

Project Activity Report

Utthan Project
(February 2008 to July 2011)

A Collaborative Project by UCD/PMC
Mashal and CHF International



Building a Better World

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Organisational Profile of MASHAL

Maharashtra Social Housing and Action League (MASHAL) was established in 1985. It was conceived by a group of like-minded people who believe in the basic human right of adequate shelter and of a healthy living environment.

MASHAL is registered as a non-governmental organization under the Maharashtra Societies Registration Act of 1869 and the Bombay Public Trust Act of 1950. It is based in Pune (India), and is engaged in addressing the problem of urban shelter.

Mashal staff consists of professionals in the field of Architecture, Urban and Regional Planning, Engineering, Social work and Rural development. Apart from its core group, MASHAL draws upon the services of a group of experts who assist and render expertise to MASHAL in the field of development.

Over the years, MASHAL has played important role in survey, research, policy formulation, and actual implementation of various housing projects. In this endeavor, MASHAL works closely with the stakeholders, government and other peer agencies.

People Participation – The Hallmark

Throughout the journey OF MASHAL, people participation has always remained the hallmark of the working of Mashal. We, at Mashal, have consistently strived to involve the beneficiaries throughout the key stages of need identification, action plan formulation and the implementation of the same.

Apart from participation of people, the other guiding philosophy at Mashal is the belief that housing programs are not an end, but are a relevant and initial intervention in the overall process of community development.

MASHAL, today, does not rest on its past achievements, but continues to work with renewed vigor, dedication and devotion to facilitate the empowerment of the marginalized; promotes support to strengthen and sustain people's organization and reach the un-reached.

1. UTTHAN PROJECT DETAILS

UTTHAN is a collaborative effort between the PMC-UCD, CHF International and MASHAL to empower the urban poor communities by adopting a participatory approach for pro-poor program planning and delivery of services.

And

To strengthen the service delivery system by developing a GIS-based governance tool.

Utthan project started in 2008. In January 2008 the project activities and scope of work was defined and the role of each stakeholder was clarified.

1.1 Background & Rationale

The growing city of Pune has 40% of its population living in slums. The local government has been struggling with the emerging problem for decades. In 1970's based on the urban policy of slum eviction, the corporation had the 'Galichh Vasti Nirmulan Khate'. Then in the 1980' with the changed views towards providing for the poor, the department of Slum Improvement and the Urban Community Development Department were established. These departments have evolved over the last two decades and have done commendable work for the urban poor in Pune. It is to their credit that the water and sanitation conditions and the micro-credit, vocational training and livelihood options available to the urban poor in Pune are much better than in most cities of India.

The Urban Community Development (UCD) department of Pune Municipal Corporation caters to the urban poor in the city through its implementation of pro-poor schemes. Since 2001, UCD had been instrumental in formation of the community structures within slums as per Swarna Jayanti Shahari Rojgar Yojana (SJSRY). It has several programs that provide grants and financial assistance for the needy in the communities. These are programs designed as per the perceived need of the urban poor and often do not meet the actual needs of the poor.

Unfortunately, inclusive approaches have been notoriously difficult to mainstream in urban development processes. That is the problem that we need to tackle while it is clear that meaningful empowerment and involvement of slum residents and key stakeholders is critical to urban upgrading and reducing poverty, the number of residents and stakeholders who need to be a part of each solution is expanding rapidly. Clearly, we need to develop an approach to community involvement that is efficient and replicable, and that works towards the goal of creating a slum free city.

1.2 Project Purpose

The thought behind the project was that the delivery of services can only be enhanced with the availability of accurate and updated information on the end-receiver; and delivery mechanisms must be based on actual demand. At the same time there must be a system wherein poorer communities can be empowered using inclusive and participatory planning.

The project is aimed at assisting PMC with developing an urban poor focused GIS/Information System whereby strengthening the PMC service delivery to the urban poor.

