

SABKA SEHER: IDEAS THAT HAVE WORKED

Localizing Innovations in NFI's Urban Programme

**Impact Evaluation of Participatory Urban
Programmes of NFI and its Partners**

2018

Study by: Saferworld Communications | www.saferworld.in

Research by: Sunny Kumar, Anshu Sharma, Vijayalakshmi Viswanathan and Siddharth Behl

Photographs by: Siddharth Behl, Sunny Kumar and Sarika Gulati

Supported By: Barsha Poricha and Kasmita Basing with the help of:

- Samajik Parivartan Sansthan (SPS), Giridih, Jharkhand;
- Health and Development Initiatives (HDI), Bhubaneswar, Odisha;
- Urban and Development Resource Centre (UDRC), Bhubaneswar, Odisha;
- VIKASH, Bhubaneswar, Odisha
- Centre for Child and Women Development (CCWD), Bhubaneswar, Odisha

National Foundation for India (NFI), New Delhi | www.nfi.org.in

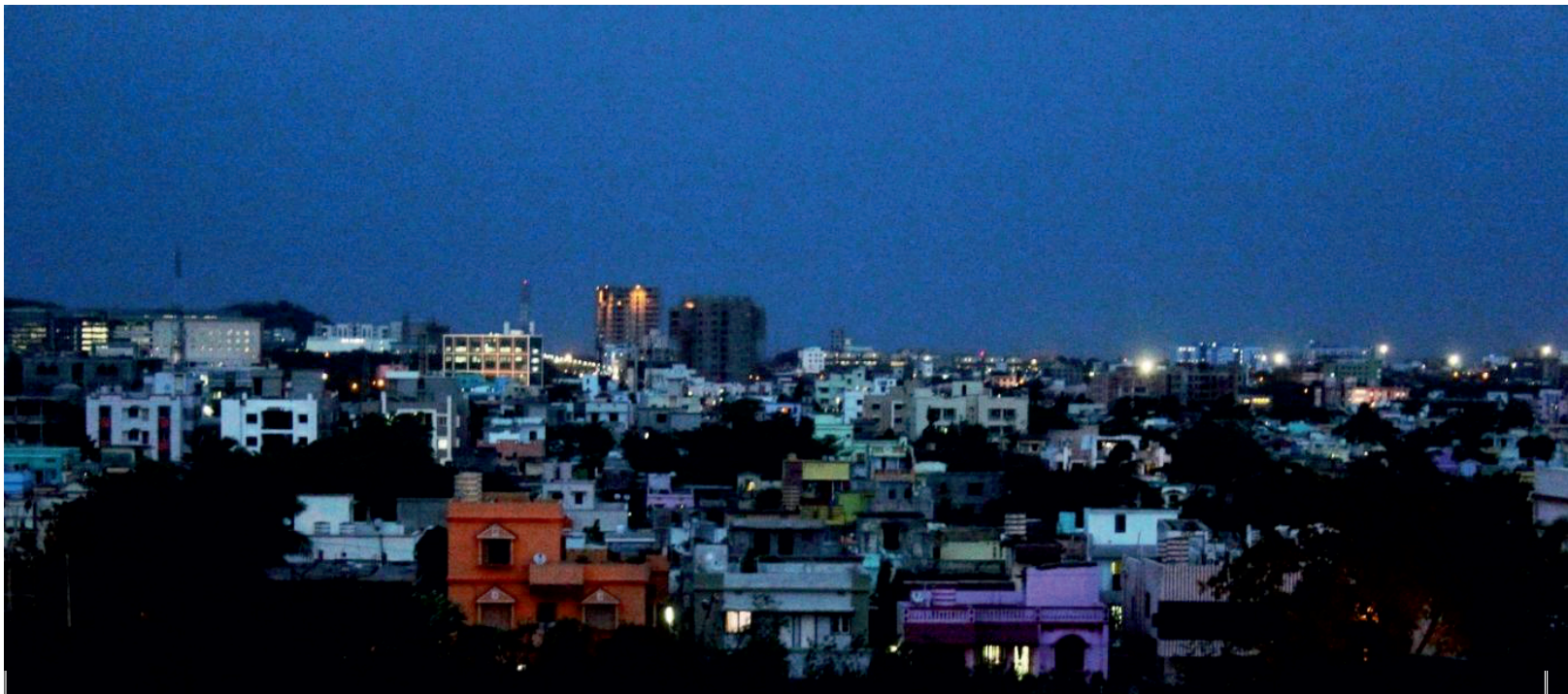


Table of Contents

Executive Summary	ii
Acronyms	iv
1 Deepening Democracy – The Approach to Participatory Urban Governance	1
1.1 Background – The Problem of Urbanisation.....	1
1.2 Role of National Foundation for India (NFI).....	1
1.3 Making a mark	3
1.4 Project Approach	4
2 Delwara – The Starting Ground	7
3 Impact Evaluation Process	11
4 Building Local Institutions	14
5 Innovations for Urban Poor	14
6 Amplifying and Advocating Urban Issues	16
7 Indicator Based Analysis	17
7.1 Samajik Parivartan Sansthan (SPS), Giridih, Jharkhand	18
7.2 Health and Development Initiatives (HDI), Cuttack, Odisha.....	24
7.3 VIKASH, Konark, Odisha	31
Activities carried out under the project supported by NFI.....	32
7.4 Centre for Child and Women Development (CCWD), Bhubaneswar, Odisha	37
7.5 The Urban Development Resource Centre (UDRC), Bhubaneswar, Odisha	42
8 Lessons and Way Forward	48
Annexure 1 Questionnaire for Participatory Survey	49
Annexure 2 Questionnaire for Partners	50

Executive Summary

India has experienced rapid urbanization during the last four decades. It is so rapid that the struggle for mere survival overshadows other issues of development that could improve the quality of life. Since independence, it was expected that the state as an institution would play a major role in development towards a just and democratic society. But over the last couple of decades, it was realized that the state as an institution has not been able to effectively tackle the problems of equity and social justice. Given this failure, there was a need for a paradigm shift in the role of the state/ local governments from being the prime implementation agency to being prime enablers of social energies to solve the problems of society. In that context, National Foundation for India (NFI) has tried to facilitate state and civic groups to jointly and separately address the challenges.

NFI extends its support around Public Affairs and Urban Governance to match the rapidly changing environment catalysed by the policies of liberalisation and privatisation. Keeping the above considerations in perspective, NFI implemented programmes in following three broad areas:

- Public information and awareness creation for genuine decentralization
- Assistance to community organizations to network and lobby more effectively in civic management
- Provision of technical assistance by way of studies, expert services and training workshops to promote more participative and professional urban governance

This philosophy of the programme has been to deepen democracy and address the urban basic service challenge by making the institutions of local governance effective, accountable, transparent and efficient through the active and informed participation of people, especially those from the marginalized and peripheral sections of the population.

The present assignment includes the evaluation of the progress of the urban programme of NFI to assess its impacts against the urban programme objectives and to identify lessons learnt in Odisha and Jharkhand. An indicator-based approach was followed for evaluation of the programme activities. A total of eight indicators were developed including Development Assistance Committee (DAC) criteria. The indicators included relevance of the programme, level of problems addressed, physical impact, social impact, equality in participation, integration with government, replication of the programme and sustainability of the interventions.

1. Relevance: The programmes selected for intervention by NFI were very relevant to the local context. People felt that the programmes were directly targeted to solve their issues through urban governance mechanisms.

2. Level of Problem: The level of problems has reduced to a large extent, but the scale of intervention must be increased to a large extent to do a significant reduction in problems of communities.

3. Physical Impact: The programmes commissioned by NFI along with its partners have major physical impact through formation of community groups, citizen forums and community volunteers. They are in continuous engagement with local government to bring out tangible results through dialogues and advocacy measures.

4. Social Impact: The awareness level of community has increased significantly. People are aware of using their rights and are talking to government for addressing their needs. The self-sustained process has also equipped the community to take care of their community assets. The initiative has also led to bringing together of all section of people, on a common platform which earlier was a rare sight.

5. Equality: The initiative has promoted equality and given equal access to all sections of the society. Even the marginalised communities are now in the mainstream of the society. With the help of NFI's interventions, the dominance of higher caste over lower caste has reduced. Now people from all sections of the society come together to sit and discuss their issues for a common solution.

6. Integration with Government: The programmes were designed to be implemented in partnership with the government. The community led process has generated interest of government authorities and they are joining hand in hand in the programme activities. But at some places there is a lack of interest of government authorities due to the limited scale of the intervention.

7. Replication: Learning from the programme experience, there are several instances where programme activities have been replicated by government and other community groups proving the acceptance by the community.

8. Sustainability: Being a small-scale intervention with limited capacity, the programme activities have encouraged people to carry out the initiative forward on their own. However, people feel that they need more and continuous guidance and technical support from the implementing agencies for taking the activities to higher level.

Based on the evaluation, the following lessons were drawn from the programme activities:

1. For finding efficient solutions for complex issues, sustained and deep engagement with communities at grass root level is required. Short-term assistance for implementation of projects restricts the community's ownership of the intervention and thus its long-term impact.
2. Projects are useful for mobilising communities and generating wider interest and attraction. As such, quick impact, low cost and high visibility projects are great tools for facilitating community-based programmes. Improvements in problem levels as found in the evaluation are the result of a combination of sustained engagement and quick impact projects.
3. Process driven initiatives many a times produce spin off impacts which are not recorded in project achievements. The project design should be based on theory of change for recording measurable impacts. Continuous monitoring and evaluation systems to be adopted for capturing spin-off impacts.
4. Universal solutions often do not meet the requirement of the people or are cumbersome for locals to utilise. Solutions need to be contextualised to meet the specific requirements before initiating the project. Terrafil water filters as opposed to RO filters is a case in point.
5. Local innovations provide best solutions for the community but most of the time are not scaled at regional and national level for a number of reasons. Traditional knowledge and local innovations at local level needs to be encouraged for enterprise and policy-based scaling up.
6. During the project implementation process, the role of facilitating agency is crucial as it brings in technical expertise. Even after a long-term intervention, communities are not confident of sustaining the process on their own. Exit strategies need to be put in place well before project end and need to be based on a graduation approach.
7. The observations show that the condition of the facilities provided deteriorates with due course of time when handed over to the community. Realistic incentive and revenue mechanisms are needed within the project design for running the facility post project period.
8. Bringing service providers and end users on a common platform to discuss the existing issues through community score card is very fruitful. These should be encouraged widely.

Acronyms

NFI:	National Foundation for India
SPS:	Samajik Parivartan Sansthan
UDRC:	Urban and Development Resource Centre
CCWD:	Centre for Child and Women Development
HDI:	Health and Development Initiatives
SWC:	Saferworld Communications
LGA:	Local Governance and Accountability
NGO:	Non-Governmental Organisation
NAC:	Notified Area Council
CSC:	Community Score Card
IUWM:	Integrated Urban Water Management
MLA:	Member of Legislative Assembly
MP:	Member of Parliament
SP:	Superintendent of Police
CSO:	Civil Society Organisation
SHG:	Self Help Groups
CBO:	Community Based Organisation
NAC:	Notified Area Committee
IEC:	Information Education and Communication
CRC:	City Resource Centre
GIS:	Geographic Information System
PWD:	Public Works Department
LUI:	Localizing Urban Innovations
TUA:	Transitional Urban Area
DAC:	Development Assistance Committee
OECD:	Organisation for Economic Co-operation and Development

1 | Deepening Democracy – The Approach to Participatory Urban Governance

1.1 Background – The Problem of Urbanisation

India has experienced rapid urbanization during the last four decades. It is so rapid that the struggle for mere survival overshadows other issues of development that could improve the quality of life. This rate of urbanization can be mainly attributed to the push and the pull factors of migration. The pull is due to the opening of the Indian economy to the global financial and consumer market and to the privatization of services and industries and the push is because of the failure of the agrarian sector. Though economic in nature, these changes have influenced the cultural, social and political aspects of the Indian society and impact the wellbeing and dignity of the urban resident living in the peripheries of this development.

As per the report of the technical group on population projections constituted by the National Commission on Population in May 2006, the population of India is expected to increase from 1029 million to 1400 million during the period 2001-2026 - an increase of 36 percent in twenty- five years at the rate of 1.2 percent annually¹. This reiterates the need to focus on the future of urbanization and its impact on the quality of life and well-being of people based in urban agglomerations.

Since independence, it was expected that the state as an institution play a major role in development towards a just and democratic society. But over the last couple of decades, we have come to realize that the state as an institution has not been able to effectively tackle the problems of equity and social justice. Given this failure, there was a need for a paradigm shift in the role of the state/ local governments from being the prime implementation agency to being prime enablers of social energies to solve the problems of society. In that context, NFI has tried to facilitate state and civic groups to jointly and separately address the challenges like:

- The social role of the local government – to ensure that the people within its jurisdiction are served with the infrastructure and services essential for human health and well being
- The economic role – to support growth in productive activities within its jurisdiction
- The political role – to respond to the needs and priorities of local citizens that may also include representing local needs at a higher level and to ensure conditions for good governance defined as being fair to the interests of the poor

1.2 Role of National Foundation for India (NFI)

In sync, with the rapidly changing environment catalysed by the policies of liberalization and privatization, NFI decided to intensify and consolidate its support in the area of Local Governance and Accountability (LGA) to match this pace of change. The area of urban governance was seen to undoubtedly pose a major challenge for India in the 21st century.

