions. So science has come to the party in a way we've never seen before, pointed out the complexity of the responses we need to put on the table. And really through the .. of the special report, I think its opened a new debate around the sorts of revolutions that need to happen in our city and the usefulness of this report is that it carries the weight of science which still fortunately for us has significant impact. So I think this is something we need to use as a new platform to open a debate around



Sheela Patel
Director SPARC

Section I: Process

Federations and the power of AGGREGATION

The politics of critical mass

Develop legitimacy to address what communities need

There is always a deep belief that communities should have the right to express what they need and to make a representation, yet development studies have shown time and time again that despite the large number of people who have those needs in common most often it is very small decision powered groups of people who are asked questions by researchers and professionals to produce the answers with the hope that those issues will be taken up as policy, projects and investments.

Since the inception of the alliance of SPARC, Mahila Milan and NSDF information gathered by community is to demonstrate what the present situation is and what they need. When put together and then articulated by women this information has a greater impact than representations made by professionals. Data collected on informal settlements and informal households is not only aggregated at settlement and city level but often between cities and sometimes it represents a national federation and more recently SDI has sought to aggregate this data across 33 countries. The beauty of this particular database is that its first expectation is to produce evidence for articulation by the residents networks for themselves using the aggregated data as a backdrop to demonstrate that they are not the only ones making this a task.

In many instances naming these informal settlements, demonstrating how many exist in the city and what their needs are often represents a benchmark of the situation in a particular year. It produces a very powerful mechanism to then compare the investments made and also the impact of those investments, on the other hand, there is also the possibility of dealing with negligence and loss of interest meant as a negative impact on the residents of a slum.



Challenges of passing the strategies on to the next generation

It has been several decades since this sort of information gathering, federation building and representation issues have become institutionalised within the alliance and we now are working hard to create a way by which a whole new generation can take on this process. We realise that the women we began first working with did not have the advantages of an education and did not know how to read and write but their amazing survival skills produced a way by which they could address various issues, formulating questions, building people's confidence to give answers and then using other people to help them do the documentation. Today, there are young people who can do these things on their phones, who know how to access the web and have a lot more information about the world around them than their parents ever did. However, developing the political acumen to make representations, to learn to negotiate in a way that produces goods and services for a large number of people are the challenges that this new generation has to face and much of the work that we have done in the last two years and will continue to do in the next few years will be to pass on this torch to the younger generation.



The value of women at the center of change

Mahila Milan members are real partners to NSDF

Redefining roles of Federation and Mahila Milan :

The federation and Mahila Milan of Mumbai had a very close working relationship with Jockin, who from time to time would meet with these women to discuss day to day issues, achievements and challenges faced by people, both by those who had been relocated and the ones who still needed to be relocated. These interactions and meetings gave them insights on how to strengthen their power of negotiations with the city and local political leaders for various purposes – taking up the issue of cleanliness, collection and management of garbage, livelihoods, repairs and maintenance, looking at new interventions /innovations like solar energy etc. With Jockin the women saw a vision of working as a collective and reaching out to people like the pavement and slum dwellers who still had to be provided with secure tenure.

After the passing of Jockin, Mahila Milan, NSDF and SPARC have been meeting on a regular basis to think about ways and new strategies that need to be adopted in order to keep the work going and put some systems in place where each one knows what they are doing and the support that is needed. Several meetings were organized where leaders from the seven federations in Mumbai (Railway slum dwellers federation, Airport slum dwellers, Dharavi Vikas Damiti, pavement dwellers etc.) gathered to discuss the work they are doing, what challenges they face, the support that they need from one another and from SPARC and how would they undertake the task of keeping the federation alive. There are some Mahila Milan groups that are doing extremely well in locations they have been relocated to, for instance, Lallubhai Compound and Indian Oil where the leaders and residents are working hard on keeping their buildings and compounds clean, educating and motivating people to keep premises clean, actively taking part in health clinics/ programs being run in their colonies, discussing ways by which the youth can get employment and engaging them in different activities. They are also training the youth, especially girls, in handling the solar projects. On the other hand, there are communities like the pavement and airport slum dwellers that are still awaiting relocation plans from the city.

There is another group of women who have been helping the federation in the relocation of families from transit to permanent buildings by conducting their surveys, biometrics, collecting and getting their

documents organized, submitting the list to the BMC, while the NSDF was involved in getting the buildings ready for the households to move in – drains were cleaned, minor repairs taken up, transportation arranged for etc.

So what has been their commitment through these collective meetings –

- They will support and strengthen MM /NSDF not only in Mumbai but will also travel to neighbouring cities
- Will provide support to the communities on the pavements and slums that are in need of relocation
- Local issues will be taken up collectively



Essential Tools of the Federations

Savings and Loans and the federation model

Mahila Milan (meaning Women Together) supports the needs of its members and the communities they work with through savings and credit. Savings are needed both to build a healthy relationship with families that save with Mahila Milan and at the same time to provide financial investment in times of emergencies or even fulfilling day-to-day needs. When NSDF and Mahila Milan begin to work in any community they begin to develop capacities of the poorest women in that neighbourhood to set up a daily savings scheme. They choose leaders from amongst themselves to do the daily money collection from whoever wants to be a part of this saving scheme where they save whatever has been left after the day's expenditure. Gradually, when enough money has been collected Mahila Milan starts giving out loans for their basic/fundamental needs. This is how the women begin to learn how to manage money in a collective.

The alliance looks at savings and credit as a means to the financial development of the urban poor communities, it helps women build their ability to handle funds at the settlement level and they maintain control over the process. As they gain experience in teaching their own community members on how to save and lend, they move into to other settlements and cities to teach and train similar communities to save money. Mahila Milan and NSDF manage the activities of savings and credit on the ground level and SPARC is the official organization through which the transactions take place when it comes to providing loans for economic activities. The bottom line is – collecting money to collect people. This system creates strong and responsible communities.

Savings and loan systems were also initiated to create an identity of the poor communities for the banks, state and financial institutions; as these institutions would refuse to open bank accounts for them or lend them money on any grounds. When the poor can demonstrate their power of collecting, managing and utilizing money, it changes the way they are looked upon by different state and private institutions.

Total Cities /Settlements Saving

Cumulative up to March 2019

States	Federated Cities	Total Slums	Federated Savings Slums	Savers
10	53	10265	797	50461
Maharashtra	3	1074	139	16995
Andhra Pradesh	6	1100	97	2410
Delhi	1	477	1	200
Gujarat	2	2857	22	
Karnataka	9	1320	112	6168
Orissa	6	1018	137	8060
Pondicherry	1	100	15	532
Tamil Nadu	24	1929	237	6473
Uttar Pradesh	1	390	37	9623

On the one hand, when the poor save they utilize that money for their own personal emergencies and to cater to their day-to-day needs, but on the other hand they are also meeting the families daily while collecting savings and communicate with them. The leaders talk to them about how life is treating them – if they have any problems, are their children going to school regularly, do they have a regular income/job, how can the Mahila Milan and NSDF support them. This kind of conversation is done at an individual as well as at the settlement level. Issues are sorted out both at individual and community /settlement level. At the settlement level issues pertaining to lack of basic services – water, sanitation, drainage, and housing are discussed and taken up.

Leaders who collect savings and are able to sustain these processes begin to take up challenges at the settlement level thus going a step ahead of savings and credit. As the communities are financially sound and can afford to put money aside for basic infrastructure if need be, they begin negotiations with the local government on the same grounds.

Essential Tools of the Federations

How to use the data processes in federations

Surveys, enumerations and mapping is the second most important tool of the federation and for community mobilization as well. Self enumeration has its own advantage for the urban poor as the city either has no information or has very limited information about the poor. When people gather information about their settlements and households, they are in a position to speak and negotiate on behalf of their settlement as they have the knowledge and information which no one else has. The critical views and comments on the planning done for the urban poor is based on the lack of data that is needed for good planning /designing. Thirty years back, the slum dwellers were not considered as citizens of the city nor were taken into consideration while planning development, but as the federation and Mahila Milan started gathering information about themselves and their settlements, presented it to the city, used it to get access to basic infrastructure, proved it authenticity; its then that the Alliance was involved in the survey and enumeration process for any government project taken up by the city at any level.

The alliance supports communities to undertake surveys at different levels – listing of all settlements in the city often called settlement profiling, household surveys usually done when the community wishes to take up any project or when a project has been decided upon for a particular settlement or set of settlements, collecting data for boundaries of settlements using the GIS technology and in this way mapping how much area each settlement occupies. Earlier surveyors would use measuring tape to measure the boundaries of settlements, then they did cadastral surveys to mark boundaries and now GPS coordinates are the latest to perform this task. Using GPS coordinates one can also mark the boundaries on Google maps.

Slum surveys or settlement profiles are the starting point of the enumeration process. Federation leaders along with Mahila Milan gather a group of people – old, young, men, women, youth and discuss socio-economic data of the settlement. This helps generate a history of the settlement and tells what more needs to be done in the areas of basic infrastructure to improve the lives of people living in that slum and urban slums in general.