The data system will be designed to provide a comprehensive city level urban poor profile with a methodology for periodical updating of the information.

Project will develop a community participatory approach for pro-poor program planning and delivery. The project will add to the participatory content of the urban development process through targeted and strategic capacity-building interventions.

1.3 Objectives

Objective I: To produce a baseline database of slums in Pune on a GIS based system

For effective planning and implementation of the project a baseline database of the stakeholders is essential. CHF will work with PMC to incorporate the existing data and survey the areas for which data is not available to produce an updated database.

Objective II: Regularize ULBs' engagement of the urban poor in inclusive planning and implementation of pro-poor urban initiatives

In India urban planning and slum upgrading efforts are generally designed as top-down efforts, despite the common use of “planning” rhetoric. The project would work towards through institutionalizing the Community based organizations that are existing or need to be promoted. The involvement of the urban poor in the GIS based system will be through a Community based updating system.

Objective III: Strengthen the capacity of urban slum residents, Local Government and other local organizations, for their role in the SCALE -UP system to realize pro-poor projects

The sustainability of the project depends upon the stakeholders adopting the responsibilities of their involvement in the project. The up-scaling of the project to the city wide scale is also dependant on the capacity building of the stakeholders.

1.4 Project Components

The project is envisaged as consisting of two main project components. These two components will comprehensively work toward creating a radical change in the way that pro poor programs are planned, managed and administered.

A. Mapping/Geographical Information System tool customized to PMC/UCD Programs.

- a. Specific data to be collected and represented in the GIS based system will be determined jointly by CHF and PMC/UCD, but will focus on key pieces of data needed for UCD to improve management of its programs.
- b. Data collection will cover both declared slum pockets and undeclared slum pockets with goal of capturing 100% urban poor slum coverage in Pune.
- c. The survey activity that UCD is planning to conduct in the next few months will be coordinated with the MASHAL database creation, so as to prevent duplication of efforts. The survey questionnaire and parameters to be surveyed will be firmed up jointly by UCD, CHF and MASHAL. The data collected through UCD survey will be entered into the GIS system to prepare the baseline data.

- d. The process for updating with the community based system and the aspects related to program planning using the system will be worked out through inputs from UCD. This will be documented by CHF in a manual format for future reference.
- e. CHF and MASHAL will built the capacity of the UCD staff for using and implementing the GIS based system.

B. Improving Services to Urban Poor through Community Participation.

CHF will team with MASHAL to strengthen UCD service delivery to the urban poor, to expand the community's involvement in the pro-poor program planning and to keep the GIS/Mapping tool updated through community participation.

UCD has over the years established community based organizations in the slums consisting of Neighborhood groups (NHG) represented by Resident Community Volunteers (RCV). The aim is to strengthen and empower these community structures for increased participation in pro poor program planning. The project activities identified towards these are:

- a. **Community based Updating of the Information System** -The database generated for the year 2008 will form the baseline information source on the urban poor of Pune. This data base has to be updated annually and expanded as required to be a valuable planning and administration tool. This process of updating would be through a community based system to institutionalize the participatory strategy towards pro- poor planning. The RCV community structure can be used for updating the household data from the slums. The RCVs with the assistance of the Samugh Sangatika(SS) (UCD) will be asked to undertake annual surveys for checking and updating of GIS/Mapping data. The use of an existing structure (RCVs) already knowledgeable about specific slums is the most efficient way to ensure the GIS/Mapping is kept accurate.

CHF & MASHAL will work with UCD to evolve and implement the community based updating system at a city level. This would involve capacity building activities by CHF and MASHAL for UCD staff and community representatives.

- b. **Community level Planning & Implementing** - The current system of administration of the pro – poor programs of PMC depend upon the poor being aware of the various grants and programs and applying for it at an individual or family level. The programs are designed based on a perceived need of the urban poor and urban poor involvement in its planning is absence. PMC through the UCD department administers the pro – poor programs and periodically conducts awareness campaigns on various issues. The project team would work with the UCD staff and the urban poor to redesign the administration of the programs to inculcate a bottom up approach.