The Urban programme within the Local Governance and Accountability (LGA) thematic area of NFI supports work that lends itself to improving the quality of life of ordinary people by building their

¹ Population Projection for India and States 2001-2026. Weblink: <https://nrhm-mis.nic.in/Part%20B%20Demographic%20and%20Vital%20Indicators/Population%20Projection%20Report%202006%20by%20RGI.pdf>

capacities, creating peoples agencies, improving their interfaces with the Governance systems and strengthening and deepening the role of civil society organizations in building effective, inclusive and participatory democracies. This programme area believes that bringing systems and institutions closer to people will not only make it more responsive but also result in policies and outputs, which will be based on the needs of ordinary citizens especially the poor and the marginalized.

Keeping the above considerations in perspective, NFI decided to explore possibilities of programme action in three broad areas:

- Public information and awareness creation for genuine decentralization
- Assistance to community organizations to network and lobby more effectively in civic management
- Provision of technical assistance by way of studies, expert services and trainings and workshops to promote more participative and professional urban governance

Under these broad headings, NFI initiated action in the areas by funding and facilitating organizations engaged in the areas of:

- Social transformation and awareness building
- Environment Education
- Health and Hygiene
- Supporting innovative solutions to urban problems focussing on
 - Population
 - Water
 - Waste Management
 - Sanitation

Today NFI's urban work is around the following themes:

- strengthening community structures in cities/ towns to manage basic urban services and ensure citizen centric governance systems
- Demonstrate models of community managed water, waste and sanitation in 8 urban poor locations.
- Support plans for citizen centric and child centric urban ecosystems.
- Facilitate and build knowledge platforms to share and disseminate local sustainable urban innovations and practice in the country.

1.3 Making a mark

The following direct and indirect beneficiaries were reached under the project activities:

Category		Children	Youth	Women	No. of HHs	No. of Ward/Slums	Local leaders	ULBs (govt. officials)	Innovative practices	
Partner	SPS	Direct	4,600	5,300	4,300	9,000	15	140	19	21
		Indirect	3,000	2,200	2,700	4,000	32	90	45	0
	HDI	Direct	200	60	80	550	10	20	10	18
		Indirect	700	300	500	200	0	0	40	0
	VIKASH	Direct	27	135	159	920	13	51	48	19
		Indirect	1,750	3,348	8,125	3,368	80	0	0	0
	CCWD	Direct	203	125	653	557	6	26	16	8
		Indirect	1,400	600	1,230	1,420	0	35	25	1
	UDRC	Direct	130	172	238	345	4	35	4	8
		Indirect	55	97	82	22	0	0	0	0
	Sewa Mandir	Direct	0	0	872	201	11	75	0	6
		Indirect	0	0	2,159	958	0	0	0	0
	SWC	Direct	0	771	1,013	0	0	0	0	3
		Indirect	0	0	0	2,203	0	0	0	0
	Total		12,065	13,108	22,111	23,744	171	472	207	84

CHILDREN



Direct 5,160
Indirect 6,905

YOUTH



Direct 6,563
Indirect 6,545

WOMEN



Direct 7,315
Indirect 14,796

NO. OF HHs



Direct 11,573
Indirect 12,171

NO. OF WARD/SLUM



Direct 59
Indirect 112

LOCAL LEADERS



Direct 347
Indirect 125

ULB (Govt. Official)



Direct 97
Indirect 110

INNOVATIVE PRACTICES



Direct 83
Indirect 01

1.4 Project Approach

This philosophy of this programme area is to deepen democracy by making the institutions of local governance effective, accountable, transparent and efficient through the active and informed participation of people, especially those from the marginalized and peripheral sections of the society.



The project follows a participatory approach in engaging with the community and building their capacity for dialogue and engagement with government. The project focuses on strengthening community organisations to work with local people following a bottom up approach for activities in urban and transitional urban areas.

Strategy and Activities

The strategy is to strengthen the social base of democracy by creating peoples' agencies that can play a pro-active role in making local governance effective, accountable, transparent and efficient. This includes:

- Strengthening people's organizations for self-governance and collaborations with local governments to address basic service challenges.
- Providing technical and financial assistance to civil society organizations/ NGOs to promote and support innovative ideas for improved civic management.

- Supporting studies, expert services and training workshops to promote more participative and professional urban governance.
- Involving academic institutions to support people-centric approaches towards urban governance.
- Engaging the attention of the state to support civic action for better local governance.
- The programme has two components: urban and rural governance.

The current area of focus for NFI is to broaden its geographic focus by working on urban governance issues and building capacities of NGOs and other organizations in Orissa and Jharkhand. The broad objectives of the programmes include empowering the disadvantaged and the marginalized to benefit from decentralized development, promoting poverty alleviation measures from equity-based development agendas, making democracy inclusive and participatory, promoting quality of life, improving the quality of public discourses on democratic decentralization and building capacities of NGOs and community based organizations (CBOs) on issues of governance and service delivery. The specific objectives of the programme are to:

- Enable vulnerable and marginalized groups, particularly poor women and youth to participate in local decision making systems in the states of Jharkhand, Rajasthan and Orissa.
- Work on integrated development of transitional urban areas for improved urban governance. Over the last couple of years, NFI has specifically focused on small towns and peri-urban interfaces (such as Delwara in Rajasthan) to concertededly work on giving voice to the poor and build platforms of interfaces amongst people and local governments.
- Build/ create citizens networks for improved urban governance.
- Share and disseminate existing models of citizens associations and promote dialogue and collective action for enhanced civic management.
- Enhance public understanding of urban governance and support NGOs and other organizations in promoting better governance.

Programme Partners

1. Samajik Parivartan Sansthan, Giridih, Jharkhand: has aimed to build up the capacities of local communities and elected ward representatives to take up local initiatives with a focus on urban poor areas in Giridih. The focus in this partnership is on creating a research base and the capacity development of a core group from within the SPS team to provide facilitation and support to local community based institutions and elected ward representatives.

2. Seva Mandir, Rajasthan: has been promoting citizen-centric local self-governance and responsible citizenship with a view to improving the quality of life of the citizens through an integrated development approach. The core principle behind the intervention in Delwara has been to bring citizens of diverse backgrounds together and help them organize themselves in ways that enable them to unleash their collective potential as proactive citizens to ensure participatory, inclusive and just governance processes.

3. Health and Development Initiatives (HDI), Cuttack, Odisha: is promoting community based integrated urban, water, sanitation and waste management through citizen-centric local self-governance.

4. VIKASH, Bhubaneswar, Odisha: a partner in Orissa has been working with citizens groups and local communities to facilitate people centric participatory processes and social interactions –

mobilizing groups to participate in socio-economic activities and to interact with state level bodies especially Notified area councils (NACs).

5. CCWD, Odisha: a partner NGO in Bhubaneswar has been working with youth and children from marginalized communities in Odisha. The partnership has been primarily to develop the urban poor youth & child participation in aspects of community development and participatory urban governance.

6. UDRC, Odisha: a partner NGO in Bhubaneswar has been engaging with the communities to promote community led solutions to address urban poverty and mobilize urban poor communities to explore development strategies and negotiate with city authorities for a win-win solution. UDRC is engaging with women groups called 'Mahila Milan' to create housing/basic services options for the poor through government partnerships and internal resources of microfinancing.

7. Saferworld Communications (SWC), Delhi: has been serving as the communication partner in the project helping in disseminating learnings from the project to the wider community. It helps in information sharing and dissemination of best practices from the project on various platforms for outreach to the community.

2 | Delwara – The Starting Ground

Delwara is a semi-urbanised settlement located on NH8, about 28 kilometres north of Udaipur, India. The town boasts a remarkable wealth of heritage, with many beautiful temples, traditional water sources and a 17th century fort. Its population also consists of a rich mix of social groups including Hindu, Muslim, Jain, and tribal communities. At the same time, the community faces the challenges of both rural and urban areas. Economically, it does not provide access to enough opportunities and significant proportions of the population are unemployed or involved in agriculture and labour, which are not very lucrative. Socially, gender divisions continue to place women on a less than equal footing although efforts made by Seva Mandir through its patch work programme, Sadhna, which was started in early 1990's and is now an independent woman-owned enterprise, have led to meaningful changes for many women. Links between the different religious communities also remain weak.

NFI, in partnership with Seva Mandir, has been working alongside the citizens of Delwara for improving the quality of life in the settlement through an innovative approach that is based on appropriate technologies and partnership based governance.



The Peri-Urban issue

Peri-urban means on the fringe of a city. Cities grow in size. The bigger the city, the faster it grows. As it grows, it consumes rural lands around it. Land that is on the outskirts of a growing city undergoes significant transformations that are both beneficial and detrimental to the quality of life. Such areas, also known as the rural-urban fringe, are called peri-urban areas.

While city governments are unable to provide for the surge of population, the rural areas just outside the city start cashing in on the demand for products, services and land for the growing informal economy. The magnitude of peri-urban lands and populations undergoing transformation is phenomenal. Unfortunately, almost all of this transformation falls under the category of 'growth' and not 'development'.

Characteristics and Challenges of Peri-Urban Areas:

- Proximity to larger urban centres
- Decreasing agricultural practices and stepping towards urbanization
- Not on priority list of state and centre
- Inadequate governance structures to handle the growth towards urbanization
- Complex mix of social and economic lives of the citizens
- Complexities in the attitudes and mentality of the people
- Youth unemployment
- Influx and growth of population exceeding the carrying infrastructure facilities, leading to a rapid deterioration in the quality of life of the residents



Identifying and working on the Issues

As an essential part of the peri-urban areas, there has been a creation of community organisations such as the Nagarik Vikas Manch (Citizen's Development forum), a series of sectoral programme committees and Mohalla (neighbourhood) level community groups. In order to build the capacity of the people, institutions took the ownership and the responsibility for the development process, and to forge their relationship with the Panchayat (local government), Seva Mandir and NFI have taken up work across following sectors:

- **Health and Solid Waste Management**

The initiative aimed at ensuring that the citizens are able to secure a healthier environment through improved access to better health facilities, greater awareness of various health issues and necessary steps for prevention of avoidable morbidity and mortality. In particular, it worked to establish effective and sustainable mechanisms for collection and disposal of waste and to reduce the amount of solid waste pollution in Delwara.

- **Youth and Education**

Traditionally, youth have been excluded from most social and political decision making processes- including decisions that affect themselves. This ultimately means that the great potential of the youth to acquire and apply knowledge and attitudes that enable them to be active citizens and agents of social change is simple left untapped. The initiative ensured that future citizens have access to quality education, and to equip the youth with livelihood and social leadership skills. The initiative also included the establishment of women's education centre for basic education and vocational training, Youth Resource Centre (YRC) where young people from all communities came together for constructive thoughts and actions. The centre also promised photography workshops and sporting events.

- **Heritage**

Being a wealth of heritage sites, Delwara's heritage resources have not received sufficient attention they deserve, neither from the community nor at the level of statutory bodies. The beautiful Devigarh palace (now a hotel), various step wells/ Bavdi, and various other temples with elaborate carvings and traditional culture are being neglected resulting in the erosion of the spiritual reserves for creating an ethio-political sensibility towards more civilized Delwara. An effort was made in conserving the local heritage and ancient structures, documenting its history and folklore, and tapping into its rich myths and religious practices of Delwara. Activities like design of Heritage walk, preparing a heritage booklet, restoration of Kasheshwar Mahadev Temple and Trimukhi Bavdi was taken up by the engagement of local people as citizenry and discussed options to structure all the heritage restoration.

- **Livelihoods**

As stated, Delwara is socio economically high diverse settlement with high level of variation in living standards, earnings, occupations, skill sets and overall livelihood patterns. The state of considerable economic insecurity is faced by many families inculcating issues of securing adequate food and water. The general high level of unemployment has led to a common economic stress particularly in labouring class. It further has also led to common problem of children to drop out from schools.

Sadhna, a 15 year old livelihood initiative with Delwara women, targeting more deprived and marginal sections of the society, made efforts to create Self Help Groups (SHG's). They played an important role in trainings organised for youth like mobile repairing, auto repair, driving, motor rewinding, screen printing, etc and bag making for women to address them the environment and waste management issues.

▪ **Water and Sanitation**

The work on water and sanitation was aimed at ensuring safe and clean potable water to every household in Delwara, including in times of drought, and to reduce the burden on women in fetching water. To achieve this, it was important to ensure that the water resources were well maintained, and a healthier environment is built through the development and maintenance of an appropriate sanitation system for Delwara in collaboration with the people of Delwara.

▪ **Strengthening Community Organisations**

Prior to the intervention, Delwara's system of local governance could be described as quite dysfunctional. The local citizenry fragmented along caste, religious, partisan, class, age and gender lines, frustrated by the local government's lack of responsiveness, displayed negligible levels of civic engagement in local governance- in both formal and informal spaces. The panchayats lacked adequate and flexible support of the local government. Work with community organisations like the Nagrik Vikas Manch (NVM), the Programme Committees, the Mohalla groups and the Panchayat aimed to secure the sustainability of the project by strengthening local institutions through which the values of participation, response citizenship and equality that underpin the success of this programme could be strengthened. Community mobilisation and discussions formed the backbone. Leadership training and awareness camps for women, workshop for duty bearers to explore the planning process, exposure visits to the other communities, mohalla awareness and engagement camps and democratic elections of the manch were some of the key highlights.