Surveys/ Enumerations		
Cumulative Upto March 2019		
	Settlements	Households
TOTAL	10,617	2,07,639
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
Slum Registers	22	1432

Surveys/ Enumerations		
2018-19		
	Settlements	Households
TOTAL	159	543
R &R Projects	18	175
Others Slum Registers)	14	368
Toilet Surveys	127	

70 settlements surveyed with 177 toilet blocks

constructed by the municipal corporation. These toilets have 1,439 seats - 30 for children, 688 for men and 702 for women. There are 21805 users who use the toilet on a daily basis. 16 slums observe open defecation as there are no children squatting, toilets are locked, and toilets are in bad condition.

The location of these toilets also makes a difference when talking about accessibility and comfort. Some are behind the slum at a distance (3), few within the settlements (16), there are toilets at the edge of the settlement, again at a distance (26), and there are toilets that are out of the slums or across the road (4), and few close to the main road (2).

Issues with the toilet blocks

Leakage is the major structural issue. Toilets are not maintained and are unclean, septic tanks get full and blocked, there are water and electricity issues, doors/ windows/seats are broken, most dangerous is the overflowing sewerage water that causes diseases. No provision for women to discard sanitary napkins

Facilities within the toilet

46 have dustbins. Only 16 toilet blocks have water connection supplied by the municipal corporation while 30 do not have water connections. The corporation also provides electricity to 25 toilet blocks.

Creating space for various forms of data gathering

To survey informal settlements in the city or state

With the emergence of new governments after every election more and more ambitious programs are launched with an aim to reach the people. The Indian government spends surplus resources on its more than 100 flagship programs on a range of public services in both urban and rural areas. There are many other programs that would have been subsumed under the new programs which soak administrative capacities and effects in translation to reach the poor. The policies are designed at higher levels of central and state governments, while the local levels may not know about the implementation on the ground. Secondly, the schemes are tailor made as per local context which creates further ambiguity in the processes from application to execution. Implementation, poor utilization of funds, under capacity of the local administration and ambiguity in the process of availing these subsidies have been serious challenges. Where they fail is in successful implementation and reaching the intended target. There are programs and subsidies available from the central, state and local levels especially in providing access to basic services of water, sanitation, energy, housing and others. Most of these programs are well advertised through mass media, however the question of access to these still remains unanswered, especially for the bottom 30% of the urban poor. With the advent of Digital India that bypasses paper work for the administration, ignores that there are only a handful of people who understand the process of application through the various online portals. This encourages the middle men who make money in the name of helping poor in the application process without any follow-up.

Through many discussions with communities it is seen that the current application processes to avail subsidies are not very clear and hence require proper mechanisms towards outreach.

The access to subsidies requires the following key parameters:

- 1) Awareness of the Program/Subsidy.
- 2) Proof of Identity/address proof: Aadhar Card, Voters ID, Ration Card, Electricity Bill, PAN Card are commonly used.
- 3) A Working Bank Account: Formal Bank account which is in use.

Slum registers is another survey tool to collect data at the household level on the above mentioned ID proofs, gives a count of the number of families and number of people living in the settlement and whether or not they are aware of the current schemes and programs. This serves as a good starting point for Mahila Milan and the Federation to have ready information which can be updated and referred to whenever needed. Based on the data on how many households do not have the necessary ID proofs, the leaders can jointly start working with the city for these families to get the necessary documents in place.

The surveys and enumerations done at various levels are a means of building the federations, negotiating with cities and developing strategies to serve priorities of the communities. Not only this, these surveys and enumerations are used to make representations by the communities to access basic services. For instance, the Ahmednagar, Kolhapur, Pimpri and Nasik surveys were specifically carried out to assess the condition of community toilets in the slums and to further use this data to better the conditions so people feel comfortable in using these utilities. While in Ahmednagar and Pimpri, the city took up the responsibility of repairing toilets, the Kolhapur Mahila Milan is waiting to hear back from the city after presenting the finding from their toilet survey.

Similarly, the Mahila Milan and NSDF have done surveys of sites where people have been relocated (mentioned in detail further on page 18,19) under different housing schemes to study the unintended consequences people face when they are just relocated or when there is no federation /Mahila Milan group to facilitate or negotiate for them.



To design upgrading through GIS mapping

Traditionally, NSDF and MM have always made use of settlement maps post enumerations, since drawing or map making is a process that allows residents to understand some of the key aspects of the settlement such as entry routes or the organization of cluster patterns, space and activity mapping, use of open spaces and the location of utilities. The settlement maps helps them see the possibilities of creating open spaces and ease of accessibility to communal services.

With adaptation the newer technologies for Data storage, management, processing and analysis on GIS (Geographic Information Systems) is seen to be more powerful. This study utilizes indigenous or local community knowledge that has been integrated with other data (such as stakeholders perspectives) which would eventually be analysed by GIS.

Informal settlements are more susceptible to change compared to formal ones. Governance systems either fail to provide basic services of water and sanitation or if services are provided they ignore exponential increment of population densities. Another important factor that needs to be addressed is the change of land ownership and boundary demarcation within slums.

To address these issues of informal settlements a strategy was needed which was affordable as well as one that could provide reliable outcomes. This exploration lead to Door marking GPS points where the help of two GPS units was taken. Every door within a settlement was marked with the help of the local people.

The following are the steps towards spatial mapping:

- Hand drawn maps are made by residents with their house numbering.
- Large prints of existing Google Satellite imagery is printed and residents identify their house and other amenities on it.
- With leaders and youth a GPS device is taken around the settlement to map the boundaries, there is usually ambiguity around boundary mapping when slum landscapes are contiguous and there is always a question of where a particular settlement ends and the other begins. So with help of electricity bills and societies this is clearly identified.
- This is then mapped with existing road networks and superimposed on the development plan so as to look at access to
 - Absence of drainage system and possible connection with the sewer system. This is most evident as high levels of flood lines and there aren't enough drainage systems to channel the run-off water.
 - Lack of essential services- this helps identify

spaces for communal services for eg. Community toilets.

- This map when ready is then handed to communities and it is a simple tool that's used for negotiations with local municipalities.
- In the next stage where residents want to go for in-situ upgrade or in-situ rehabilitation then a total Station Survey is done with a complete survey map, which is a technical drawing document used for all housing projects and is acceptable to the government.
- Inadequate road access– Narrow paths inside slums generally do not allow access to emergency vehicles to come into the settlement. Mapping helps understand the possibilities of re-blocking if necessary to plan for emergency entries and exits.



To collect information of impending evictions or relocation

R&R in small towns of Maharashtra

While carrying out the regular slum profiling activity, the alliance decided to study some of the relocation sites where families were moved/relocated under previous housing projects. A list of settlements that were wholly or partially relocated was made and the slum profiling list was updated. Visits to these relocation sites were done with a template of questions to capture preliminary information like – when were they moved, under which program were they relocated, how many families, how far was the relocation site from their original settlement, what were the opportunities of income generation, accessibility to schools, markets, playgrounds from these relocation sites, what are the challenges that they faced and how could they be addressed.

SPARC along with the federation and Mahila Milan has begun talking to families relocated in Mumbai as well as in the smaller towns (Nasik and Ahmednagar) to know more about the relocation process, community involvement and to what extent, challenges faced at the relocation site and what measures, if any, had been taken to resolve those. For instance, Nasik city in a couple of years has experienced massive relocation under the Basic Services for the Urban Poor (BSUP) program and 9170 families have been relocated from 15 slum settlements to 10 different locations within a radius of 2-5 kms.

The alliance of SPARC, Mahila Milan and National Slum Dwellers Federation have done a considerable amount of work on R&R in Mumbai and Pune and have been able to bring about state policy changes. The alliance is now planning to take on the documentation of the evolution of the R&R process which was later driven by the community. This study is being taken up for all the relocation projects that the Alliance was involved in at Mumbai, Pune and other cities. In cities where the alliance was not a part of the relocation projects, it seeks to gather as much as information as possible on families that have been relocated to begin a dialogue with state and city to provide assistance for post relocation activities. Secondly, since some of the Mahila Milan leaders have been relocated under this program they have been discussing with senior leaders of the alliance about support that can be provided to relocated families. This was when the idea of conducting a situational analysis came up.

Scales of city responsiveness for community inclusiveness:

(This is something the KYC within SDI should begin to explore so cities feel accountable to citizen engagement with the urban poor.)

- Access to the leadership of city. How long does it take to get appointments; how long to meet the mayor or the commissioner? What intermediation is needed to get access to NGO, Political representative, others? Does the engagement end as a formality of representation or does it lead to a partnership?
- Accept data of informal settlements produced by the city
- Agree to review deficits identified in the slum profiles
- Explore use of routine budgets to address deficits.
- Use data to produce benchmarks for informal settlements improvements.
- Produce a joint task force to monitor and act on development investments.
- Advocacy to state and center jointly with community networks for changes that cities can't undertake themselves.



To make representations of whatever the poor need with numbers

Relocation Site Analysis, Nasik

Technical Issues

Water

- The underground water tank and the sewer tank are close to one another. People fear that the drinking water might get mixed with sewage water whenever there is a leakage or overflow.
- Two settlements fetch drinking water from MIDC tank.
- Quality of drinking water not good.

Sewerage

- Leakage and drainage choke-up.

Electricity

- Huge electricity bill, even when usage is low.

Financial Implications

- Families now have to pay maintenance of Rs.150/monthly; travel expenses to work are an add-on as they continue with their jobs at the previous locations.

Other parameters that show benefits of relocation

Open Spaces

All settlements have open spaces. These are used by the communities for social gatherings, some have even constructed small temples and the open spaces are also used by children to play

Safety and Security

The relocation areas are safe for all age groups.