The slum communities will be empowered to make informed decisions by making the GIS based system an end user tool as well. The information available through the GIS based system would be made available to the slum communities themselves. This can be done through the Samugh Sangatikas, to provide accurate information in a pictorial format to the slum communities as well as for updating program information. The slum communities would be provided guidance in preparing slum level action plans. These

slum level plans or actions will then be collated at a ward level and subsequently at the city level, for UCD to evolve its over all program strategies.

CHF & MASHAL will work with UCD to increase the role of Resident Community Volunteers (RCVs) in liaising with slum communities, pro-actively encouraging involvement in UCD and PMC programs, and identifying slum residents priorities for consideration by UCD. This activity will be undertaken in 30 selected slums within the first half of the project period by MASHAL and CHF. Based on the results from these slums, this would be up scaled in all the slums of Pune through UCD staff.

- c. **Institutionalizing the Community Based Organizations** – Activities would be planned and implemented towards strengthening of the community structures within the slums. CHF and MASHAL will work with UCD to identify these activities and limited additional functions and to prepare RCVs/ community representatives for these new roles. Additional roles may include:

- Identifying priority UCD programs for expansion or withdrawal based on use of GIS/Mapping data
- Helping to prepare slum community applications for specific projects to be funded under PMC's Participatory Budget process, using data from the GIS/Mapping system.

Participatory Budget means that people themselves should decide what local projects money should be allocated to. The PMC has a Peoples Participatory Budgeting program administered at the ward level. This project component is aimed at community mobilization, and empowerment of the community structure to access these funds. The program would assist the community to prioritize the activities and assist with the implementation of these selected projects.

- Identifying opportunities to strengthen Self Help Groups (SHGs) clusters of SHGs or other UCD services delivery groups.

These activities would be taken up in 30 selected slums (most deprived) and the processes documented and later institutionalized at a city level. This would be done through training and capacity building of the CBOs and UCD staff.

2. PROJECT IMPLEMENTATION

2.1 Project Initialization

In the pilot phase in consultation with the UCD Head Mr. Kalamkar it was decided to work with the RCV structures established in the communities. This was a city wide exercise, and 30 slums were selected from different wards of Pune in the initial phase to identify the methodology.

In the initial stage following key meetings were conducted:

- a. Presentation to Mr. Kalamkar on the project proposal and his inputs for it at the CHF project office.
- b. Meeting with Commissioner PMC – Mr. Pravinsingh Pardeshi for presenting the project proposal and signing of MOU.
- c. Meeting of GIS consultants and experts to discuss the technical aspects of the GIS information system that would be developed under this project.
- d. A discussion workshop with the UCD staff and Mashal to finalize a Household level survey questionnaire to be used for the project.

Formal Launch of Utthan project

The formal launch of the project was attended by then Mayor Rajlaxmi Bhosale and then Municipal Commissioner Pravinsingh Pardeshi. Also present were Mr. Gerry Pinto, Mr. Kalamkar, Mr. Sharad Mahajan, Mr. Mathew Chandy, the respective staff of CHF, UCD and Mashal and several local elected representatives and press members. A brief presentation on the project was made by the CHF Program manager. The launch received coverage in four local newspapers.



Orientation workshop to UCD staff

A half day orientation workshop was conducted with the UCD's 12 Social workers and the Samuh Sangatikas (Field social workers) of the 30 slums. The Utthan project's aims and objectives and the final survey questionnaire were presented to all. Mr. Kalamkar encouraged the UCD staff to participate in it and take up the activity as its own project. He explained the benefits of the project for the UCD staff and urged them to make maximum advantage of the opportunity.