Key Learnings/ Lessons Learnt

The Delwara experience has led to many a learning, which can be captured in key lessons learnt as listed below. These are things to be kept in mind by anyone embarking upon any similar endeavour to plan for the development of a small town or peri-urban area:

1. Invest time in communications and negotiate on roles, responsibilities and expertise of all interest groups.
2. Dialogue around problems and solutions is core, but activities bring people together.
3. Start small, balance budgets with local resources and experience, pilot things before going in for large-scale interventions such as integrated sanitation systems.
4. Balance the need to have external technical experts with the availability of local knowledge and solutions. When engaging external experts, have good communications with them.
5. Expect conflicts, and be ready to deal with them. You are sure to face communal, political, social conflicts and general resistance to change.
6. Facilitate the community to lead its own agenda.
7. Make special efforts to ensure participation of marginal groups.
8. Men (and powerful people) tend to patronize physical development.
9. First strengthen the community, before addressing the local body.
10. You will engage and train people, but key trained people on the team will leave mid-course.

Based on the intervention carried out in Delwara, a similar study and replication of urban experiments were carried out in Odisha and Jharkhand. The identified partner organisations like HDI, Vikash, UDRC and CCWD in Odisha focussed towards issues like water cleanliness, community toilet functioning, sanitation, women development, children and youth engagement, senior citizen participation and heritage preservation. Giridih, Jharkhand, also experienced the similar urban model like the Delwara and worked towards successful ward level planning and urban governance.

3 | Impact Evaluation Process

This evaluation reviews the progress of the urban programme of NFI to assess its impacts against objectives and to identify lessons learnt in Odisha and Jharkhand. In order to review the effectiveness of the programme and sustainability of its outcome, both primary and secondary data has been used and evaluated by using both quantitative and qualitative methods. Participatory community surveys, focus group discussions, key informant interviews, case studies, review of key literature and consultations with the team of project partners in Odisha and Jharkhand have led to the evaluation process.

Evaluation Methodology

For the evaluation, the review team has visited NFI partners' project areas in Odisha and Jharkhand and interacted with the key stakeholders including staff, community, local leaders and officials. Field visits were undertaken to the project areas of all the five partners in Odisha and Jharkhand.

The evaluation has been conducted with a participatory approach to engage the project team including the programme partners and the community members associated with the project. The team reviewed the existing project documents including proposals, budgets and the interim reports to draw the basic information about the project achievements. Participatory surveys were carried out to draw out the on ground situations. The process attempted to update the information gaps with evidences and case studies captured through the focus group discussions and interactions with the key stakeholders. Focus Group Discussions were carried out with community groups and in some cases with local leaders and officials. The primary objective of the discussions was to capture progress on community level indicators, and parameters that could have shown influence even though they may not have been part of the designed interventions. The information gathered from the discussions was also used to verify and triangulate the data emerging from the participatory survey and interviews. Individual human-interest stories have been gathered on the impact of the project in local communities. Case studies are accompanied with photo documentation.

To capture the progress on community level indicators, participatory surveys were carried out in the communities where urban programmes were implemented. An indicator based approach was followed for evaluation of the project activities. Several indicators were developed which included OECD/DAC criteria and other indicators resulting in a total of eight indicators. The indicators were as follows:

1. **Relevance:** The extent to which the programme activity is suited to the priorities and needs of the target group. This also inquires how much was the need of the intervention in relation to the contextual problems.
2. **Level of Problem:** Has the programme been able to reduce the problems of the people and to what extent the problems have been reduced.
3. **Physical Impact:** The visible impacts that have been created with the help of the programme intervention.
4. **Social Impact:** The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the effects resulting from the activity on the local social, economic, environmental and other development indicators.
5. **Equality:** How has the programme activities addressed the equal participation of all stakeholders. What is the effect on the communities' capacity to participate for dialogue and engagement.

6. **Integration with Government:** How far the programme has been able to integrate people with the local government. What impacts have been brought out through mutual work.
7. **Replication:** Has the programme been inspiration for others to follow. How have people adopted the programme interventions.
8. **Sustainability:** Are people capable enough to carry forward the programme activities further on their own.

These indicators have been followed to assess the programme interventions of each partner. Through participatory community surveys the indicators were marked on the basis of 0 to 10. The numbers were decided collectively by people in the FGD based on their perception followed by a detailed discussion on why that number is suited for the relevant indicator through stories and evidences seen by the project participants and beneficiaries.

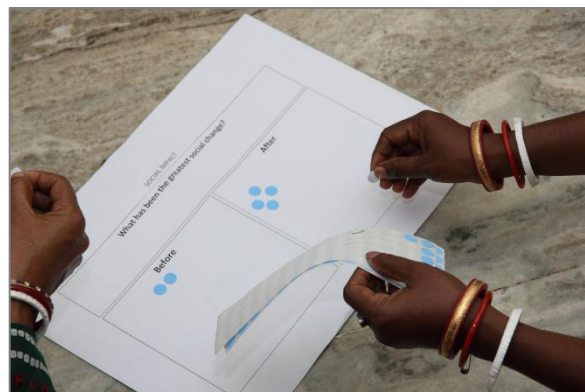


Fig.: Ongoing Focus group discussion and meeting with community during the evaluation



The Stakeholders



4 | Building Local Institutions

How a service is delivered and who is involved is often of even greater value than the asset itself.

Based on the empowering message of the 74th amendment of the Indian constitution and beginning with the Delwara initiative, a large part of NFI's effort has focussed around social processes and the building of local institutions. This has had an invaluable impact on the tenor and progression of work across partner organisations. It's a principle that has been applied at various levels.

Some are semi-formal institutions. A Mahila Milan has taken the lead in overseeing the execution of Rajiv Awas Yojana (RAY) housing projects in various low-income Bhubaneswar areas. Despite the innumerable odds, they've persevered; completing their assigned houses and even facilitating customisation from the standard model. This is a testament to their drive and organisation in a male-dominated, often hostile construction sector.

Other committees and groups have shown impact beyond their founding scope. A youth media club in Nayapalli, Bhubaneswar, has used its voice to challenge local practices; even trying to convince parents to delay the marriage of their young daughters. A youth group in Konark is driving a plantation and conservation campaign. The spin-off elderly group here has become an informal problem solver for small disputes within the community. A garbage collection service started by youth in a Cuttack slum is keeping the community cleaner and encouraged the entrepreneurial spirit.

Processes such as the 'score card' system in wards in Giridhi, Jharkhand, have instituted a channel where development projects and services can actually be evaluated by the community. Bringing the ward-level officials and community onto one platform, they seek to find consensus on how much has been accomplished and what needs to be done urgently. Apart from strengthening governance systems, it's also a way to involve community more deeply in the planning process.

No matter the type of initiative, as diverse people from these project communities interact more, talk more and collaborate more through these groups and processes, the beginning of a change is slowly appearing – greater cohesion and understanding. Men and women, youth and elderly, varied castes and socio-economic groups are actually sitting together to talk about their problems and the way forward.

These are also communities for whom communicating with the government seemed like an impossible task (both socially and logistically). So the increased capacity to talk to officials has seen significant impact. These are initial stages where links are still tenuous and handholding by the partners continues. Yet even now, there is a greater sense of accountability from the officials; and a heightened consciousness and awareness of their rights among the community.



5 | Innovations for Urban Poor

The right local innovations can spell the difference between technology that improves lives or wasted time and resources.

Dotted across the partner initiatives, a handful of community-driven hardware innovations have exemplified this principle. The socially-driven processes and contextualisation to the local environment have helped these continue to sustain even after the initial set-up period.

In a transitional urban area outside of Cuttack, an innovative terafil water filter (modelled on a design developed by the Defense Research Development Organisation) has had great impact on the lives of the hamlet's residents. Fairly simple to use and maintain, the parts themselves are locally available ensuring that no outside intervention is required to keep the filter running. Rotational responsibility is allocated among the community to fill the filter twice a day. Spared the long trek to fetch potable water each day, the women now have freed up time; and on the whole, people feel that health has improved.

In a crowded Cuttack slum, the renovation and remodelling of dilapidated, dysfunctional community toilet has brought some relief to the acute sanitation issues. New shower units were designed and constructed for women particularly have found success. However, while still functioning fairly well, the overarching maintenance problems of sanitation infrastructure are starting to be felt. Finding ways to address this could be a focus for future initiatives.

Aside from their core benefits, these hardware components have complemented and enhanced the social cohesion process sparked by local institutions. As shared assets that are actually being used by diverse community members, they bring a new dimension of acceptance.



6 | Amplifying and Advocating Urban Issues

Looking at broader policy implications and raising awareness among varied concerned stakeholders is critical to creating a conducive climate to address urban issues.

Aside from their use in vote-bank politics, low-income urban settlements and slum populations have hardly featured intelligibly in the urban discourse in India. Concerted efforts were made to look at localising urban innovations. For simple communication based approaches can help improve adaptability of technical solutions, create choice for users, enable frontline workers to deploy them effectively and influence policy decision makers to create space for such processes. So this was done at various levels.

Academia was one important stakeholder. University workshops on urban architecture helped sensitise young architects and engineers on the complexities of stakeholder engagement in the urban development context, and on the pathways to sustainable built environments that support growth, safety and happiness.

Learning, extrapolating from and building on partner projects, a toolkit was developed. This primarily focused on housing ecosystems in the urban context. It is an open ended tool, with flexibility for adaptation to suit the needs of the implementing agency, community groups, programmatic focus and the contextual setting.

Social media outreach to the general public through a dedicated facebook page has generated a lot of interest in discussing urban issues. A publication on making cities work for everyone targeted at civil society is also currently being developed.

These initiatives have served as a spark for deeper discussion and broader civil society awareness on urban issues. However, there is a need to continue these efforts, particularly in the light of new urban policies in India and the growing magnitude of urban population and challenges.



7 | Indicator Based Analysis



7.1 Samajik Parivartan Sansthan (SPS), Giridih, Jharkhand

Samajik Parivartan Sansthan is a grass root voluntary development organization working with the poor and marginalized communities in and around Giridih.

Project Background

'Inclusive Urban Governance and Development initiative in Jharkhand' is based on the experiences from urban poverty and governance related interventions of Samajik Parivartan Sansthan (SPS) in Giridih Municipal area. With support from National Foundation for India, SPS started this intervention in 2004 when elected urban local bodies were non-existent for more than 20 years period. The urban poverty alleviation and self-governance initiatives through four distinct phases so far are trying to strengthen people's action and initiatives for urban development in Giridih Municipal Council.

SPS initiated ward level planning and community monitoring system with 5 local ward committees in the final phase of this project and replicated the process with fellows in one ward each of Madhupur and Jamtara municipal areas. The results of community level planning and monitoring system has been encouraging as it has opened space for mainstreaming of community based plans at local municipal level.

Gradually, SPS has built up community based institutions in the form of women self help groups, peer groups of adolescent and young children, ward committees and an urban local body level Citizen Forum to facilitate people's involvement and engagement with municipal council and other authorities. The current project facilitates to the needs of the ward committees, citizen forums, peer groups and other urban local bodies for better inclusion and decision making in urban governance and participation.

Activities carried out under the project supported by NFI

The following are the main activities carried out under the project supported by NFI in the last two years:

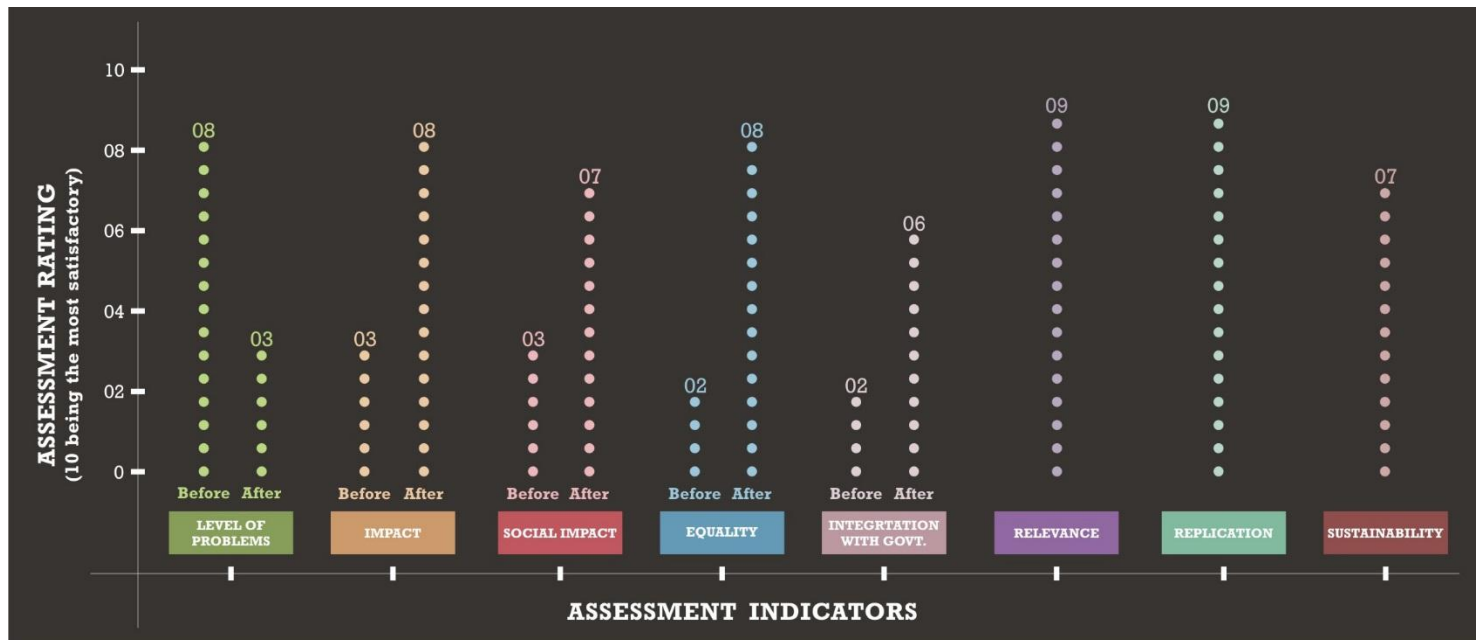
- Launching of projects involving local urban bodies and representatives
- Holding quarterly ward committee meetings; facilitating citizen forum meetings
- Conducting street plays on issues that are vital to the project theme
- Development of IEC materials for communication and awareness of the masses
- Capacity building of project team for effective management and delivery of project targets
- Capacity building of municipal representatives for better understanding and cooperation within the framework of the project
- Leadership workshops for youth for greater participation of youth in urban governance
- Exposure visit of elected representatives for witnessing any possible models on the sustainability of water, sanitation, education and health.
- Participatory Action with the local ward committees and urban local bodies for better participation in decision making and governance
- Community based monitoring (community score card practice)
- Public Campaign-issue based (*Swachhta Abhiyaan*)
- Documentation of lessons learned and publication of best results and practices