Services on Site

These are well connected to the main road/highway, have good access to public transport, schools are at a walking distance.



Relocation Site Analysis, Ahmednagar

In Ahmednagar, Mahila Milan visited one relocation site where 100 families from 3-4 settlements were relocated. There are 20 buildings each having 16 tenements and the site is 3-5 km away from their previous location. These families were relocated under the JNNURM-BSUP scheme in 2017 by the Ahmednagar Municipal Corporation.

INDICATORS	CURRENT SITUATION	STEPS TAKEN
WATER	Families were moved in without any water connections. Each family has their own individual syntax tanker that is filled through tankers provided by the municipal corporation. Water is pumped up to their homes through motors from their individual tankers.	Water lines have been laid down but there is no connection yet
ELECTRICITY	All have individual electricity meters but the bill is too high	With the help of MM they will talk to the concerned department
DRAINAGE	Choke up and over-flowing drains as one of the drainage chamber is open.	Letters to the ward and municipal corporation will be given by the residents supported by MM
GARBAGE	No garbage collection bins, people throw garbage all over the place. Nobody from the municipality is appointed yet to collect the garbage	Letters to the ward and municipal corporation will be given by the residents supported by MM
FORMATION OF HOUSING CO-OP	They haven't formed any housing society as they have no idea or guidance on it.	MM and Federation have had a meeting with the residents on initiating the process of housing co-operative society formation
FORMING MM AND INITIATING SAVINGS		First round of discussions held with the residents, they will appoint a leader and then begin the savings

Peer exchanges for learning, sharing and advocacy

The power to articulate, host and be guests

What was once a serious issue/challenge for the different slum dweller federations in Mumbai (pavement, railway, Dharavi, airport) and being burdened with demolitions, lack of power, lack of resources, poverty, lack of knowledge about themselves and their communities has now become their strength.

NSDF and Mahila Milan have over the last 30 years worked out a way to create a platform for various communities by bringing people facing similar problems and locating them within a federating structure through face to face peer exchanges. As people meet more and more communities they begin to feel less isolated and gain confidence that many others too face the same problems. This interaction often leads to extended conversations and discussions between community groups (of the same city, state or nationally and internationally) and out of this emerge new possibilities to explore options that till now were unconsidered.

This is also something that has sustained itself over the last so many years. Whenever a project or a process is successful and beneficial for the urban poor communities, it has to be replicated either in the same manner or with a twist and a turn and this is done only through exchanges. These exchanges are not only with the slum residents, but also with similar organizations working on the same issues, with government officials working on the same program in different cities, with people who are keen on bringing changes in the policy and programs, with academic institutions and so on. The agenda for the exchange, which city/federation is most in need of support, how many men and women and who will travel for the exchange is all decided by NSDF and Mahila Milan leaders.

For example in one of the settlements of Ahmednagar, Mahila Milan was able to get water, sanitation and drainage facility for the communities with support from the local political leader and the municipal corporation. Word spread to other settlements in the city and even though there were no exchanges, acts like provision of water tanks by the local leaders, installation of bore wells, cleaning of the settlement were also taken up by other federation leaders in the same city.

At times there are exchanges not only to see the work but also to discuss the challenges leaders face while implementing the same process in different cities. Communicating, sharing experiences, giving examples, showing pictures and videos at group meetings also help overcome certain obstacles. Not only this, they even discuss, how one should talk to government officials when they act tough with them, in what manner should they answer when asked certain questions, how the data collected by the communities should be presented so it produces positive outcomes, and other such issues are discussed at exchanges.

In the last year, and especially after the loss of one of their powerful leaders, the alliance has been visiting different cities to meet federation leaders who were not in regular touch with the other groups. Cities like Ahmedabad and Surat were the ones that were visited by the NSDF and Mahila Milan leaders to get updates on what has been happening. What support they need, how many members are in the group, how many settlements they are working in, is there a need to change the way they have been functioning etc were some of the critical things that was discussed. Not only did a group of people from Mumbai visit them, but also a group of people from these cities visited Mumbai to interact with Shekhar and his team to work out new strategies on working on the issues in their settlements.

Later in the year the Kenyan federation visited Bangalore to understand more about the federation model and the core activities of savings and credit, site visits to see houses constructed by people themselves either by taking individual loans or through government programs, understanding the web based enumeration tool for creating and capturing survey data. The Bangalore federation coordinator, John, also trained them on how to use the software used by Mahila Milan to keep a track of savings which includes a Loans & Savings desktop application, an Android app for savings activity and a Passbook app.

Explore and adapt solutions

To teach, learn and explore adapting solutions to your issues

The Bangalore team has also been hosting exchange programs for the southern Indian cities. One such exchange program was held with Andhra Pradesh and Telangana leaders to learn more about the digitalization of savings data and the profiling data. Telangana has done some profiling and started savings which they wanted to upload on the platform and hence this exchange was organized. They will be now using android tabs to collect savings data and conduct profiling.

There have also been exchanges between community leaders of partner organizations like CURE that the alliance works with. Last year, professional and community staff from CURE visited the Mahila Milan offices. A group of professionals met Mahila Milan leaders in Goregaon, Mumbai on 17th Dec 2018 and spent time mainly on understanding Mahila Milan processes. Understanding the savings process of the Mahila Milan was the key feature where the women don't just collect money but they also collect people. They also saw the individual housing program near the Goregaon ARC, as well as the community toilet blocks. Their main interest was the process of financing the housing construction and how land was negotiated for the Adarsh Nagar society.

Community leaders from CURE visited the relocation sites at both Indian Oil and at Vashi Naka on 29th March 2019. The visit in Indian Oil focused mainly around savings and looking at the rooftop solar energy model. They divided themselves into teams that went with Mahila Milan leaders to understand how they did daily collections and then later saw the operation and maintenance of the Solar power system. Post lunch they interacted with Mahila Milan in Vashi Naka. At Vashi Naka, their main interest was understanding how communities got access to housing relocation.



Processes that lead to practice and project outcomes

Projects, Processes, Practice

Facilitate others to explore solutions to adapt them to serve their local needs

A process through which communities and the Mahila Milan groups within them meet each other at events organised by themselves or others in the neighborhoods forms the center point of how knowledge is created, external contacts and situations are explored and possibilities of how we can make change happen are discussed and worked on. It has been our experience that women more than anybody else, are extremely cautious and suspicious of the solutions that are presented to them by external parties. Their intergenerational experience shows them that the lives they lead and their survival strategies are very delicately balanced and any disruption of this balance demonstrates a huge risk so the exchange process fundamentally seeks to explore changes that affect them.

The horizontal peer exchanges, occur in three stages: stage one is a safe space to explore and agree to think about change, the second stage is to begin to interact with external people who work with them to explore the new alternatives. It may mean exploring design or technology or finance or policy change but it also means producing a solution that is first understood and accepted by the larger constituency that they represent. Stage three covers three distinct activities that are done in parallel while they negotiate with the external world and they put up demonstration projects or programs or events where they invite more and more communities like themselves to explore this solution and understand the process; the second part is that by the act of doing they begin to understand the skill sets that they need to develop; and three by learning to defend their innovation they develop the first steps of learning the advocacy of this new alternative.

Through discussions with others like themselves they produce a safe space to examine the challenges that people continue to face in the present environment and are able to see that they are not alone.

Demonstrating to community and city how it works and create precedents

In order to support the long term mobilisation of informal settlements across cities it is very important to produce solutions for the issues that concern the communities not just on a day to day basis but for the long term. The value of projects and the value of processes that lead to these projects and the practical day to day knowledge that must inform this practice are all linked and connected to each other. These are important issues to explore simply because good ideas if left to fly in the wind do not produce robust incremental solutions that are appropriate and whose value to transforming peoples lives can not find its way into larger policies. This is very critical at a time when there have been attempts to produce policy without a reality check on the ground. It is not as if there are no serious attempts to produce policies that address problems but rather because there is an inability to connect valuable top down insights with the reality and survival practices at the bottom.

Within the alliance, the work of the federations in the 80s and 90s produced a range of solutions that began with the need to address the challenges of those who are most vulnerable like the pavement dwellers or people living along the railway tracks or those who are vulnerable to external challenges of climate and weather or they could be related to governance structures such as a denial of the right to shelter. The right to basic amenities is the right to explore access to a gradual incremental upgrading of houses in the absence of subsidies and so on. Communities produced these practices, processes and projects that began to move across federations; getting adapted and refined or changed but where the process aspect had some universal qualities that have always been replicated. The basic principles of the practices that were consistent were that people documented data about themselves, they identified the manner in which they produce viable solutions and then they looked at the things that they wanted to retain from what they were doing and change the things that were not working for them.

Exploring new ways to address issues and solutions designed by the poor

Share insights with federations and with officials from other cities and countries

The initial exploration is what we call precedent setting and within the alliance it is very crucial since it allows communities to take on the role of inventors, designers and explorers while testing solutions that produce any improvement on whatever the context of the present situation is. In an ideal world there would be ideal solutions but in the lives of poor communities with their inability to mobilise resources and/or lacking governance frameworks that are inclusive and supportive, these solutions and changes produced by poor communities are always incremental.