2.2 Phase I - (April 2008 to December 2009)

2.2.1 Community Participatory Activities

- a. **Selection of Communities** - It was decided that 30 slums would be selected for Phase I of the project. Mashal had already mapped about 250 slums from its earlier work with PMC, and it was decided to work in slums for which maps are available. UCD was given this list and asked to suggest the 30 slum from different wards and of different populations to work in. When identified against the UCD code numbers it was realized that these were actually 59 slums. When the Utthan social workers started the initial awareness and mobilization activities in these slums, they faced opposition in some and thus a few had to be dropped and alternative slums were taken up. In consultation with UCD these 59 communities were selected to pilot the whole project. Then following process was done; (Annexure I - list of 30 (59) communities)
- b. **Neighbourhood group Formation and Hut numbering** - The ten Utthan social workers from Mashal were assigned to work in 3-4 slums each to cover all the 30 slums. The first step taken was to verify the existing maps by field visits and demarcate the Neighbourhood groups in each community. The UCD Samugh Sangatika, i.e. Field level Social worker informed the RCVs and in coordination the NHGs were demarcated on the maps. This was an iterative exercise where by the NHGs were finalised with consent of the RCV, SS and Utthan social worker.

Map reading exercise – While conducting the NHG marking exercise it was realized that the SS and RCVs and even the Utthan social workers had difficulties in reading the maps and orienting themselves. Thus on field exercises were held by the technical team of MASHAL to teach map reading.

RCV appointments - It was also realized that some pockets did not have a RCV to represent it, and thus new women had to be mobilized to become a RCV. The SS would urge the women that were already part of a Self Help group to become the RCVs. One good method that a Utthan social worker later identified was to ask the existing RCVs themselves to get at least two more women who can be RCVs for the next meeting.



Hut numbering – Once the NHGs were marked and the huts were numbered by the GIS team, the revised map with NHG marked and huts numbered was given to the Social workers. The social worker then started the activity of putting numbers on the doors of the huts in the slum along with the RCVs. As the volume of this increased, the technical team was recruited to assist the SS to number the huts.

Also these activities had to be done in coordination with the UCD staff, who had to complete their regular tasks, and the RCV availability which is usually only in the afternoons, thus it took more time than anticipated.

c. Socio- economic Survey –

Finalising survey Formats – Several government household level survey formats were reviewed and discussions were held with the UCD staff on the information they required to be collected. Based on these discussions the survey format was finalized and approved from UCD. These forms were then field tested as ten forms per slums by the social worker. Based on the feedback, the form was further streamlined. Forms were printed in bulk. A sample survey form is attached as Annexure 2

Trainings to RCVs for survey – The method of survey suggested by the UCD head Mr. Kalamkar was to involve the RCVs to conduct the survey. The RCV would collect the information and fill the form on a voluntary basis, without any payment as the information would be useful to them in the future. The RCVs thus had to be trained on the survey form and how to ask the questions. Thus trainings were held in each slum communities, at times repeatedly to ensure all are trained. RCVs were asked to take the assistance of their school going children to fill the form if necessary. The Social workers conducted the trainings in each of their slums and also assisted the RCVs in case of difficulties.



Collection of completed survey forms – The survey was undertaken by the RCVs over a period of almost six months starting in May 2008 and stretching till December 2008. The forms were collected as per the NHGs completed by the Utthan social workers in the field, where they verified that the form was completely filled and the hut numbers given were correct. The forms were picked from the slum only when all were completed. The Utthan social worker prepared a coversheet for each NHG and then for each slum listing the number of forms filled and reasons why other were incomplete. In the first round of this process, 60 to 70% of the slum was covered. On identification of the huts not surveyed, the Utthan SWs pursued the RCVs to revisit these houses and survey them, this yielded in reaching a 90% surveyed rate.