Achievements of the project

During the implementation of the program, following were the program highlights that have happened:

- First time in municipal surveys, the Rajiv Awas Yojna survey has been participatory in its real sense involving the elected ward representatives and ward committees. SPS as a resource institution provided training to conduct the survey.
- Samajik Parivartan Sansthan (SPS) trained the ward committees and elected ward representatives for their initial orientation to their roles and responsibilities under the 74th constitutional amendments.
- SPS has been given the honour of conducting any training or workshop that it would think is important and necessary for the functioning and running of all the ward commissioners and ward committees that are formed in the municipality.
- Ward committees are constituted after more than 3 decades in all the 30 municipal wards of Giridih Municipal area.
- A district level citizen forum has been formed and has been activated with more zeal and enthusiasm. This forum has taken up issues regarding safety, cleanliness and basic facilities in the municipality. It has geared up for better use of resources of the municipality which is provided for the development of the wards.
- With the initiatives of the citizen forum a letter concerning check and control of all the hubs where the youth of the town were involved with drugs, alcohol and other substances of abuse which would ruin their health and future, has been given to the SP of the town who has taken a strong action against it which has resulted in the reduction of the substance abuse.
- In two neighbouring municipalities Madhupur and Jamtara, two CSOs have been empowered and developed the understanding of urban governance and poverty, community mobilization and the tools used in them.
- 20 community leaders have been trained on the concept of budget analysis.
- 25 community leaders were trained on community score card skills and prepared scoring of three community services in Giridih, Madhupur and Jamtara in water and sanitation, anganwadi, development plan of wards. The impact is that there is a better delivery of the community services such as cleanliness of wards, anganwadi and the development plans of the wards.
- The youth, members of ward samitee and community leaders have been capable of making the development plans of wards with which there is a ward plan developed for Giridih-5, Jamtara-2 and in Madhupur-2 wards.
- This plan was sent to urban development department Jharkhand, MLA and MP, Municipality (Giridih, Madhupur and Jamtara) of which some of the plans have been implemented in the wards and municipality.
- To facilitate all the planned activities there were 156 meetings with the youth groups, 89 with SHGs, 29 with ward samitee and 5 with the citizen forums.
- To share the experience of working in Giridih there was an advocacy workshop being organized at Ranchi where more than 10 organizations which participated working in the area of urban governance.
- Three wards have been given a trolley with which a safe and proper waste disposal has been possible in the communities. Looking at this initiatives the municipality decided that all the 30 wards will have trolleys for waste collection and safe disposal.

Indicator Based Analysis



Relevance: The ‘Inclusive Urban Governance and Development Initiative in Jharkhand’ carried out by SPS with support from NFI was of great importance for the Giridih Municipal Corporation Area. The elected ward councillors in Giridih had limited knowledge on how to operate for inclusive governance. The initiative of SPS strengthened the capability of both the communities as well as the government for better engagement and solution of local issues.

Level of Problem: The initiative raised the awareness of the people to raise their voice to the government and work with them for the development of the society.

Impact: A wide range of impacts were seen as a result of the engagement of SPS with the community. The training of ward committees and elected ward representatives on their roles and responsibilities under the 74th amendment act was carried out. A district level citizen forum has been established which advocates for developmental issues of the city. 25 community leaders were trained for community score card process for ensuring effective service delivery. Ward committee were trained on the development of ward plan and advocating with the government for the implementation of the same.

Social Impact: The social bonding of the people in the area have increased. The women of the community have a prominent say in the discussions. Previously people used to go to the municipal corporation office for filing complaints about local issues but now government officials themselves come to the ward areas and ask people about their problems.

Equality: Even the marginalised communities are now in the mainstream of the society. The local governance measures led to the identification of needy people for government subsidy and other benefits under the state and central government schemes.

Integration with Govt.: The people are now very conversant with the local government. The citizen forum, ward committees, youth groups and women group established helps to raise the local issues to the government and work with them for the solutions.

Replication: Waste collection and safe disposal was started in 3 wards under the initiative which has been appreciated by the government and replicated to provide trolley for waste collection in the entire city.

Sustainability: There has been a significant increase in the capacity of the people to advocate for their interests but yet a lot more has to be done. There is a lack of technical expertise in the community which has to be catered with help from outside.



Photo: Ward level planning activity being undertaken by community members

Case Study – Developing a common platform for communities and government through Community Score Card (CSC)

Through the Community Score Card (CSC) process, SPS is facilitating to bring together community members, service providers and local government. They identify service utilisation and provision challenges; mutually generate solutions; and work in on-going partnership to implement and track the effectiveness of solutions identified.

This process serves as a citizen driven accountability measure for the assessment, planning, monitoring and evaluation of service delivery. It is designed to complement conventional supply-side mechanisms of accountability by bringing together service users and service providers first to identify the underlying obstacles to effective service delivery, and then develop a shared strategy for their improvement. The CSC process is carried out in six stages – (i) preparatory groundwork, (ii) developing the input tracking scorecard, (iii) generation of the community performance, (iv) generation of the self-evaluation score card by facility/project staff, (v) the interface meeting between community and providers, and (vi) the follow-up process of institutionalization.

Seema Devi, Ward Commissioner of Ward 1, Giridih Municipal Council Area says that this process has brought out clearly the problems in service delivery and with the inputs from communities, government is able to target specific areas for improvement. Proper monitoring of services is also regularly done with the help of community. This intervention has also improved the capacity of people to raise their concerns in their area, especially the women who did not had a say in any of the developmental activities. They are now coming up actively with suggestions for improvement of their neighbourhood.



Case Study – Ward level planning and implementation

The training of community leaders, youth groups, women groups and ward councillor led to the development of ward plans. The plans have been prepared by the community members with some technical support from SPS. These plans were sent to the government for approval of which some of the plans have been implemented in the wards and municipality.

The preparation of ward plans includes primary and secondary data collection and preparing thematic maps on demographic, infrastructure and social issues. Transect walks, resource mapping and area mapping are also carried out by the citizens. The maps are then discussed with the community members to identify areas for action for the development of the ward area. The ideas are then prioritised for drawing up a plan of action. The preparation of ward plan is stirred by SPS and with time to time involvement of government officials.

“Microplanning process so far is the best and healthiest activity amongst people as it raises conversations and the community comes out with a result”

“Samaajik Badlaav poore samaaj ko laana hai.

Hum logon ko ekjut hokar bitha sakte hai, lekin nirnai lene ka adhikaar usi samaaj ke haath mein hai”

- Mr. Umesh Yadav Tiwari,
Founder, SPS



7.2 Health and Development Initiatives (HDI), Cuttack, Odisha

Health and Development Initiatives (HDI) works primarily towards water and sanitation issues in Cuttack and Bhubaneswar. Most of its programmes and initiatives have led to a clean and healthy atmosphere in the vicinity of the transitional urban area. Water cleanliness and functioning of community toilets are some of the highlights during its course of the intervention.

Project Background

Health and Development Initiatives have focused mainly towards water and sanitation issues in Odisha. Primarily in Cuttack and Bhubaneswar, HDI has conducted full community centric governance in water and sanitation issues with the full support and cooperation of NFI. It has successfully maintained a socio economic profile and dealt with the problems and priorities in civic issues. HDI has accentuated its objectives to think together about the approach for effective urban governance, discussions about their journey in developing models for integrated urban water management for social transformation. The exploratory study by HDI not only extended its capacity towards Governance structures in Transitional Urban Areas, but also engaged people in an active participation and focussed on issues in promoting participatory community centric governance. In poor localities, open defecation (along river banks) is very common and with no individual or community latrine, the conditions get worse. In summer months, sources become dry and people suffer. Sweeping or collection of solid waste is mainly during the festivals. HDI's key findings have led people to take a step forward for water supply and sanitation.

Activities carried out under the project supported by NFI

From April 2009-April 2010, HDI conducted its Phase I study on 'Scoping study for community based integrated urban water management in Odisha' with following activities carried out:

OBJECTIVES

- 1. Assess the situation using a holistic and integrated approach, with respect to**
 - Water: demand, supply, quality, quantity, recycling, community management of water
 - Sanitation: facilities available, usage, toilets
 - Waste management: services and practices
 - Drainage: facilities and their condition
 - Community governance structures: role of community in sanitation and waste management
- 2. Developing pro-poor strategy for community management of water, sanitation and waste management**

ACTIVITIES/ INTERVENTIONS

- Mapping: GIS and social maps developed for ward 52 and 34
- Entry point activities: well repair, drain repair, stand post and tube well platform repair
- Cuttack secondary study
- Baseline survey
- Formation of cluster and ward committees in ward 34 and 52

Achievements of the project

TRAINING IN WATER AID

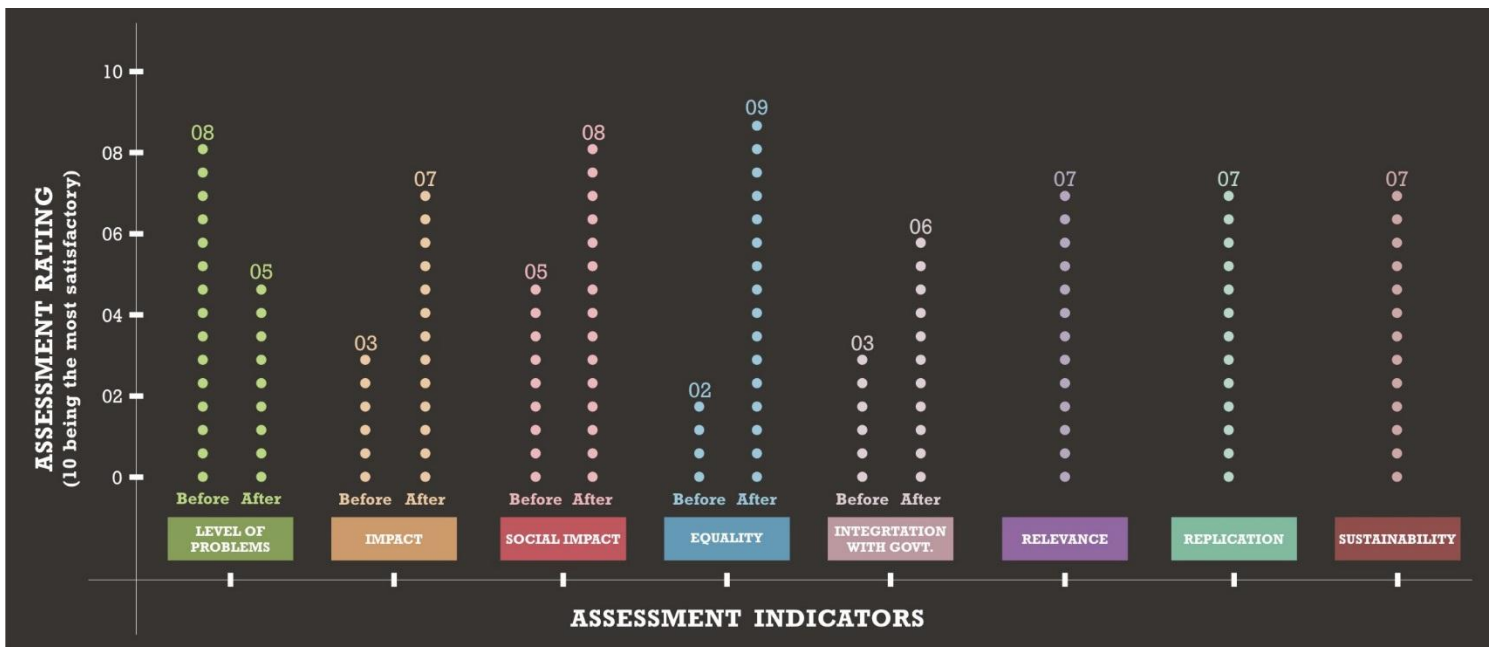
EXPOSURE TO DELWARA, GIRDIH, ARGHYAM

PRESENTATION IN SAN FRANCISCO, OSA CONVENTION 2010

- Personal hygiene
- Hand washing
- Use of potable water
- Children cleaning the school compound
- Youth cleaning their own locality
- Women cleaning the handpump area and sahi lanes
- Open defecation decreased in both wards
- Use of dust bins started to collect waste
- Putting waste in community dust bins
- Use of flower pots and holy plants (tulsi)
- Regular sweeping
- Drains cleaned
- Drains repaired
- Waste cleaned in school in rajabagicha
- Use of rangoli on streets



Indicator Based Analysis



Relevance: The project intervened in areas of water filtration, waste management and sanitation following a participatory process. This enabled local people to take the authority for running of community facilities. Thus the project was very relevant in strengthening people to take care of their community facilities.

Level of Problem: The project was very effective in delivering the scope of the project and reducing the overall problems of the society. With the help of terra filter, the community is now accessible to safe water for drinking. The waste management initiative is successful in keeping the community area clean. The smooth running of toilets and provided with safe access to sanitation units.