It's very important to understand how breakthroughs happen for the urban poor. It requires not only dedicated time in years and explorations to produce a consensus of what communities need but it also requires leadership from city and government institutions to give of their time and to have the ability to listen to what the community is opposing and why but equally for these institutions to come together with organisations working on the ground to explore ways of solving problems together. Through this collaborative practice and these initial explorations came many projects and policies that were beneficial not only for the city but also for the community. After years and years of indifference and the meagre resources that generally get allocated to produce solutions that are imperfect it is important to also acknowledge that the solutions when first presented are works in progress, they might be a big change from the situation as it was before but are still far away from the perfection which we all imagine and want development to be.

Uniquely, within the alliance, exchanges of peers between cities, between different countries associated with SDI can encourage communities, officials and others to come and visit these processes while exploration goes on. We believe that the process of how choices are made and explored, possibilities that are weighed, taken up or rejected are more critical than the final outcomes.

A result of these discussions is that the outcomes are very local specific and that the process has the potential to be more universal and more practical and so rather

than provide a fully baked dinner the exchanges examine how the ingredients are selected and the process by which the dinner comes to the table is more important.

Exchanges help learn quickly that communities can make a difference

The second important thing that these exchanges provide is an impetus for the large network of the Federation to provide spaces for a safe exploration of solutions in which the individuals themselves or their communities don't face the ire of the external environment whose hostility is often a big factor in not wanting change.

A very important ingredient of the peer exchange process is that every community, every city and later when we work with SDI, every country has many different local contexts while the reality is that this exploration has to be rooted to be healthy so that it survives and produce a tree called scale so that the process by which the solution is explored and the outputs of a project are presented as some form of perfect solution.

It is through their transfer and movement across different networks in different communities that the processes and outcomes get refined. Within the SDI network we have seen issues and projects that were designed ten years ago in one country later moved to many other countries and have at an even later date returned to the originators with new technology, new management and financing systems as new possibilities to engage the state in the next activation of that process.



Section II: Projects

HOUSING

Land access and ownership

SPARC focuses on community organizing and housing development through “self help” and community empowerment, based on the belief that slum dwellers must play an active role in seeking their rights to a habitat. For over 30 years the alliance has been assisting slum dwellers to mobilize and organize, aspiring to empower the urban poor to realize rights to land tenure and gain access to basic services, infrastructure, sanitation and housing.

Building any housing, especially for slum dwellers, is highly affected by land access and ownership. In urban India, large tracts of land are owned by para-statal organizations such as the Indian Railways, the Port Trusts, and the Airports Authority. All of these are controlled by the Central Government and therefore slum dwellers on these lands do not benefit from any project or scheme of the local government, municipalities or the state even if they are entitled for the same as they need to obtain formal permission which they generally do not receive. Similarly, slum dwellers on private land though they get access to basic services find it difficult to be a part of any housing scheme.

To provide appropriate shelter for the fast growing number of urban poor has been one of the major issues to deal with for national and local governments. The overall demand for urban housing can be expected to arise from increase in population, increase in migration into the city from rural and smaller towns in search of livelihoods and from increase in income. It has also been observed in recent years that the supply of housing has not kept up with the demand.

The most influential advocacy tool for land tenure and housing for the urban poor is when they themselves take up housing projects. The construction company SSNS set up by the alliance allows women to take up construction contracts for the poor communities. The financial and technical aspect is dealt by SSNS and the community provides them with leadership support at the grassroots level. By constructing their own houses, they also learn new methods and technologies related to designing and construction and are able to reduce the cost of housing as well. They learn to negotiate for land, learn to manage finances and how to combine the housing subsidies they received from the government with personal contributions.

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 2019

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 2018-19

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



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 2019

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

A great deal of work on relocation and rehabilitation has been managed by the Mumbai federations right from the survey of families to be relocated to forming housing cooperatives of families that have been relocated. Expanding this experience, the alliance now is looking at small and medium towns where either relocation has been implemented or where the city wishes to take up relocation. The objective is two fold first, to assess if relocation is really the only option and second, in case relocation is the only alternative then engaging with the city and communities to work on their relocation together.

Cities like Nasik, Ahmednagar and Ahmadabad have witnessed relocation and will continue to do so in the future. These relocations were done without the involvement or participation of the communities and hence badly designed and managed. Visits to some of the relocation sites in all three cities were conducted by NSDF, Mahila Milan and SPARC teams.



RELOCATION & REHABILITATION 2018-19

Projects	HH To be Relocated	Relocated
TOTAL	61219	2353
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	57
Tata Power Phase IV (Mumbai)	240	57
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 2019

Projects	HH To be Relocated	Relocated
TOTAL	61219	33117
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	136
Tata Power Phase IV (Mumbai)	240	193
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 - Ahmedabad

In Ahmedabad there are more than eight relocation sites where communities under various infrastructure and housing projects have been relocated. One such site that the federation is focussing on is Vasna where families affected by the Sabarmati Riverfront project were moved in 2007-08. There are 28 blocks and each building is G+4 with 32 families. The buildings are unfinished in terms of construction, societies have not been formed in the manner that they should have been and hence there are severe maintenance issues. This relocation project has not been able to deliver as per the plan made by the city.

Two local NGOs SAATH and SEWA were contracted by the Ahmedabad municipal corporation to carry out post relocation activities. We also plan to take up one relocation site at a time, produce models and methodologies that can be replicated with some changes to other sites and to become partners with the city for any future relocation projects.

With the team at Vasna, we started looking at the basics that need to be addressed soon after relocation and at times even during the process of relocation. What came out was -

1. Their ration cards have not yet been transferred and people have to travel back to the city to get their ration and end up spending more money on transportation than what they spend on ration.
2. Electricity meters have not yet been transferred in the name of the householder. It is still in the name of the municipal corporation but people are paying the bills for individual meters. The community was told that the transfer to individual names will be done after six years. It has been six years since then and they hope to get individual meters.
3. Voter ID cards also have not been transferred.
4. Since the shifting was done in the middle of the academic year, there were school drop-outs in large numbers.

We invited a team of seven members from Vasna to visit Mumbai to interact with the leaders and communities that had gone through the relocation process to learn about how to manage cooperative societies and deal with the day to day challenges. At present, in Vasna four cooperatives have been formed and registered and each has a set of buildings as part of the cooperative.

Suggestions that came out of the discussions were -

1. A register should be maintained for each building that gives us the details of the number of families and what proof of identity they hold. (We can use the slum register format or the family details sheet that we have been using for our surveys.) This will also give us an idea of how many people are jobless

or are working.

2. Based on the number of families, the members of the CHS with support from NSDF can approach the ward and the municipal corporation and demand for a ration shop to be set up in the locality.
3. Babubhai with the representatives of Vasna will find out the logic behind transferring electrical meters to individual names after six years and then work on it further.
4. Leaders will find out the procedure of transferring voter ID cards from previous location to the current one and start working on it.
5. A list of children who are school going or are now drop-outs will be prepared along with other relevant information. Babubhai along with the leaders will identify nearby schools and talk to the administration so that children can continue with schooling.



The challenges of those who chose to relocate

Crises faced after relocation

How people's perceptions change when they shift from slums into high rise buildings. The way they look at services completely changes – suddenly everything becomes formal and has to be legalized. Everything has to be in place. In a way it is right and just.

While people are still in the slums they have to struggle to get access to all the basic services - water, electricity, toilet, drainage, garbage collection, housing etc. When they get relocated to a high rise building their expectations also rise just as would of any middle or upper middle class resident. There should be 24X7 running water, bigger houses, proper electricity, good individual toilets, and play areas for children, gardens, parking facility and so on. Not only this, there has to be an office and balwadi as well. This behavior is normal. The only difference is that when projects are designed for the middle class and elite, it is ensured that everything is complete before they move in, whereas, in case of projects designed for the urban poor, most of the things are sidelined even when it comes to basic things like construction quality or the locality where they are moved to.

The communities that the alliance works with have had the advantage of making sure that things are in place before people move in. For instance, following are the rules followed before any relocation takes place -

- The community to be relocated is told where the relocation site is encouraged to visit that site.
- The federation encourages the communities to pay off any outstanding bills before shifting.
- Form an informal housing cooperative society of the HH's that would be moving.
- If the buildings are already constructed, then an informal audit is done of the building to see that the services within it, eg., light fittings, plaster, leakages, drainage systems etc are in place, solid waste management is taken care of and so on. Once this audit is done, the report is shared with the concerned authority at the city level and the alliance makes sure that the necessary repairs are done before relocation.
- Relocation should take place only after the academic year ends.
- Transportation and cost of transportation from current place to the new location should be arranged for by the city/local authority.

- Transit accommodation is made available in case the site has to be cleared immediately and till such time as the buildings are ready.

If the above points are not kept in mind and if NGOs are not involved in the relocation process right from the beginning, communities face serious crises post relocation.

We are witnessing this in cities like Nasik, Ahmednagar and Ahmadabad, where the alliance was not a part of the relocation process and there are severe issues with the construction of the units, design of the units, community cohesiveness is missing, and most importantly where the communities had no role to play in the whole process of relocation. The other drawback is that housing cooperatives have not been formed even though they have been living in those buildings for more than five years. In a few cases, their ration cards and electricity bills have not yet been transferred in their name while these are the tasks that are taken up by the alliance as priority post relocation and the preparations for the same begin even before they are shifted.

Horizontal or Vertical? Rebound effect on slum residents.