Impact: The terra filter has provided access to safe drinking water for the families. This has led to reduction in health issues of the community. Before the installation of terra filter, people in the community were prone to water borne diseases but with the facility of potable drinking water the cases of water borne diseases have reduced significantly. The waste management initiative has provided the slum with clean streets which could never be seen before. The safe access to toilets have reduced the cases of children falling in drains while going for toilet.

Social Impact: The awareness level of the community has increased significantly. People are now aware of the benefits of using clean water and living in clean environment. The self-sustained process has also equipped the community to take care of their community assets. The initiative has also led to bringing together of all sections of people on a common platform which earlier was a rare sight.

Equality: The initiative has promoted equality and given equal access to all sections of the society. Previously lower caste people were not allowed to take water from the same source, but now everyone is welcomed for the same.

Integration with Govt.: Some of the activities like collection of waste from outside the slum area have been integrated with the government but there are more things that need to be taken care of for engagement with the government.

Replication: The initiative is well appreciated by other community and they has replicated the same process for waste management in four nearby slums. The installation of terra filter has attracted many people at regional level and people are replicating at larger scale to other communities.

Sustainability: People are confident of themselves for carrying out the project activities on their own but they require some additional support for smooth functioning of the same.



Case Study – Community toilet money collection



Jeevan behera is from the same basti and she has been collecting money from the community people to use the toilets for three years now. The money is collected through the month and is then utilized for further maintenance of the toilet. Jeevan is 52 years of age and she volunteered herself to do this work. Like the youth member Bhaskar, Jeevan also believes that her place should be clean and filth free. And people should be asked to avoid open defecation.

“HDI has helped us to create this community toilet. It is now our duty to make it work and the people play a major role in the maintenance of the community toilet” – **Jeevan Behera**



Case Study- Terafill- Muslimshahi village, Cuttack, Odisha



Sapna behera is 27 year old girl and works in a medicine factory. She had some terrible ill effects of using water from the well earlier like bad stomach, hair fall, and skin rashes. She and her brother are the only breadwinners in her family. Her father is retired and her mother has been ill for many years now. Not only her, but most of the people in Muslimshahi village had similar issues with the well water. After the initiative by HDI's terrafill, there has been a drastic improvement in the life of Sapna Behra. She daily uses the water from the terrafill which is fortunately right next to her house and keeps well with her health.

Sapna was born dumb during her birth. As she gradually grew up, she started getting back her vocals and was able to talk. She strongly believes that the water she has been drinking from the terrafill has impacted her voice and she feels better every time after drinking water from here.

“The water now I drink is sweet in taste compared to what I used to drink earlier. I work well in the factory now, without any stomach pain and other rashes on the skin” - Sapna Behera



7.3 VIKASH, Konark, Odisha

Project Background

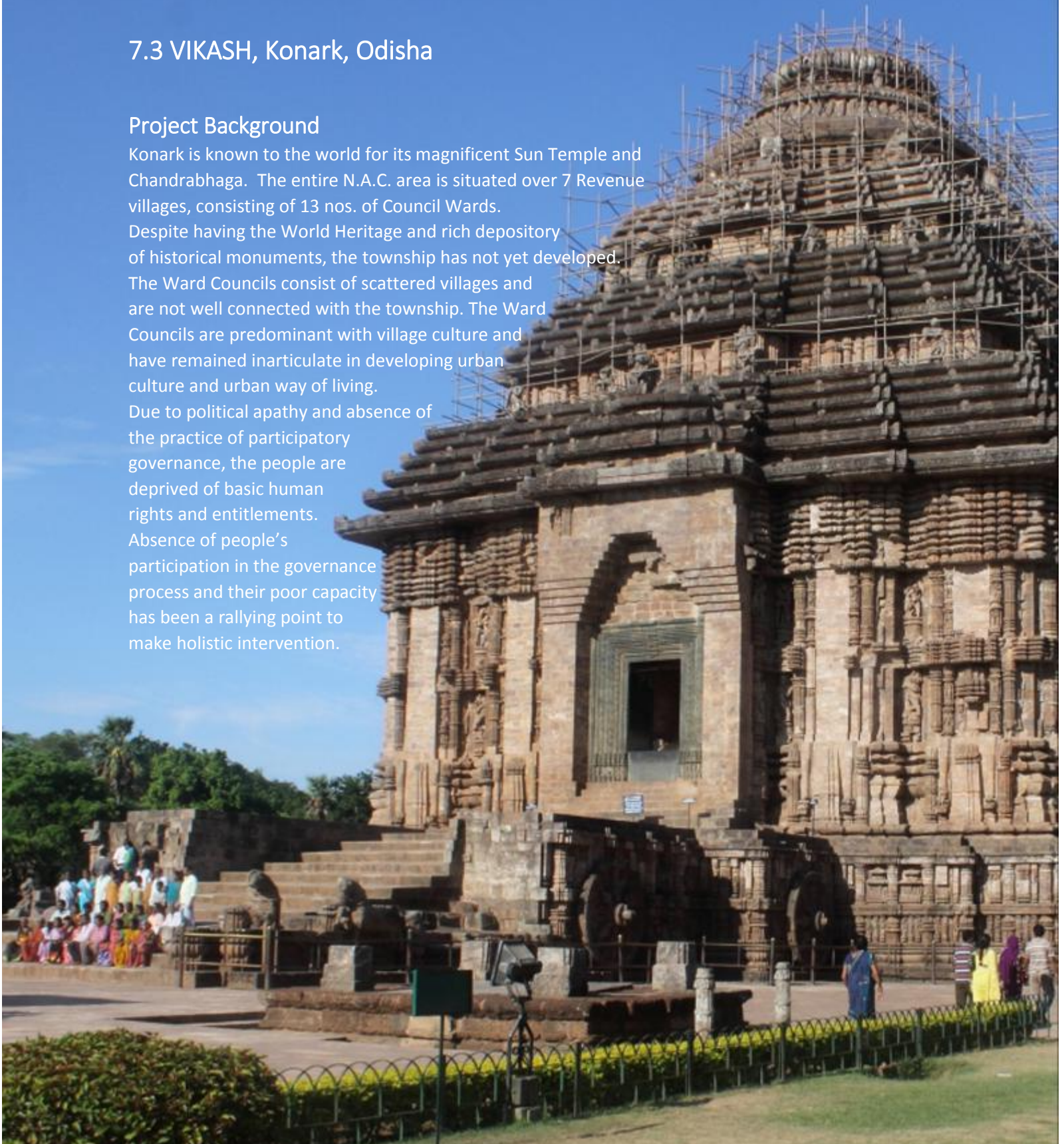
Konark is known to the world for its magnificent Sun Temple and Chandrabhaga. The entire N.A.C. area is situated over 7 Revenue villages, consisting of 13 nos. of Council Wards.

Despite having the World Heritage and rich depository of historical monuments, the township has not yet developed.

The Ward Councils consist of scattered villages and are not well connected with the township. The Ward Councils are predominant with village culture and have remained inarticulate in developing urban culture and urban way of living.

Due to political apathy and absence of the practice of participatory governance, the people are deprived of basic human rights and entitlements.

Absence of people's participation in the governance process and their poor capacity has been a rallying point to make holistic intervention.



Vikash with the support of NFI implemented the project for strengthening Governance in Konark NAC to mobilize the community, develop the capacity and leadership among the people with gender lens for improved participatory governance.



Activities carried out under the project supported by NFI

The following activities were undertaken

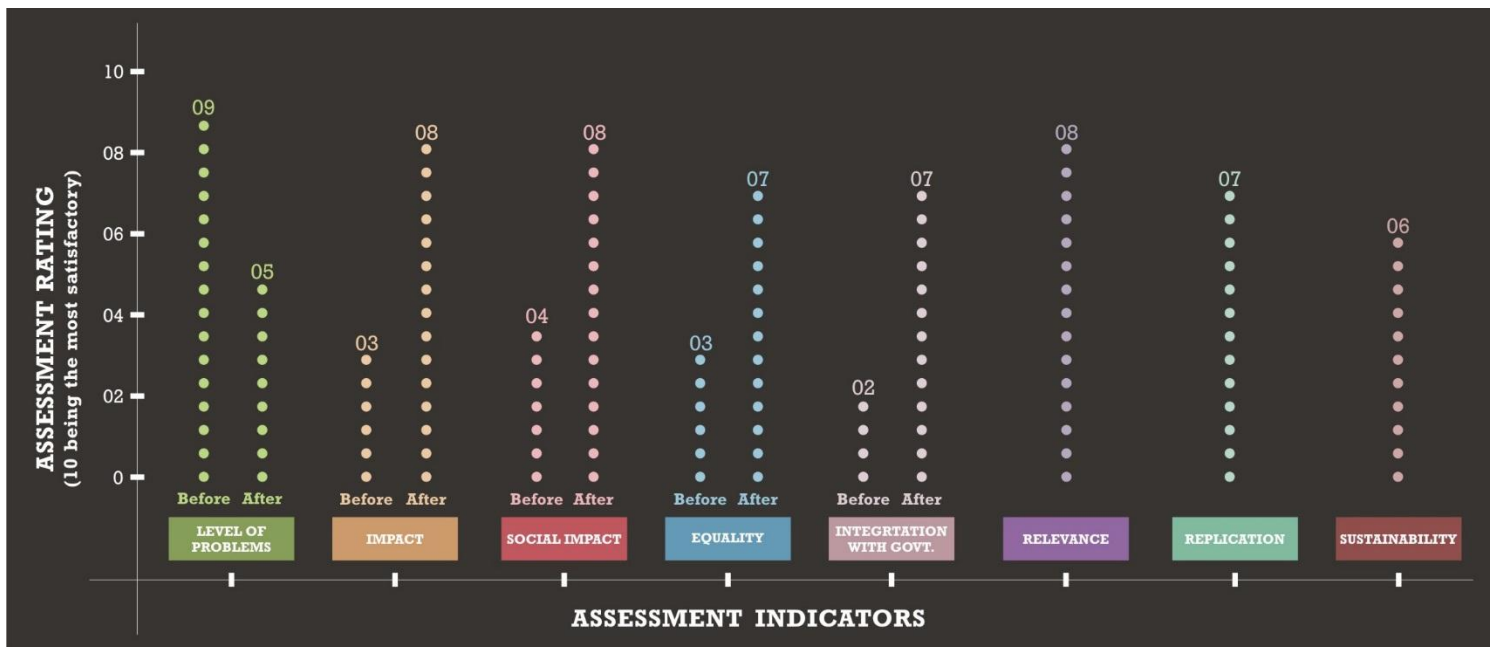
- Study on the status of NACs in Odisha with regard to decentralization in funds, functions and functionaries
- Facility survey and consultation meetings with the stakeholders were conducted at the ward level to identify the size & population of the wards, rights & entitlements of the people, facilities available at the ward level, relationship between people & the ULBs and peoples participation in the governance process.
- Ward Committees formation. Training and capacity building workshops were organized at the ward level on urban governance systems, decentralization of urban governance, urban challenges & urban poverty management, tourism promotion, protection of Konark temple etc.
- Formation of youth committees. Training program has been organized on leadership for development of 30 youth leaders.
- SHG formation and strengthening.
- Vocational training was provided to SHG members.
- Orientation programs were organised for adolescent girls on legal awareness, health rights, exclusion related issues
- Formation of “Loksamukhya” (Konark citizens forum)
- Community mobilization for demanding urban planning and participatory governance
- Media sensitization on the issues related to development of Konark NAC.
- Sanitation camps, plantation and campaigns organized by citizens forum
- Consultation among NAC and Municipalities in and around Konark
- Operation of “City Resource Centre” at Konark to discuss and act on the issues related to development of Konark NAC
- Awareness among Fisher man community for the protection of Olive Reedley Tortoise
- State level citizen consultation on Konark Development
- Advocacy by citizen’s forum on developmental issues like health, sanitation, education etc.,
- Preparation of training modules on various aspects of urban governance.
- Production and dissemination of IEC materials on urban governance.
- Website development on aspects of urban governance, emerging urban issues and government initiatives for the empowerment of urban bodies on Konark NAC.
- Exposure visits organized for counselors and ward members to provide exposure on good governance

Achievements of the project

- A status report on Konark NAC was prepared and disseminated.
- 13 Ward committees were formed at the ward level involving community leaders, women groups and leaders. The issues discussed in the meetings are shared with the concerned Councilors and the Executive Officer of the NAC.
- Due to the collective advocacy efforts of Loksamukhya and ward committees, basic amenities like road connectivity, sanitation, electric connection are improved in Konark NAC
- 13 youth groups were formed in each ward. These groups are proactively involved in community development activities and in organizing local cultural events.
- Urban Local Bodies knowledge on governance is increased.
- Women SHG leaders are involved in the community development programs and in the decision making process in resolving developmental issues of the public.
- A website www.mycity1.com was launched wherein the details on the city were provided to have a wider spectrum of information available to public.
- Citizens are active in raising issues concerning Konark temple & NAC.



Indicator Based Analysis



Relevance: The project helped in developing local level leadership through the formation of committees and citizen forum. Earlier people did not know what to ask and whom to ask, but with the help of this project people are aware of their rights.

Level of Problem: The initiative has been successful in bringing a positive change for the communities. More engagement at grass root level needs to be taken up for enhancing the activities.

Impact: The formation of ward committees, Loksamukhya (Konark citizens forum), City Resource Centre and other platform, for people’s engagement has enabled local community to take decisions and engage with government for availing the facilities provided. Basic amenities like road connectivity, sanitation, and electric connection are improved in Konark NAC.