In the delivery of housing units under state financed and led programs, to eligible urban slum dwellers, the physical design of such housing entitlements remain relatively less prioritized and therefore the quality of housing is compromised. While provision of housing or property rights brings in the much needed tenure security, poor quality housing compromises on good living conditions of the entitled slum dwellers which negatively affects their health and wellbeing.

Challenges in housing design emerge right from the Detailed Project Reports that often lay a rigid framework which do not attend the contextual needs of the people that will access them. Disjointed relationships between the project sponsoring agency, the implementing agency, the architect who designs, the contractor constructing the houses, and the people who receive these houses as entitlements, produce several issues that ultimately affect the people. This produce challenge in fixing accountability in such a complex relationship between actors on the assembly line of the slum housing delivery.

What the communities face

Terrible design of buildings and their condition

Various housing programs in the past and the Slum free India campaign has seen many designs that have relocated and moved thousands of residents to “Vertical Stacked Housing”. The redevelopment and relocation building designs still remain a cookie cutter “Death by Design” approach.

The definition of “Slum” as per census of India is : *“Residential areas where dwellings are unfit for human habitation by reasons of dilapidation, overcrowding, faulty arrangements and design of such buildings, narrowness or faulty arrangement of street, lack of ventilation, light, or sanitation facilities or any combination of these factors which are detrimental to the safety and health”.*

There is a reason why families go back to their old slums. The contemporary housing designs have lower than average level of luminosity in the lower floors especially when the building faces another building less than 10 feet away or amidst taller buildings. Most houses keep their windows shut as they face corridors and there is an absolute lack of cross ventilation. Many studies have shown serious diseases like Tuberculosis making these high density housing death traps.

Following are the recommendations:

- All housing design and especially complete redevelopment or relocation housing projects need to ensure basic tenets of design that insure good health and well-being of the occupants. Good light and Ventilation form the core requirement along with other social amenities such as spaces for children to play, for women and seniors to meet socially etc. A connection to the ground and sky in some form allows for healthy living spaces.
- In multiple story type of housing in case of high densities it is recommended that the building be raised on stilts and the ground be used of parking spaces and circulation as this fulfils two things, one it allows better light and ventilation for the residents on the first floor, otherwise ground floor houses are dead spaces with unhealthy living conditions. Two, it allows for more space for future parking for both two as well as four wheelers.

Residents who will not improve their habits

Change in habitat brings change in Habits! However there are two most important factors that have seen “No change” in habits post relocation.

1. The disposal of garbage especially of chocolate/chips wrappers and plastic out in the open and sometimes creating garbage in the common plots.
2. Spitting in stair case corners which is no exception even within many formal societies.

There is a basic difference in the way of living in open, detached or semidetached structures vs living in a high rise. If communities are trained prior to relocation it is seen that this behaviour is controlled. There have been several meetings and initiatives taken with women, youth and children to try and change this habit, but nothing has seemed to change their behaviour.

Dead spaces if they are put to use or made into green spaces may add an incentive to train mind-sets to change these habits. These changes will slowly come over a period of time but MM leaders are working on this all the time.



The real scalability is in incremental upgrading but is not an option governments like

The alliance has been exploring ways to take up and introduce a wide range of construction projects for many reasons; firstly because it wants to demonstrate that different types of housing projects can be taken up apart from the normal procedure of putting people into high rise buildings, secondly it wants to explore the kind of housing that poor people want in the space that they currently occupy and the quality of construction that they need, it is also a way to come up with different housing projects that can be taken up in small and medium towns. Many schemes of the government and the city have been addressing the issue of housing for all where it seeks to either relocate them or redevelop their settlement by providing some infrastructure. But this does not necessarily satisfy poor urban communities and one has not seen successful implementation of these kinds of projects except for a few like BSUP or VAMBAY. An important reason why relocation projects have been a total failure is due to lack of community participation and NGO representation in most cities.

People living in slums, on pavement, along railway tracks or in any other locations have been investing a great amount of money, resources and manpower in building their houses. From a study conducted by SPARC on incremental housing what stands out is that over 60% people performed their upgrades using the money that has been saved which is the top financial source for performing the housing upgrades. Only 40% families had taken loans to perform the upgrades. About 30% resorted to borrowing from known sources. The reasons for upgrading also vary from city to city and from family to family but one of the most common reasons for the upgrade is a growing family. The fact is that the process of incremental housing is never acknowledged or accepted by the city or state. The investment made by the poor needs to be recognized in order to create policies and strategies that support what the poor do to have a decent place to stay. It is interesting to see the process of incremental upgrading when a family first moves into the city, finds a place to stay and sets up a shack with plastic sheet which over time gets upgraded to metal sheets that are later replaced by bricks. This process does not end here; as their family size starts growing, the roof becomes the first floor or they have a mezzanine on the ground floor itself.

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

SPARC provides loans to urban poor families to upgrade their homes. In South India, these loans are combined with subsidies from local governments while in Maharashtra they are blended with peoples own savings or by borrowing from elsewhere. Construction is done by the families themselves or through hired contractors and in the absence of any planning. Once a handful of members start taking loans in a city or settlement and upgrade their homes, the next month the number doubles up and those houses become model houses for affordable housing for the poor with designs that they like. Once they have invested in their homes, people also make investments in accessing basic services like water, electricity, individual toilets. This process of self incremental building is not yet understood by architects, planners and policy makers. On the other hand civil society organizations like SPARC working with urban poor on issues of housing and infrastructure feel that incremental building strategies should be the way forward for affordable housing. A lot more research needs to be done on certain aspects, where do people buy construction material from, is it new or second hand, do they hire contractors or put in their own labor, how much does it cost for them to do a full construction. What alternatives can be produced from this data is what needs to be looked at next. These can then be shared with financial institutions or with municipalities to formulate new schemes to meet the housing needs of the urban poor.

Managing relationships of cooperatives with each other and state

Forming cooperatives - Many ghushkors don't want to be in the cooperative

The alliance of SPARC, NSDF and Mahila Milan has worked for government projects along with the World Bank in MUDP projects at different locations in Mumbai and has been interacting with the community from the very beginning, surveying the structures in the settlement, forming informal groups, beginning daily savings, having regular meetings with the groups etc. Therefore by the time of shifting to the new sites Pap's have come together and set up societies and evolved systems of resolving their issues.

At present most of the societies have formed their groups and been relocated into the buildings. They have formed Cooperatives by registering themselves under the Charity Commissioner Act, Maharashtra. To resolve issues on the site, they formed a Central Committee which includes members from each building. These meetings are mostly held on Sundays since most of the federation members are available on this day.

In Lalubai Compound and Indian Oil resettlement there is a major problem of garbage disposal and drainage line. The space between these building is very small and the drainage pipes laid in for sewerage are small in size and not sufficient for the number of families residing in these buildings. Every fortnight the drainage backs up, causing flooding and sludge on the road. It is very difficult for people to walk in these narrow passages, and most people residing on the ground floors have to close the windows for 24 hours. There are also leakages on the top floor houses from the terrace. The alliance has always tried to resolve these issues but needs support from the local Ward to clean the drainage line.

There is a blame game between MMRDA and BMC saying that the land doesn't belong to BMC since Pap's were shifted by MMRDA and vice versa with both sides not willing to take the responsibility. Therefore it is difficult for the society to come up with any solution. The Central Committee has approached the local corporator to resolve the issue. Some members have also approached the MMRDA officers to resolve the same.

The Central committee along with the help of Mahila Milan has tried to resolve this issue by having a combined meeting with all the concerned officers and residents from these sites. In this meeting it was decided

that MMRDA will for once complete the leakage work in every building and paint the buildings. All these issues will be resolved by making an Agreement with the Central Committee and individual societies 11 members agreeing that the work will be done once and later if any problems arise the society members will be responsible for the same.

Indian Oil Nagar is a good example for this issue. It has 34 buildings with over 70 wings and hence some of the buildings were handed over to the BMC by MMRDA. Security guards were appointed by MMRDA to maintain buildings that were under MMRDA, all documentation required for registration was provided by MMRDA as a result residents had no problems while forming housing cooperatives. On the other hand, the BMC failed to maintain buildings under their supervision and since SPARC was involved only with the pavement dwellers that were affiliated to SPARC, the registration process was faster.

In 2010- 2011, BMC started allotting rooms to people who were affected by road widening, widening of the bridges and people residing on the pavements. Since most of the buildings were vacant some people from the nearby slums made "bogus documents" and occupied the rooms. Also when the registration process for these buildings were started, since there was no proper list given by the BMC, those people who had occupied the rooms (informally) were also included in the registration process. Later, some people came to the BMC complaining that the rooms that had been allotted to them were already occupied and that is when BMC started checking each and every building. By this time most of the buildings had completed their registration process by bribing the registrar's office. After several complaints a big squad of policemen and BMC officials conducted a survey and vacated all the Ghushkors from the building. Later all the registration of the buildings was cancelled and redone.

Dealing with unintended consequences

Examining challenges emerging from ongoing discussions

The Indian Alliance and the communities we work with made certain conscious choices towards accessing tenure security for slum dwellers in Mumbai. While it was always desirable to get security of tenure in the existing places, several slum dwellers knew they were living on lands unfit for human habitation or that the challenges of dealing with land owners needed a resolution, and therefore willingly chose to relocate. It was clear in everyone's mind that if we relocate, the distance from current location, distance of the new location from the nearest railway station and the number of transit changes they will need to make to reach their current livelihood locations mattered. The slum dwellers network negotiated for these, also understanding to some extent that the quality of relocated structures will not be good, but that this may be their only opportunity to lay claim on the right to housing. Relocation brought about several unintended consequences, some so primary that one would think those were the basis for the people to move from 'filthy' slums to formal, neatly lined and 'civilized' buildings. But much worse conditions awaited the residents.

The most significant aspect of the reason for the terrible conditions was the very design of the buildings structurally in terms of light and ventilation, in terms of distance between the two buildings created the first challenge but more importantly it was the fact that the estate Department of the organisations did not look after these buildings and they were vandalised to a terrible extent over time before they were allotted to HHs. We have learnt to make a checklist of the things that we need to ask for to be done before people move into these rehabilitation buildings.



Livelihood challenges

In cities like Mumbai, traveling long distances to work is normal, especially due to the concentration of business offices in the south and affordable residences in the north. However it is both time consuming and sometimes expensive. The negative effects of this on poor families is more pronounced. Both men and women are mostly engaged in menial jobs such as helping with household chores, working as masons or painters and other labor intensive activities. When slum residents in Mumbai agree to relocate, it also faces them with a tough choice of continuing to stay closer to work with their tenure status in question or relocate into safe neighborhoods but take a hit on the livelihood.

Many took the latter option because of the support that the federating network of slum dwellers offered to negotiate for alleviating the livelihood distress. For example, convincing a businessman to extend his home based business opportunity to relocated slum dwellers, allowing usage of community centers as places to do small manufacturing works etc. The MMRDA now tenders the work of assessing livelihood impact on families to be relocated so as to build essential remediation strategies before the households are relocated. An example of how a known consequence can still bring unintended results, and the role that organised communities and state institutions can play by learning and improving upon it.



Exploring ways and means

Health Challenges

Good health and well-being is the primary motive behind improving housing conditions of slum dwellers. Yet, when people are moved from slums to the buildings, often the design and other institutional challenges can produce a lot of negative consequences on those that are relocated. For example poor light, ventilation and drainage systems produce unhealthy living conditions for residents in relocated colonies. It is not clear if health conditions improve or deteriorate when people move from slums into poorly designed and built relocation colonies, but certainly elements of bad health seem to bring up new challenges. Tuberculosis is rampant in some of the relocation colonies in Mumbai, and in of these colonies some proximity to the city's dumping grounds or polluting industries seems to have worsened the health among relocated dwellers. Setting up health centers connected to government hospitals, and NGOs working in the space of health is one remediation strategy adopted by MMRDA, the state agency responsible for safe relocation. However, larger issues of health connected to housing design and location of relocated colonies need further investigation and debate. Considering, the large scale relocation of people which may become inevitable with fast urbanisation a quick course correction is needed before the process of relocation of slum dwellers poses a larger health challenge to those that are relocated and to the city's populace in general.

Exploring ways to combine good design practices with incremental housing

It is very clear to the federations that in an ideal world the typologies of housing stock can move from incremental improvement of informal houses to produce good quality homes to multilevel housing and the reality is that in all instances communities don't really have a choice. As a first step to getting secure tenure very often communities have to accept 'quality housing' in the form of a tenement. If you don't accept that chance and wait till you get a good quality house the chances are that that will never happen because the volume of people locked in insecure informal settlements keeps growing exponentially while the state produces housing stock for about 5 to 10% of these requirements.

The alliance seeks to explore different possibilities by encouraging communities to not only take on projects and agree to relocation houses that are located in a reasonable space and are documented in great detail and with a good clarity of exactly what is needed to improve the quality and to insist on a better way to maintain them. On the other hand, especially in medium and small towns, exploration seeks to find ways wherein either with government subsidies or through accessible loans communities design and construct their own homes with improved water, sanitation, drainage, sewerage and energy. After all cities are not made of one typology of housing and the challenge is to produce a wide spectrum of alternatives while constantly seeking basic services, infrastructure and secure tenure.



Sanitation and its urgent need



A quick historical walk through the sanitation journey

Weighing individual verses community toilets

There is always a debate on making a choice between community vs individual toilets.

The real question is:

- Open defecation vs Community Toilets?
- Toilets or no toilets?

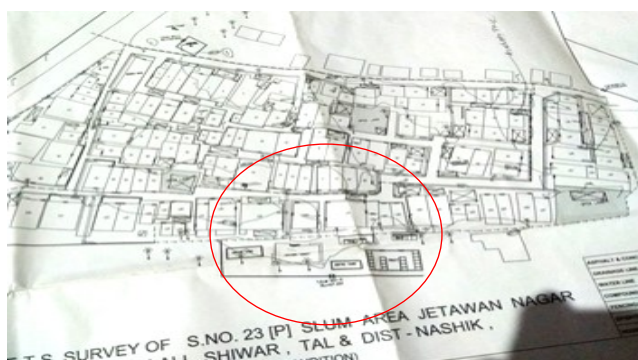
The following questions need to be asked:

- Is the settlement of very high density? With most houses less than 10x10 feet?
- Does the settlement have a water connection?
- Are most of the residents resorting to open defecation with no choice?

If the answer is yes, then with or without sewerage the choice is between open defecation or the nearest safe sanitation which is community toilet.

An individual toilet is an ideal solution for informal settlements outside large metro cities where space is available within houses to accommodate a minimum 5' X 4'.3" space with any given material. Most settlements in Mumbai cannot accommodate this; for such residents the choice is between a toilet or a space for 2 persons to squeeze in. Toilet then takes a back seat!

Earlier community toilets were seen to be abandoned spaces due to lack of maintenance. However, the Indian Alliance has challenged this and demonstrated to the city and people that the 'community toilet works efficiently when it comes as a package'. Right from the beginning, demand a survey, calculate the seat to person ratio, location preference, design, cost per month for maintenance and formation of CBO's for O&M works when communities take ownership. Under these conditions the alliance has shown that communities take charge of the community toilets to the benefit of all.



Setting precedents and seeking policy changes

This is a partnership between the residents and the municipality and has helped thousands of residents living in informality without access to toilets.

Constructing individual toilets though it may seem simple is far more challenging as it deals with space not only for the super structure, the WC but also the sub structure which is the septic tank/soak pit, where most Indian cities do not even have sewer systems. Even if they exist they are along the main roads allowing access to the few household settled along the road.

Even within the Swachh Bharat program, where federations have worked with the cities the experience has been that almost all houses inside the clusters cannot connect to the sewer. This connection has to be done by the Municipality and such houses can be given permission only when they have access to covered drains. The cost of such an infrastructure is high.

Design of individual toilets in slums is like stitching a cloth! Every make is different, based on individual requirements. Of the 200 or more houses the alliance has attempted to work with we found more than 50 design probabilities for a single solution coupled with social and political attributes.

Individual toilets with shared septic tank is a better model that allows less construction and reduces maintenance costs. Then the question arises as to whose land will the septic tank be dug in? That space then cannot be used to build on. What if the neighbor later refuses to share the costs? Just sharing costs does not mean sharing of responsibilities. The neighbor is not of same caste so we don't want to share and other socio-economic questions come up.

A detailed process of mapping and dialogue with communities in a series of iterations help arrive at a solution that works for all. Though it is a long process our experience has been that the results are assured.

Sanitation Interventions

Cumulative Sanitation Projects Upto March 2018

State	Toilet Blocks	Seats
Total	820	15747
Maharashtra	759	14894
Andhra Pradesh	38	451
Tamil Nadu	15	266
Gujarat	1	15
Odisha	7	121

Individual Toilet Loans- 2017-18

State	City	Members	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 untutilized.

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	
2011 April	Cuttack Odisha	1	63
	Cuttack Odisha	1	
	Paradeep Odisha	1	18
	Puri Odisha	1	20
	Bhubaneshwar Odisha	1	20



Exploring making city wide sanitation possible



The focus on Ahmednagar and Nasik

With our government's SWATCH BHARAT ABHIYAN Campaign seeking zero open defecation, the federations in different cities began to undertake information gathering through the slum profiling practices to understand the situation of informal settlements in towns.

The city of Ahmednagar though it had a strong commitment to improving the conditions of water and sanitation was very focused on meeting targets with programs that often do not work well in informal settlements. The current focus is on subsidies for household toilets but these do not work because sometimes there is no room for constructing a toilet within the homes and secondly where individual toilets cannot be built or are not feasible, the city does not think or talk about alternate solutions. The alliance of SPARC, NSDF and Mahila Milan is committed to undertake interventions to improve water, sanitation and basic service access to informal settlements across towns and cities. Over the years, the federations there have undertaken many activities and become seasoned in the ritual processes. With the national campaign for Swachh Bharat, it was time to explore how the Alliance of SPARC, NSDF and Mahila Milan could provide support to the communities in taking up infrastructure solutions pertaining to access to basic services.

NSDF and Mahila Milan had been active in the city of Ahmednagar since 2002. As soon as the Ahmednagar federation was formed in 2002, the first settlement profiles were undertaken in 2003. These covered 7 slums which had agreed to join the federations. At that time surveys were initiated in those settlements that became members. All but one of these settlements was on municipal land with a total population of around 1500 people. None of the settlements had access to toilets and defecated in the open but had some access to water.