Social Impact: The increased level of awareness among the youth members has promoted sense of responsibility to the surrounding environment. The youth groups are actively involved in plantation of trees, cleanliness drives, advocating for poor, etc.

Equality: The predominant village culture of the newly formed Konark NAC included dominance of higher caste over the lower caste. With the help of this project, this gap was narrowed down and now people from all castes come at one place during ward committee meetings and sit together to discuss their problem, and take a collective decision for their solution.

Integration with Govt.: The whole initiative is participatory and the process involves government authorities from time to time. Under the initiative, capacity building exercises and exposure visits were done on urban governance to equip government authorities to work with the community efficiently.

Replication: Learning from the project experience, there were a number of youth groups formed in the nearby areas with the motive of saving environment and advocating for the poor.

Sustainability: People are confident on their capacity to take the initiative forward on their own but still they require some handholding support from VIKASH to continue the work further effectively.

Case Study - Youth Committees along with 'Loksamukhya' acting as catalysts of change

A leadership training program was organised for 30 youth person, in Konark. Subsequently, Youth Committees were formed in the different wards of Konark Municipal Corporation. These Youth Committees along with continuous support and guidance from Konark Citizen Forum (Loksamukhya) are doing exemplary work for the development of Konark and nearby villages.



The Youth Committees have been planting trees in many parts of Konark. Mangroves plantation has been done along Bagha beach which is now protecting storm surge and erosion. Other fruit bearing and shady trees have been planted in schools and along roads which adding to the greenery benefiting environment. It is also attracting other youth and encouraging them to come forward to take care of the mother earth.

The active members of Youth Committee are also taking part in other developmental activities of Konark. They do advocacy work for the people who are marginalised and cannot raise their voice. One of the remarkable example is of Moulishahi basti in ward no. 3 of Konark. The electricity cables passed very near to this basti, but they did not have electricity in their neighbourhood. This was because they were a marginalised community and were not able to go to the government office for demanding electricity in their basti. The Youth Group along with Loksamukhya advocated for electricity in Moulishahi basti, and today people of Moulishahi are enjoying electricity connections in their home.



Case Study- Ward 3- Moulishahi Basti, Konark, Odisha

With the active advocacy of Youth Committee with the local government, electricity was supplied to Moulishahi Basti in Konark, Odisha. The electricity in the village was like a boon to the families. People installed small water pumps in their home, which reduced stress for arranging water for day to day activities and most importantly farming. One of the farmers named Jatadhari Kandi, has started farming of beetle leaves in his small piece of land. The continuous water supply because of the availability of electricity allowed him to carry out the farming. At present, he gets 100% profit. In other farming activities, electricity led to regular and timely irrigation which led to five times increase in productivity of crops. With electricity, children watched television due to which they were more aware about the surroundings and got more educated. There was light on the streets so there was safety for women, children and elderly.



“Electricity is like a re-incarnation for us. It’s a boon to our village and we are lucky to have it” – Jatadhari Kandi



7.4 Centre for Child and Women Development (CCWD), Bhubaneswar, Odisha

Centre for Women and Child Development has been making efforts to promote youth citizenship with the support of National Foundation for India since 2009 for good urban governance. CCWD has taken a major initiative to work towards the betterment of the women and children's rights and considered children who were growing as youths and needed space to grow healthy and productive youths.

Project Background

Bhubaneswar being the capital city of Odisha has as many as 435 slums which account for over 40 percent of the total population of the city. Yet, they are the most neglected, marginalized and exploited sections of the population always looking forward to the government to provide them necessary assistance. Children and women suffer the worst in the slums in terms of rights and entitlements.

Violation of child rights has been creating a range of silent suffering. Lack of space to grow healthy whether at home or outside deprives the children to enjoy their rights and entitlement. Children's right to education, health, right to play and right to participate and develop in a conducive environment is never reflected in urban planning. Urban planning is more concentrated in creating space for economic growth or the elites and business class. The Bhubaneswar Municipal Corporation, Department of Housing and Urban Development and Department of Town Planning are the key stakeholders and responsible for harmonizing urban planning where each section of the population enjoy their rights and dignity.

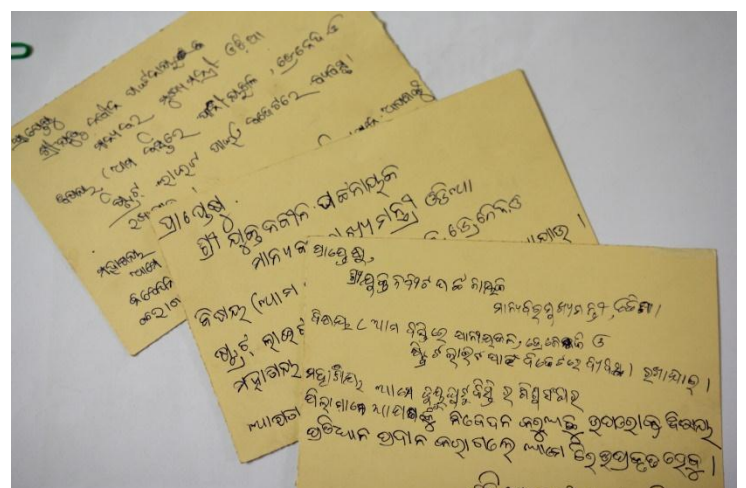
In view of the above, Centre for Women and Child Development have been making effort to promote youth citizenship with the support of National Foundation for India since 2009 for urban good governance. During the process, it was realised that the children those who are growing as youths needs space to grow healthy and productive youths. The idea behind is to advocate and promote child centric urban plan so that upcoming generation becomes a part of holistic and sustainable development.



Activities carried out under the project supported by NFI

For the promotion of child centric neighbourhood and city level planning through child and youth participation the centre for child and women development organised different activities as follows:

- Formation and strengthening of child club
- Orientation and deployment of community level volunteer
- Orientation of child club & YFC members on child centric city level planning focusing RAY/JNNURM
- Community consultation on engagement with children
- Preparation of child friendly slum level plan document
- School level campaign on urban planning and sanitation
- Wall map on slum level planning
- Setting of child media club
- Orientation on child reporting
- Exhibition on child centric plan document
- Printing of IEC materials
- Advocacies to bring child friendly policy for planning and implementation process of JNNURM-2& RAY
- Media advocacy



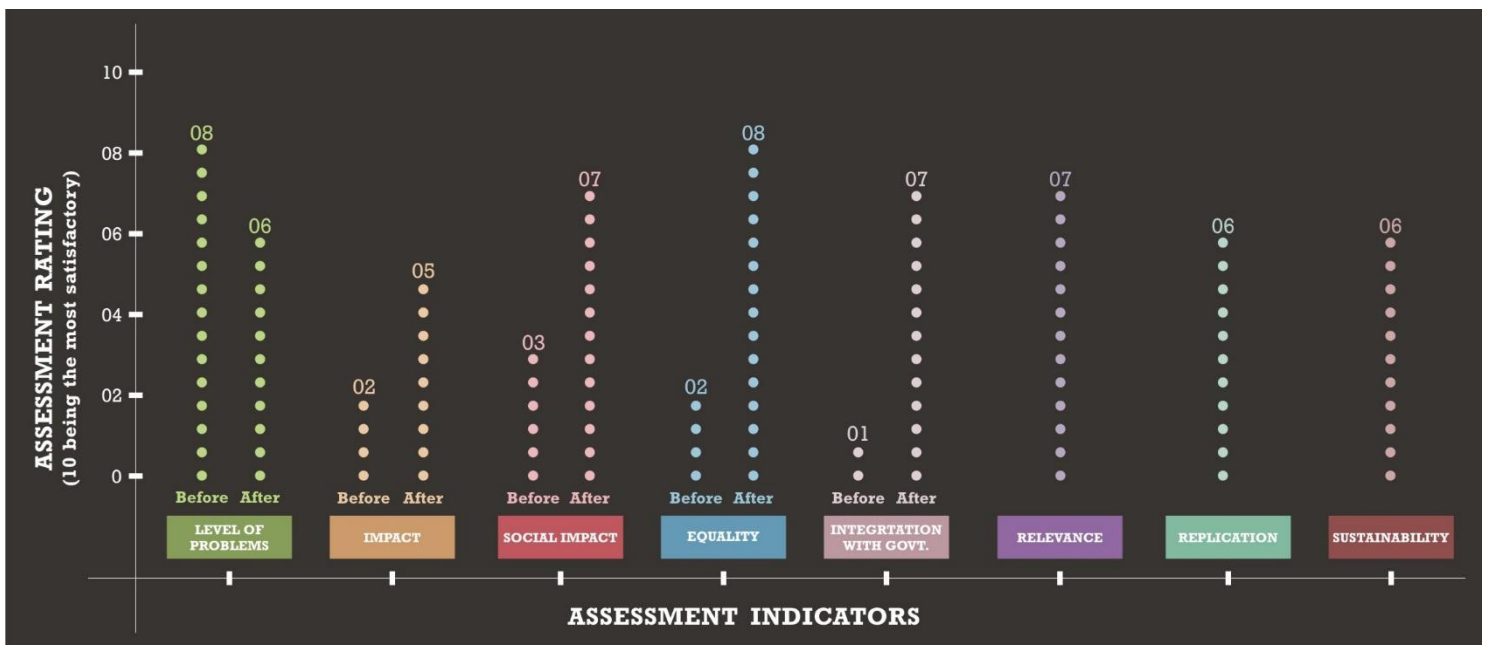
Achievements of the project

During this journey as a key part, following achievement were recorded:

- 3 numbers of child club are formed. The members sharing the problems on a regular basis.
- More than 160 children attended the child club meeting.
- For the strengthening of community in each 3 slum pockets 12 numbers of volunteers were deployed.
- Focusing on RAY/ JNNURM based on child centric city level planning, four orientation workshops were organised covering 210 children and youth.
- 3 numbers of community consultation on engagement with children taking 270 participants like- slum president, secretary self-help group, youths and child club members.
- 3 numbers of child friendly plan document developed
- Sanitation and urban planning campaign organised in three schools with a participation of 180 students.
- Local Government started community toilet in Tuighoot slum
- Slum road at Niladrivihar repaired by the intervention of children and community people
- New water tap connected at science park slum
- Garbage is being shifted from science park slum by the help of active interest of children group with the city mayor
- 18 school dropout children enrolled in school through children group.
- School going children from three targeted slums adopted hand washing practises after our school level campaign.
- Children group sensitized of child safe and child friendly community
- Children group mobilizing local community, Local corporator, Municipal corporation Mayor and Deputy Mayor as well as Media personnel for child friendly community.
- Children group participated in post card campaign to chief minister for child friendly community and to allocate budget for availability of drinking water, drainage and toilet facility in urban slums of Bhubaneswar.



Indicator Based Analysis



Relevance: Children are the hidden potential of any society who should be guided on the right path for developing a happy society. The project of advocacy for child centred decentralised urban planning was relevant to bring out the voices and views of children to guide for sustainable urban development.

Level of Problem: The project has helped children out of some acute problems in the slum areas, but still there is a lot more to be done for overall development of the slum areas.

Impact: The formation of Child Club helped children to get their rights heard in the wider community. With the help of Child Club, many children are getting enrolled into schools instead of going to work. Specific issues related to slum being included in the child friendly plan being developed by the children. The sanitation condition of the slum has improved with the intervention of the children through their continuous monitoring and engagement with officials from Municipal Corporation.

Social Impact: Children have brought a new approach to the development for the slum areas. The children sit together to discuss their issues collectively and ask elders and government for their help in solving the issues. Collectively they have been able challenge and change mind set of elders for stopping child marriage.

Equality: During the meeting of child club, children from all the families in the slum sit together which seldom happened before. Children from Muslim community were not interacting with the Hindu children, but now they sit together to shape their future.

Integration with Govt.: As a result of the voices raised by the Child Club, the local government started community toilet in Tuighoot slum. Other dialogues with the local corporator, Mayor and Chief Minister is leading to the development of hygienic conditions in the slum areas.

Replication: Seeing the successful achievements of Child Club, in the three slums, other slums have also adopted the same approach and are trying actively to raise their voice through Child Club.

Sustainability: Children do most of the work by themselves but needs guidance from elders from time to time. Hence they rely on external support to some extent to sustain the project activities.

Case Study: Youth Facilitation Member



Geetika Kerai is a Youth Facilitation Member with CCWD since the year 2012 in Tuyughut village, Bhubaneswar. The settlement here largely consists of the tribal population and the village lies right adjacent to the drain that collects all the dirty water from the Bhubaneswar city. Whenever there is rain, the water level rises and then enters the village. Geetika not only engages the youth to pursue for education, but also conducts cleanliness surveys amongst the people of Tuyughut village. She is pursuing her history honours from Bhubaneswar University.

“I talk to a lot of people in my community and the wall magazine has really helped to identify our own problems”

“Many children have started studying now. I give moral confidence to them so they can study and recreate this society with us”



Case Study: Youth Club



Jagdish Kumar Champia is the president of the youth club in Tuyughut village. He is just 22 years old and became a part of the youth facilitation centre, CCWD in 2012 (The same year as of Geetika). He completed his schooling under +10 Govt. School and currently runs a grocery shop in his own village as a source of livelihood. Jagdish is very much involved in the cleanliness of his village and wants his surroundings to be tidy. He conducts hand wash exercise every Sunday with the village people. At times, he also organizes

medical camps in the village basti with the support of CCWD. Jagdish with his other member friends also keeps a check over the sanitary conditions near the wells and uses bleach to keep the water hygienic.