In 2009, a citywide slum profiling was conducted by the federation /Mahila Milan of Ahmednagar, covering 38 slums. 10 were on private land, 16 on municipal land and 5 on *gaathan* land (village land which gets secure tenure status when it gets included in city limits). The

city, by this time, had provided some of the settlements with certain basic amenities.

- 10 settlements had individual toilets catering to 4000 people
- 13 settlements had one community toilet each with an average of 209 seats per person.
- Water through taps and pumps were provided to 26 settlements.

The profiles were updated again in 2013.

- By this time additional seven public toilets with 68 seats had been constructed.
- Data on open defecation was also collected and 6 settlements reported 100% open defecation while some others indicated 50-75% open defecation.
- Maintenance of public and community toilet blocks has been a major issue along with insufficient seats and lack of water and electricity.
- Residents from 29 settlements were provided with individual water connections, and 22 settlements were provided with community taps .



Making sanitation work for slums was the first intervention

Apart from the basic rituals of slum profiling, savings and credit, surveys and enumerations, a citywide toilet survey was conducted in Ahmednagar by the local leadership of the communities. Once the slum profiles were refreshed, in discussions with the city officials the toilet survey sought to understand how many settlements had access to toilets, how many of them were functional or non-functional. This survey also produced a list of toilets constructed by the city, the number of seats, the population it actually serves versus the population that was to be served and what the deficit is. This data was once again taken back to the city Municipal Commissioner and presented to the committee of municipal elected representatives headed by the Mayor.

The data challenges their official statistics. While the city data claimed that toilets have been repaired under Swachh Bharat Mission, the federation toilet audit showcased a completely different picture:

1. Open defecation in specific locations was noted.
2. Absence of dustbins in the toilets as a result of which women discard sanitary napkins in the open.
3. Toilets with septic tanks had not been emptied leading to
 - a. an overflowing sludge,
 - b. no covers to the chambers and choke up,
4. Toilets did not have electricity and water connections, broken pans and water pipes and unsafe toilets were some of the observations from the survey.

The overall observation was that despite repairs (wherever they had taken place) the toilets getting into this terrible state was due to lack of maintenance and no community ownership.

In their discussions with the municipal officials and political representatives, the Federation suggested that the city takes up the repairs of these toilets and a committee be formed to monitor and supervise the same, assisting the neighbourhoods to form Community Based Organizations (CBO) for each settlement and this CBO would then take on the responsibility of managing and maintaining the toilets and liaise with the city for assistance and timely interventions.

As of today, toilets have been repaired by the city as well as additional seats for the old and handicapped persons have also been an add-on to the toilet block.

Similarly, in Nasik a similar study was taken up (already mentioned in the previous Annual Report –2017-2018) by the Nasik Mahila Milan. Thereafter, this was replicated in Pimpri and Kolhapur also. The main idea behind this study was

- To assess the condition of these toilet blocks ever since they have been constructed.
- What role can SPARC /Mahila Milan and the city play to provide better sanitation facilities to the urban poor.
- What mechanisms can be put in place to deal with technical issues.
- Formulate a possible structural assessment regime by the city. Funding by city for repairs of the toilet blocks towards regular wear and tear.



Section III: Reflections

Advocacy and events which were critical milestones

SDI and the Alliance

SDI-SPARC at the Global Land Tools Network (GLTN) Meeting, Kenya, Nairobi

Hosted by UN Habitat in the United Nations Offices (UNON) the 7th GLTN Partners Meeting brought together a diverse group of stakeholders. Partners, members and guests came together to reflect on GLTN's impact in the land sector and its future role in the achievement of sustainable development.

SDI in the GLTN meet is seen as a critical partner in this process being a part of several main keynote panels. This meet is held on a yearly basis at the UN Habitat. The team met with ACHR and HCC representatives to discuss what has been happening. Possibilities of linking the citywide work ACHR is doing for SDI with GLTN-STDM is being explored.

Follow up from the meeting-

- Explore how we can work with GLTN to cover Manila and Jakarta port areas under HCC.
- Review how to deepen the integration of our slum profiling with their stem model.



Landac Annual International Conference, Utrecht

Sheela Patel was invited as a keynote speaker at the event and the topic of her presentations was - Evictions and Imperfect Solutions by Social Movement of the urban poor in India.

The alliance of NSDF and Mahila Milan as a social movement of the urban poor in partnership with SPARC began in Mumbai, India in 1986 when pavement dwellers faced the threat of mass evictions after the Supreme Court of India refused pavement dwellers plea for the right to live on pavements.

Crucial differences in choices made by women who lived on the pavements of Mumbai differed from what networks of NGOs and others assisting such communities decided to do at that time. Their choices which will be presented, sought relocation to pursue secure shelter for their children and grand children. It produced the now well established SDI rituals that build federations of the urban poor, they produce women centered solutions developed over the years patiently but persistently.

All these strategies remain imperfect because they were explored in contexts where the strategy emerged in very difficult and hostile circumstances and yet their ongoing persistence and patient reflections to understand the challenges and deal with them produced expanding usage of these strategies for those facing evictions to explore such possibilities across the global south.

Times have changed since the 1990s And now the 21st century has produced new basis for more households and communities to face the impact of evictions and displacement. What knowledge and insight can these imperfect yet practical strategies provide to the people across so many countries facing new displacement challenges due to large infrastructure projects, climate change and conflicts.

Challenges of involving institutions to work with communities

The challenge of involving the state and educational institutions in these processes

Towards deeper implementation on the ground of the various government programs on water, sanitation and housing requires more than just good governance and civil societies, it requires professionals who have the right skills to design and plan what works for the people.

Planning and Design institutions are knowledge and resource centers whose involvement in implementation will not only ensure pragmatic design approaches but we hope will also ensure the introduction of the practice of working with slum dwellers as a part of the curriculum. The long term goal is that of making architecture, planning and built environment courses focus on slums as part of mainstream practices.

Most institutions/Universities have a design cell which is a working cell that allows academia to continue their professional practice and engage in new research while at the same time encouraging the students to become a part of the mainstream practice.

The trio of the state, Urban Local Bodies – Academia – and Civil Society is exactly what ensures better delivery of projects. This fills the technical gaps that most ULB's have, becomes practical experience for the young to be professionals and gives opportunities for conceptualizing and applying new innovations of design and practice.

This process must be institutionalised within all government programs and mandate all local institutions to partner with ongoing works and include their design cells to bid for DPR's (Detailed Project Report) and actual projects.

The challenges are bilateral: most institutions have curricula to follow and it takes more than just an interest to tailor cut the courses beyond the syllabus. The project cycle must also be in sync with the academic cycle and the deliverables.

The process of site identification, methodology and processes if all done well then the outcomes of the design are realistic and most times even go beyond the scope.

While exploring this possibility, SPARC's team has partnered with local architectural institutions in a few cities to collaborate on the on-going pilot works.

The studios are conducted in a way where the settlement becomes the site, the residents their jury and their challenges become the scope.



Strategic events : some highlights

UNFCCC COP24 Side Event "Voices from the Climate Frontlines: Protecting the rights of the most vulnerable (and furthest behind)"

The objective of the event was, "To highlight the importance of a human rights based approach to climate action for the eradication of all forms of poverty and particularly to promote the effective enjoyment of the right to participation by all in climate decision-making by emphasizing that this is both an ethical and legal obligation of States and imperative for more effective decision-making."

Organized by OHCHR, UN Women, UNICEF, UNCTAD, UNDP, UN HABITAT, ILO and ECLAC, the side event will analyse how the Paris Agreement Work Programme can and should ensure the right to participation, particularly for persons living in poverty that are disproportionately affected by climate change, and discuss concrete examples of how employing a participatory human rights based approach to climate action promotes sustainable development and the eradication of poverty.



At COP24, India-based Sheela Patel from SPARC talked to Lou del Bello about how climate change affects people in informal settlements the most

(Extracts)

"We Can't Expect Them to Conform to Our Idea of Sustainability"

Climate change resilience in slums, she says, cannot be built using the same tools we apply to other parts of our cities, and we cannot expect them to conform to our idea of sustainability. She smiles when someone in the audience asks about planting more trees to improve living standards of the residents. "They have other priorities – water, sanitation. Besides, slums are so dense, in no way you'd find the space to plant a tree."

And yet, far from being a secondary issue, climate change "can be seen everywhere in slums". Frequent flooding is one example: "All slums are in low-lying areas, so water doesn't come from outside, it comes

from underneath you," Patel explains. "So how do you deal with that? One of the things that we are suggesting to everybody is to create [any type of] marker that will signal where the sea level stands, so when your house needs repair, you will know how to take care of it in time." Simple things like this, she says, make a big difference.

C40 Event in San Francisco 2018

C40 has developed a new initiative on food security. Sheela Patel attended the press conference and thinks that we can explore this with our neighborhoods.

200 cities are exploring this initiative and 17 cities have made commitments to reduce food waste. The first specification is to donate rather than destroy. Food sustainability is critical and the priority should be to make food systems sustainable and not send food to land fills. We have to adopt a new food strategy and shift to a new strategy for the food industry.



Highlights

Public lecture on Design to Death by Dr. Ravikant Singh from Doctors for You, in collaboration with School of Environment and Architecture (SEA), Borivali

Recent attempts to rehabilitate slum dwellers in R&R schemes as well as Slum Rehabilitation projects have generated concrete settlements with the amenities of electricity, water and attached lavatories. However, the problem of access to sunshine and ventilation persist, which are creating hot spots for deadly Tuberculosis including MDR & XDR TB.