“There has been an improvement in the condition of the village. The drain right next to our houses is bothering our lives as the water level rises during rains and dirty water enters our homes. I’m sure to solve it with the help of community and CCWD”



7.5 The Urban Development Resource Centre (UDRC), Bhubaneshwar, Odisha

The Urban Development Resource Centre (UDRC) addresses issues of shelter, basic services, entrepreneurship and urban poverty through the federation model. It promotes a model of community-based livelihood, housing, and infrastructure planning for improvement of poor and articulates urban issues and helps in improving the capacity of the urban poor to access government schemes addressing poverty alleviation, shelter and basic facilities

Project Background

The Urban Development Resource Centre (UDRC) is a non-profit organization formed under Indian Trust Act 1882 that supports these grassroots organizations by providing administrative, financial, documentation and other support and linking them with formal institutions so as to influence pro-poor urban policy and programmes with demonstration of good governance practices. UDRC does not manage the CBOs, but serves as a platform and catalyst for a decentralized, bottom-up, women-led organizational processes, rather than a top-down manager.

Mahila Milan (“Women Together”) is a decentralized network of poor women’s collectives that works at the settlement level, managing savings and credit activities, slum surveys and housing and infrastructure projects. Leaders of these **Mahila Milan** with the skill of planning and construction have built city level federations.

Mahila Milan / Sangathans network of women collectives and federations have been active in Orissa since 1999 and in West Bengal since 2001. UDRC was established in 2008 by professionals who have worked with community based institutions on the issue of preventing eviction to create a situation of rehabilitation and resettlement and helping state to create a win win situation for both poor and state. UDRC emerged from the need to do it as a mission mode than a project oriented path addressing multiple cause, as many NGOs follow, since they felt the need for a new organizational structure to accommodate their (peoples) agenda and process as an equal partner with state.



Activities carried out under the project supported by NFI

- Frequent Eviction Drives: late 90s and early 2000, Alliance combated to prevent eviction from root by organizing movement to find alternative survival option by RR Policy.
- Frequent Disasters: Super Cyclone, Floods early 2000-devastated coastal cities and Orissa-expansion to Puri and Paradeep cities (Partly NFI supported federation processes). Negotiating for Eviction to Resettlement and Up gradation strategy of Urban Odisha
- Niladri Vihar eviction: helping community to get resettled by negotiation support and survey support so that people could be rehabilitated with due land rights.
- In 2001, resettlement of Munda sahi was done from sector 5 to 13 with land and basic facilities by Cuttack Development Authority.
- 2003-05 - Balijhara resettlement with Possession right and facilities for about thousand plus families initiated after negotiation with PPP and community models and infrastructure loans for poor through Revolving fund which was supported by NFI for strengthening community federations to take up such pilots in both Paradeep and Puri towns.
- Emergence of Alliance of regional force to combat eviction with negotiation and peoples leaderships and became one of the NGO representative in framing a list of recommendations with development authority and municipal corporation of BHubhneswar and Cuttack to lead a urban land policy for poor and submitted to urban development department to stop eviction as a strategy for state without some alternative and prompted a pilot in Cuttack.
- 2010 - As Alliance partner of Spatial Planning & Analysis Research Centre (SPARC), UDRC became one of the partner for Implementation of JNNURM Housing Project for Bhubaneswar and Puri city with 300 plus housing with Bhubaneswar Municipal Cooperation.
- 2012-13 – UDRC as a Survey Agency USDRC conducted slum survey and mapping for Cuttack and Bhubaneswar cities with a thorough people led enumeration strategies which again got challenged with the typical mindset of documentation oriented survey than a snapshot basis of identifying physically present families.
- 2014-UDRC with the support of NFI in documenting and developing a sustainability study of all projects under urban governance taken up in Bhubaneswar and Cuttack cities to understand people's natural coping up mechanisms with local knowledge innovations. It also documented high investment projects under IHSDP/RAY housing projects and bottlenecks of delays.
- From sustainability study, it was found out lessons learnt from different projects and devise strategies for building further pressure on ULBs to perform and build more equal partner from NGOs than perceiving NGOs only as contractors or beneficiaries of programmes for own sustenance with project driven mandate alone.
- UDRC also became partner of NFI to demonstrate some sustainability projects with the help of knowledge gathered from 2 years earlier studies and projects.

Achievements of the project

People Process

- There are thousands of members and hundreds of groups organized under fold of Women Collective Network or Mahila Milan/Sanghatans with about 7 million savings for credit to needy women and entrepreneurs who have been benefitted in getting credit for multifarious purposes eg business, deaths, marriage, education, health issues etc besides water and sanitation.

- There are hundreds of Leaders of Communities have the skills of Planning, Mapping, and Enumeration even the illiterate women know to participate in these processes
- There has been hundreds of intra, inter city-state and country exchanges/exposures organized to improve peer/horizontal learning for a paradigm shift in conceiving who actually needs to teach whom and how
- Communities of Paradeep, Bhubaneswar and Cuttack have accessed land with through people led survey, Biometric surveys and ID proof sharing strategy
- Women Networks /leaders have surveyed at least 2 lakh households in slums and thousand profiles with mappings and GPS mapping for Cuttack city which city used it as a base map for going deeper into planning for RAY

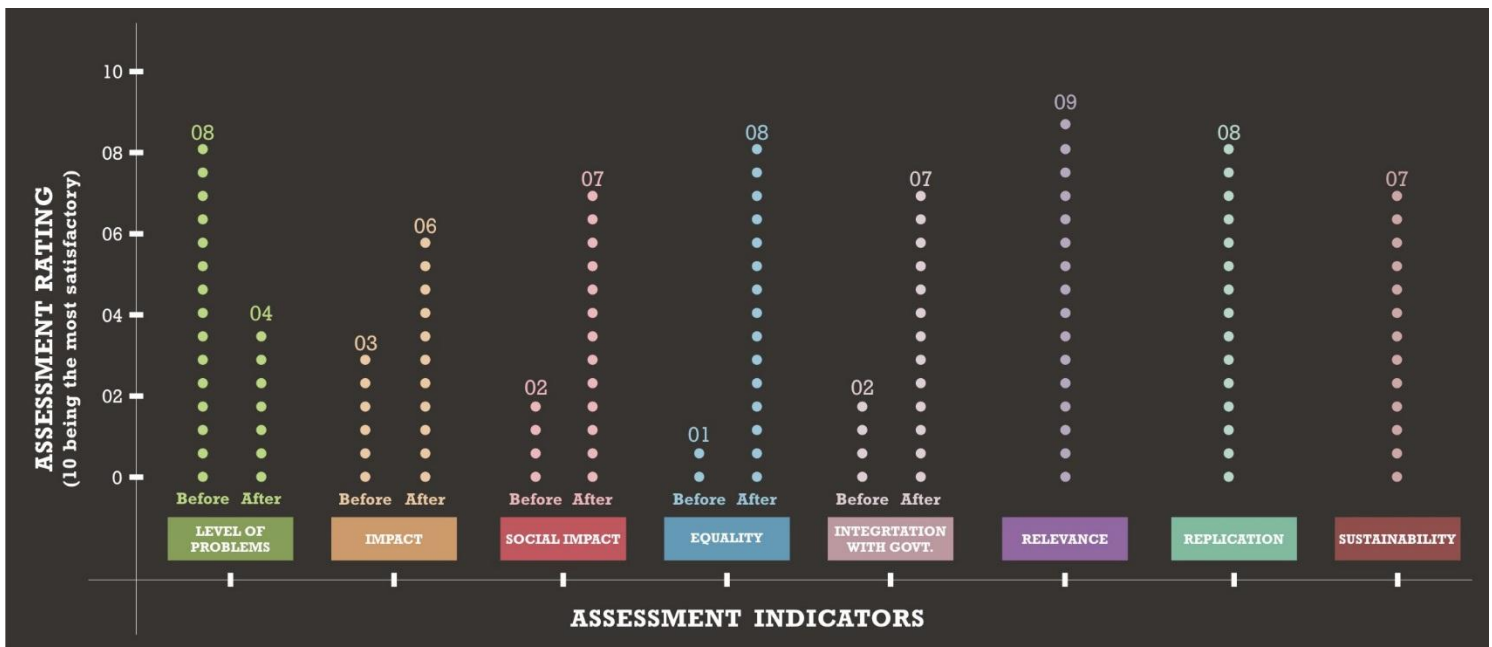
State level Partnerships

- Eviction as a resort to stop creation of slums were prevented and people driven demand and government negotiations done for larger rehabilitation and resettlement strategy was considered to address the issue of poor living conditions or encroachments
- Community led Partnerships with Bhubaneswar Municipal Corporation and Puri Municipality led to change in the format of engineering driven process to people-led processes, changed clauses of agreement to suit to urban communities' context as prescribed in Jnnurm Scheme/BSUP /IHSDP.
- Constructed 300 plus housing for Bhubaneswar and Puri Corporations and another hundred as model houses to demonstrate the different designs of housing strategy needed for Urban poor as opposed to city driven mainstream housing
- The format for regular surveys driven by corporators was challenged and changed to create a situation where people themselves do their own survey taking right and present families into listings rather than Corporator directed or Document dominated survey process with just physical presence (acknowledging rented status rather than owners) in RAY Scheme
- Changing Faulty Approved Government Lay outs Design in DPRs challenged and revised UDRC so that standard Designs of formulating DPRS are questioned and more accountable practices of consulting people are integrated
- First organization to update slum lists to sensitise cities so that they are made aware of the Sizeable number of population involved, also to clear the convenient excuse of urban slums not being an issue of Odisha

Cuttack GPS Mapping:

- For the first time UDRC provided Cuttack City Mapping completely managed and owned by community women through GPS which was further used by City Level Technical Cell of cities as base map. Technology and education excludes people from access, so learning these skills demystifies technology so as to encourage larger participation of people in their own projects is vital the fear of technology is removed and awareness increased.
- Women collectives or Mahila Milan/Mandals/Sangathans upgrade their capacities to map, adding to the experience of doing surveys. Additional organized community groups were formed during the project. The confidence come by 'doing', allows women to negotiate better with government and professionals.
- Community Led Drain Development works with land sharing.

Indicator Based Analysis



Relevance: In government housing schemes, “one size fits all” approach is followed for construction of houses. UDRC’s intervention through Mahila Milan to promote community led solutions to address urban poverty and negotiate with city authorities for a win-win solution was very relevant in building local strength of the communities to avail government schemes following a decentralised, bottom-up women led process.

Level of Problem: There has been a substantial change with the intervention of UDRC through Mahila Milan. The level of problems has reduced as compared to before with the continuous engagement of the Mahila Milan in developing slum infrastructure through participatory process.

Impact: The initiative of UDRC was successful in making houses with the help of Mahila Milan through government partnerships and internal resources of credit. The establishment of Mahila Milan has led to development of women community leaders who supervise construction process and undertake other developmental activities.

Social Impact: Through Mahila Milan, a group of community leaders emerged who were not able to put forward their voice before. Today they advocate for their issues and actively participate in dialogue and engagement with government departments for development of their community.

Equality: Equal partnership has been developed with all sections of the community. Previously marginalised communities were left out from decision making process but now they are actively involved in all the works that are implemented on the ground.

Integration with Govt.: Through JNNURM scheme, a good relationship with the government has been achieved through the project activities.

Replication: The strengthening of Mahila Milan was a huge success. Replicating the same, now there are about 5000 Mahila Milan members in Bhubaneswar representing the slums.

Sustainability: Women from Mahila Milan are confident of themselves for carrying out the project activities on their own but they require some additional support from UDRC for technical expertise and working with the government.

Case Study: House Construction



UDRC undertook in-situ redevelopment of slums through community participation. Detailed building designs were discussed with community and wherever there was less space than the recommended parameter for construction, the construction was done by merging the land and making a multistoried building. Narendra Behra (35), Upendra Behra (40), Laxmidhar Behra (45) and Kalindi Behra (40) are four brothers who owned small pieces of land less than 270

sq.ft. (apprx. 130-150sqft.). Their lands were merged and eventually a two story house was proposed, approved and then constructed by the UDRC.

“A sense of reliability felt after shifting from thatch homes to concrete. The wall in previous home used to fall. Now I can sleep without any tension” - Upendra Behra



8 | Lessons and Way Forward

The following lessons were drawn from the programme activities:

1. For finding efficient solutions for complex issues, sustained and long term engagement with communities at grass root level is required. Short-term assistance for implementation of projects restricts the community's ownership of the intervention and thus its long term impact.
2. Projects are useful for mobilising communities, and generating wider interest and attraction. As such, quick impact, low cost and high visibility projects are important tools for facilitating community based programmes. Improvements in problem levels as found in the evaluation exercise are the result of a combination of sustained engagement and quick impact projects.
3. Process driven initiatives many a times produce spin off impacts which are not recorded in project achievements. The project design should be based on theory of change for recording measurable impacts. Continuous monitoring and evaluation systems need to be adopted for capturing spin-off impacts.
4. Universal solutions often do not meet the requirement of a set of people or are cumbersome for locals to utilise. Solutions need to be contextualised to meet the specific requirements before initiating the project. Terrafil water filters as opposed to RO filters is a case in point.
5. Local innovations provide best solutions for the community but most of the time are not considered at regional and national level for a number of reasons. Traditional knowledge and local innovations at local level needs to be encouraged for enterprise and policy based scaling up.
6. During the project implementation process, the role of facilitating agency is crucial as it brings in technical expertise. Even after a long term intervention, communities are not confident of sustaining the process on their own. Exit strategies need to be put in place well before project ends and need to be based on a graduation approach.
7. The observations show that the condition of the facilities provided deteriorates in due course of time after having been handed over to the community. Realistic incentive and revenue mechanisms are needed within the project design for running the facility post project period.
8. Bringing service providers and end users on a common platform to discuss the existing issues through community score card, is very fruitful. These should be encouraged widely.



Annexure 1 | Questionnaire for Participatory Survey

General questions for discussion

1. What have been the biggest changes in your community in the last two years due to this project?
2. Which project activities worked very well?
3. Which activities did not work so well, and had challenges?
4. What more can be done in coming times to take the work forward? This is NOT about more funds or scaling up activities, but about innovative approaches and changing mindsets.
5. What can be done to include people who are being left out? Who are these people?

Questions for rating of project activities

(rating on the basis of 0 to 10, 0 being not satisfactory and 10 being satisfactory)

1. How would you rate the need of the project for your area?
2. How did the activities help address your problems? What activities worked best?
3. How much has your community changed? What are the biggest changes?
4. What has been the greatest social change (increased respect / freedom for women / community bonding, etc.)
5. What is the capacity of the community now to participate? What was it before? (Gender, PwD, Youth, Marginalised and minority groups)
6. How much has your interaction with government increased? What kind of interactions took place and did it lead to any policy change?
7. How much do you feel the activities are being copied by others? Which activities?
8. Can you continue activities on your own? If yes, how will you do this? If not, why?

Annexure 2 | Questionnaire for Partners

Partner Organisation Name:

Contact Person Name:

Contact number: **email:**

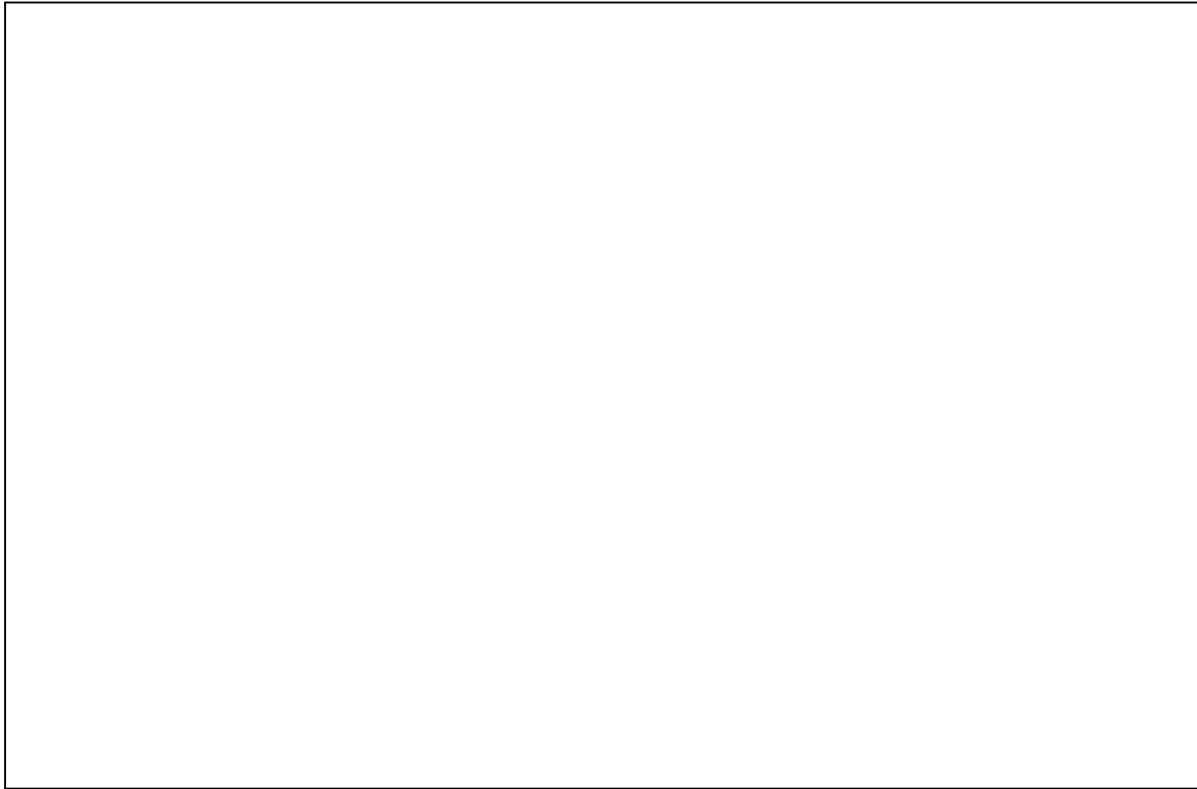
Address of organisation:

.....

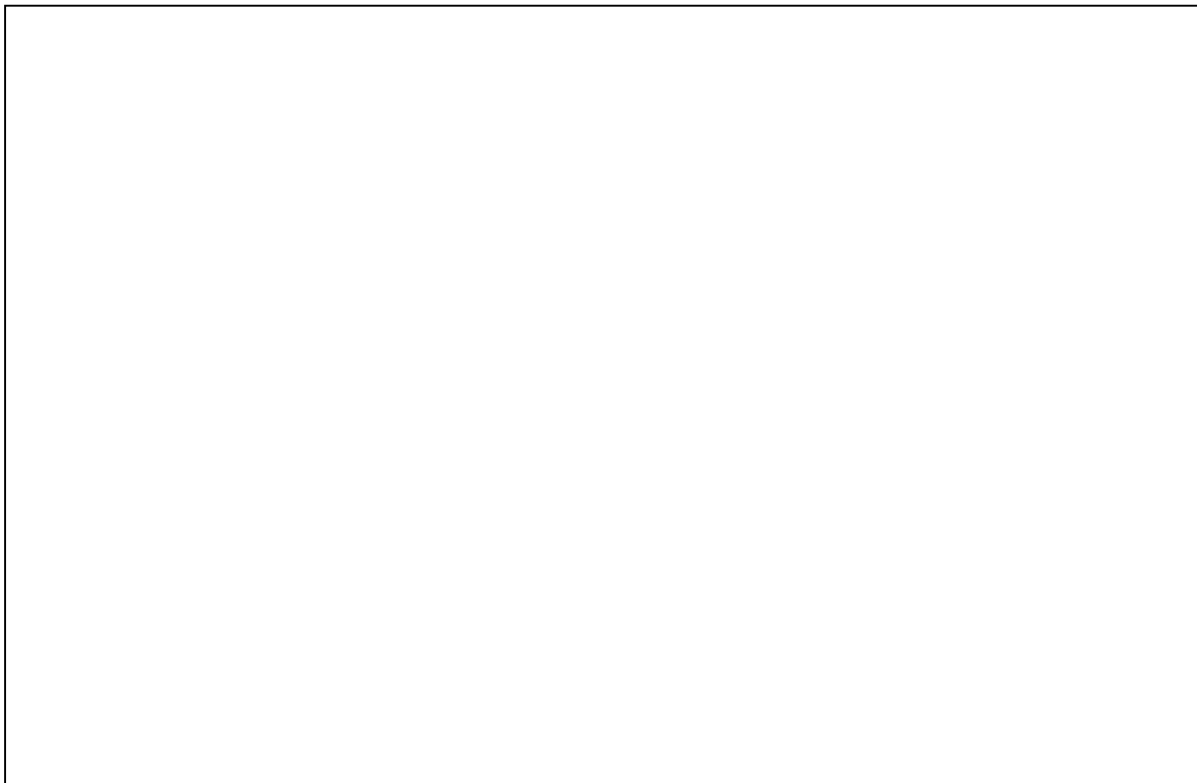
Project background

Activities carried out under the project supported by NFI

Achievements of the project in detail



Issues, challenges and gaps face during implementation of the project



Note: Please attach the relevant reports, progress reports, pictures of the project activities.

Thematic Questions

Roles and responsibilities

1. What negotiations on roles and responsibilities of citizen groups were carried out?

2. How was it communicated to them?

3. What interest groups were selected while forming the citizen groups? What expertise were looked in for selection of people?

4. How has it helped in carrying out the activities of the assignment?

Dialogues and activities

1. What dialogues around problems and solutions were carried out?

2. As the result of the dialogues, what activities were carried out? How people participated in the activities?

Budget Utilisation

1. How the available budget was utilised? How local resources and experience were plugged in the budget?

2. Were any pilot projects carried out before carrying out large-scale interventions?

Knowledge sharing and innovation

1. What external technical expertise were brought in?

2. What available local knowledge and solutions were explored and how?

3. What measures were taken to create a balance between views of technical experts and local knowledge and solutions?

4. What innovative ideas came out of knowledge sharing? How were these innovative ideas implemented?

Resistance resolution

1. What communal, political, social conflicts, and general resistance was observed?

2. How these resistance were dealt with?

Community facilitation

1. What process was adopted for facilitation of the community?

2. What environments were created so that community could lead its own agenda?

Enhancing participation

1. What measures were taken for ensuring and increasing participation of marginal groups?

2. How women voices were raised? What contributions did they make in decision making and civic engagement?

3. How issues related to children, elderly and differently abled persons were incorporated in the civic engagement process?

Capacity Building

1. What measures were taken for capacity building of the community?

2. Did the trained capacity remained for the project period? If anyone left in between, what measures were taken to cope up?

Self-Governance

1. What activities were planned as per the discussions and meetings carried out for self-governance by the community?

2. What activities were carried out? Who were involved in implementing the planned activities?

Engaging with government

1. What engagements were carried out with the government? What was the level of engagement, i.e. local, block, district, state etc.?

2. What were the results out of the meetings with government bodies?

3. Based on the meetings, what activities were carried out? Who were involved in carrying out the activities?

Indirect impacts

1. What according to you have been the biggest achievements in the last two years due to this project? What additional benefits were triggered based on the project activities?

2. Which project activities worked very well?

3. Which activities did not work so well, and had challenges?

4. What more can be done in coming times to take the work forward? This is NOT about more funds or scaling up activities, but about innovative approaches and changing mindsets.

5. What are the key challenges of addressing self-governance in the region? How can we best begin to address them?

Other comments and suggestion

Innovative Solutions in NFI's Urban Programme

1. Building Local Institutions

- a. **Mahila Milan:** It is a decentralized network of poor women's collectives that works at the settlement level, managing savings and credit activities, slum surveys and housing and infrastructure projects. Leaders of these Mahila Milan with the skill of planning and construction have built city level federations.
- b. **Youth Media Club, Bhubaneswar:** Media Clubs established in 3 slums have encouraged children to actively raise their issues and concerns and enable a child friendly environment. These groups are also engaged in preparation of child centric plan for the slum.
- c. **Youth Centre, Konark:** Training of 30 youth leaders was carried out in Konark. This active group mobilises community and advocates for participatory urban governance. They have also organised sanitation campaigns and done plantations at various places in Konark.
- d. **Score Card system:** Community Score Card (CSC) process is bringing together community members, service providers and local government at a common platform to interact. They identify service utilisation and provision challenges; mutually generate solutions; and work in on-going partnership to implement and track the effectiveness of solutions identified. This process serves as a citizen driven accountability measure for the assessment, planning, monitoring and evaluation of service delivery.

2. Solutions for basic services

- a. **Terafil for clean drinking water:** Terafil is a low cost burnt red clay porous media (disc/candle), used for filtration & treatment of turbid raw water into clean drinking water for domestic/ community applications. Installation of Terafil has provided community with clean drinking water. This has resulted in less water borne diseases in the community.
- b. **Running of community toilets for proper sanitation:** This has shown a behaviour change in the community. People used to go for open defecation but with the system of community managed toilets people now do not go for open defecation even if they have to pay. This practice has developed cleaner environment and good health conditions.
- c. **Door to door solid waste collection:** The solid waste collection has led to clean streets and better management of waste in the area implemented. Seeing its effectiveness, people have replicated it at several places. The model of waste collection by youth group has been replicated in many other slums in Bhubaneswar. In Giridih, local government has undertaken waste collection based on the model developed by NFI for door to door waste collection.

3. Amplifying and advocating urban issues

- a. **University workshops:** University workshops on urban architecture helped sensitise young architects and engineers on the complexities of stakeholder engagement in the urban development context, and on the pathways to sustainable built environments that support growth, safety and happiness.
- b. **Toolkit development:** Learning, extrapolating from and building on partner projects, a toolkit was developed. This primarily focused on housing ecosystems in the urban context. It is an open ended tool, with flexibility for adaptation to suit the needs of the implementing agency, community groups, programmatic focus and the contextual setting.
- c. **Social media outreach:** Social media outreach to the general public through a dedicated facebook page has generated a lot of interest in discussing urban issues. These initiatives have served as a spark for deeper discussion and broader civil society awareness on urban issues.





Plantation done by VIKASH in Konark



About the Organisations



National Foundation for India (NFI)

NFI is an independent grant making and fundraising foundation. The Urban programme within the Local Governance and Accountability (LGA) thematic area of National Foundation for India (NFI) supports work that lends itself to improving the quality of life of ordinary people by building their capacities, creating peoples agencies, improving their interfaces with the Governance systems and strengthening and deepening the role of civil society organizations in building effective, inclusive and participatory democracies. This programme area believes that bringing systems and institutions closer to people will not only make it more responsive but also result in policies and outputs, which will be based on the needs of ordinary citizens especially the poor and the marginalized.



Saferworld Communications (SWC)

Saferworld Communications (SWC) is an innovative communications company. We work purely in the humanitarian and development sector, helping organisations spark positive change through our work. Our work focuses on both sides of the communication need. On the one hand, we capture ground realities, project learning and issues to raise to decisions makers. At the same time, we help translate abstract concepts for the public by packaging information in simple and effective ways. The approach of communication based documentation, lesson learning and dissemination is a very effective tool for monitoring, evaluation and capacity building.