Dr. Ravikant Singh is the founder of "Doctors For You" a medical humanitarian organisation in India. His organisation works in 12 states across India and in Nepal with 200+ staff on various public health issues like Urban Health, Maternal & Child Health, Malnutrition, Tuberculosis and Disaster Relief & Response activities across South Asia.

The study was conducted in three relocation sites of M East ward in Mumbai namely Natawar Parekh, Lallubhai Compound and PMGP Colony.

Findings:

In the last five years the % of TB has gone up, for instance as per the study, out of 50 HH 40 are affected by TB. Families living on ground and right up to 5th floor do not get any air or sunlight at all. Hot and humid climate is very favourable for the TB bacteria to replicate. Mumbai and M East have high % of XDR and MDR (types of TB).

Daylight Autonomy (DA) also plays an important role in increasing the % of TB. Natwar and Lallubhai get low DA from G-5th Floor, secondly in both places the corridors are facing outwards whereas the living area is inside therefore chances of sunlight reaching the living area is low. In PMGP, there is good amount of DA right from 1st-7th floor.

Unit density is not prescribed for slum rehab by NBC, but on an average its 500/ha. PMGP follows the general regulations of distance between buildings and the formula for calculating it is = Height of building/3.

Natwar Parekh	Lallubhai Compound	PMGP
5568 units 505 ha 3 M	6318 units 5.75 ha 3-4 M	1600 units 1.75 ha 10-15 M

Table above showing the distance between buildings at the three sites.

Natwar Parekh	Lallubhai Compound	PMGP
Look horrible with very little space between the buildings	Look horrible with very little space between the buildings	Well designed and good cross ventilation
More % of TB patients, although the socio-economic group remains the same, also because they are sandwich colonies .		Less % of TB patients
Only 17% of window area is available as they have sliding windows		
80% got TB after being relocated		

He talked about the National Building code of India 2016 Vol.1 which has to be followed globally and there is the DCR which is at the state level and amendments can be made to it. They found out during the study that designs are different for general housing and slum housing.

What are the suggestions?

- Retrofitting
- Fitting of exhaust fans
- Creating more open spaces
- Ventilation for walls/doors and openable windows rather than sliding
- Environmental health thermal regulation – how to keep houses cooler should be taken into consideration along with open spaces
- Designs should be sustainable-
 - With low energy consumption, solar energy provision
 - With less maintenance (Currently their electricity bills are too high; 1500-2000 as a result 20% of their income is spent on it)

Example shared:

BBD chawl at Worli is going in for redevelopment of G+22 floors. The elite and IAS retired officer filed a PIL on this redevelopment stating spread of TB by the families living in these chawls and have also presented this study to the chief minister without consulting the team of Doctors for You.

Takeway:

Always consult your stakeholders else it will be a disaster. Be with people and understand their lives before designing anything for them.

Looking back Looking Forward

Dealing with the loss of Jockin's physical presence

Jockin created a very vital legacy to all of us in SPARC, Milan Milan and NSDF by unleashing the imagination of what poor people can aspire to. He developed and inspired 2 to 3 generations of men and women who use the collective strength and networking capacity to articulate and make representation to build an amazing repertoire of evidence on how issues identified by the poor themselves finally became policy in which they had a role to play.

But as is often the case when the founder passes away those left behind feel that their arms and legs have been chopped off and that they cannot move without his guidance and so the second half of this year has been as much to grieve the loss of Jockin's genius as much as his person. I seek to believe that we have learnt enough from him to keep moving ahead.

Financial support for sustaining federations is decreasing as projects are the focus

Financial support for sustaining the Federation is decreasing and the project focus is the main way to get funds

In the last few years the resources that we had from Grant makers that in turn helped us leverage resources from local and national governments have steadily decreased, fortunately the commitment of leadership remains and it forms a mechanism through which we explore the next stage of growth with much leaner finances but a very large legacy of evidence of what people processes can produce not only in India but in the SDI network.

CSR in India does not favour working with the Urban poor where it matters

For the last several years Indian companies have to provide 2% of the profit bill before tax for social causes as per GOI regulations. However, studies have shown that less than 25% of companies actually give money through corporate social responsibility and a very small minuscule amount of that comes to the sector of habitat which means that we have not substantially benefited from this amazingly huge potential resource available in

our country.

How the Federation proposes to survive in the present cash crunch

The alliance is clear that we must anticipate difficult times and we should adapt to explore ways by which we can use strategies and knowledge creating capacity in assisting each other to make representation and to participate in creating solutions that will be a focus for the next few years.

Exploring new research avenues to further legitimate knowledge from below

We are beginning to look at ways by which partnerships with academic institutions who respect and admire the information gathering culture of federations can provide an avenue to produce projects that help us consolidate and confirm and let us do the knowledge creation we already do and to use it to deepen and expand the possibilities through which we can make representation to our government and to our cities.

Exploring the synergy between SDGs and climate challenges

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

This year has been one in which both as SPARC and representing SDI we were invited to be members of several interesting local committees, commissions and research that explored the way in which SDI could bring its knowledge and its huge network to work with national governments, bilateral and multilateral development institutions and universities and national and local leads to explore ways of addressing the climate challenge while also fulfilling the SDGs. I was honoured with the possibility of using the work we do in these 500+ cities to discuss the issues and the challenges of those who lived and worked in informality.

It has been a very steep learning curve for not only us in India but also for those from the SDI leadership network who are taking this journey together because clearly the learning has to move across the network and will be operationalised in a range of localities that have very different and very very unique challenges that emerge from the same issues. A role in these arrangements was to facilitate ways to demonstrate that networks of urban poor represent aggregations that I are now essential for the kind of scaling up that is needed. It is vital for target linked outcomes to ensure that large numbers of people take the same logic, technology resources and draw them down a range of different realities so that instead of a cookie cutter approach it showcases the wide range of possibilities that represent the solution we learnt from a participation that while adapting to change has to be local. Everybody from the global to the local space has a role and a function to play and at every level the manner in which solutions are designed, required to be measured, to be taken up in ways that are very different from the development paradigm of the last century. In fact for communities locked up in informal settlements this new paradigm actually has the possibility of leapfrogging to a whole new way of functioning, for instance, to jump from no electricity to alternate sources of energy that are carbon neutral not only works for the community but it helps the countries to fulfil their global commitment.

Plans for the next year : continue what we started last year

The strategy we have developed :

1. Working with a new focus in different cities.
2. Continue what we began last year : To link local, national and international level, explore research and practice engagement with the city and with university institutions to demonstrate the value of partnership with communities.
3. A deeper view on relocation and rehabilitation especially post relocation .
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 at the planning stages.
5. Finally, 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.

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	SPARC
			Pavement Dwellers.	
Re-Dharavi	2011	Publication	Re-Interpreting, Re-Imagining and Re-	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	Report (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	2010-2012	Report/		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 Settlement 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 CoOperative Housing Society - Dharavi , where communities with precarious housing developed alternatives to resettlement and redevelopment.	SPARC/IIED
The Contested Realities of	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 focussing 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	

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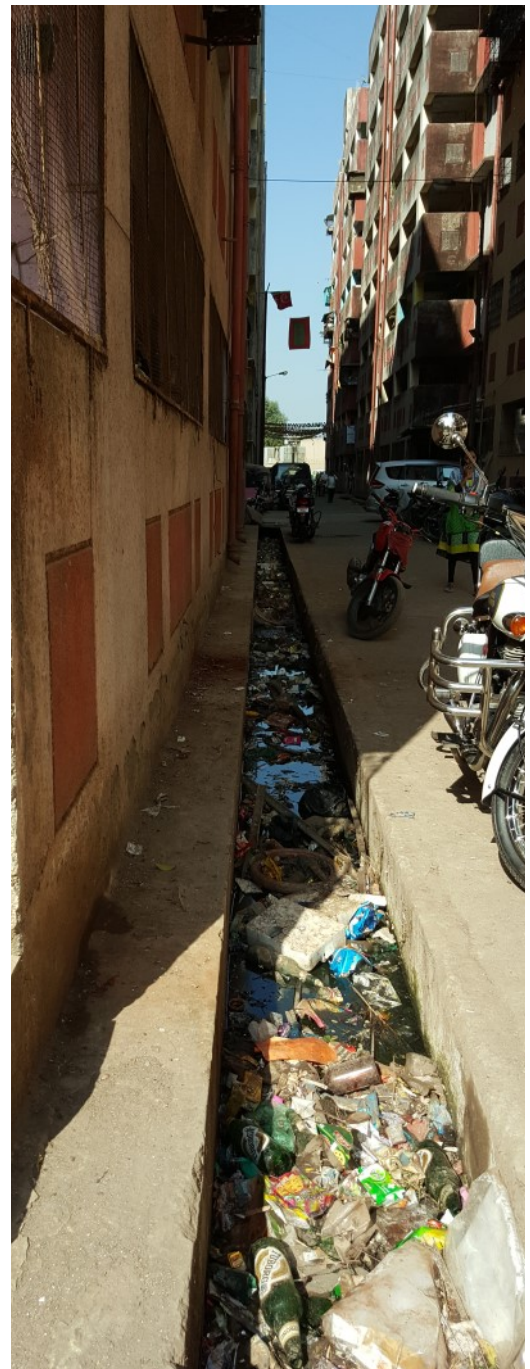
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