Survey was conducted by RCVs and the SS were given the task of facilitating the surveys in their slums. Utthan SWs coordinated with them to see the progress. It was a difficult thing to get the survey done. The reasons being untrained RCVs, as RCVs work voluntarily it was hard to ask them to do mandatory, it was a rainy season at the time of survey, there were lots of hesitance and opposition from people to give information. In spite of all these challenges Utthan team worked hard and could complete 90% survey.

- d. Micro-planning process** - During the annual review exercise of UCD, Mr. Kalamkar introduced Ms. Gujarathi as a consultant appointed by UCD to assist it in training and

implementation of micro planning in the slums. Realizing that there would be several overlaps within the Utthan's scope of work and the micro planning exercises of Ms. Gujarathi; meetings were held with her to understand her ideas.

Ms. Gujarathi planned a five-day micro planning exercise to be conducted at the slum level in each community. Thus the plan was made to train a group consisting of UCD Social worker and all the Samuh Sangatikas under him/her.

Micro planning TOT

Utthan Social Worker and coordinator, CHF Program Officer, and UCD Social Worker and 28 Samuha Sanghatikas attended a 6 day training program conducted by Ms. Gujarathi.

Micro planning training of RCV in Field - Juna Bazar

The training was conducted from 2pm to 6pm and was attended by 18 RCVs. Social Mapping exercise was conducted with community people at Juna Bazaar .



Transcent walk with a torch in the community

Then micro planning process was implemented in 59 slums that aimed at involving all RCVs in the action plan. The process consists of the following steps:

- Preparation of the presentations based on the surveyed data in Marathi
- Data Sharing by power point presentation for RCVs at community level and having discussions based on it. These presentations also became a platform to verify the data, as the women could identify their huts.
- Initiating the NHG Level Issue Identification Process

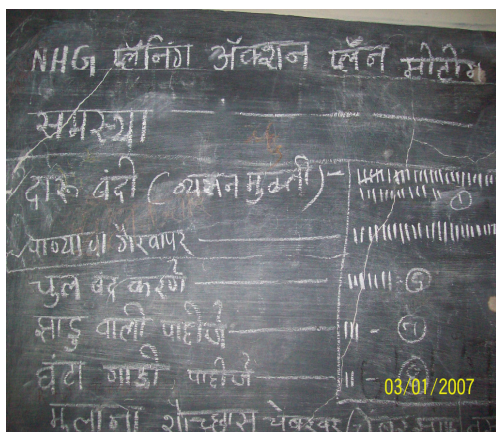


Presentations to the RCVs



Prioritization games with the RCVs

- Identify the NHG issues and collecting information about them
- Community Level Issue Identification and Prioritization



List of issues and votes for each



Listing the issues in Janata Vasahat

- Prepare Action Plan and Timeline
- Execution and follow up

In the first phase micro planning process was done with RCVs in 59 (30 slums as per Utthan). Sample reports of few slums are given below. Details of all slums are given in the Annexure - 3

Community – Juna Bazaar (Ward – Dhole Patil Road)
Meeting place – Samaj mandir
No. of RCV – 27

Process – Utthan social worker facilitated the action plan meeting. Initially RCVs were asked to list the problems or issues in their slum. The list was written on a black board. Following issues were listed by RCVs;

1. Drainage line
2. Repair and maintenance of public toilets
3. Garbage disposal
4. Internal roads
5. Samaj mandir
6. Light poles

The list was put up in front and then RCVs were asked to prioritize from the list. To make it lively and participatory; prioritization was done through an exercise. All issues were written down on the board. Then each RCV was asked to vote for three important issues. With this exercise each one got a chance to think and give their opinion. Through this process two issues were prioritized as;

1. Repair and maintenance of public toilets
2. Garbage disposal

Accordingly action plan was prepared and following actions were taken based on it;
For the first issue related to toilet RCVs prepared an application and discussed with the corporator and ward officer and gave application in writing.

For the second issue the RCVs were guided to understand the reasons for the garbage problem, and to resolve it by setting up a system of garbage collection. They were given information on vermicomposting and a few showed interest in doing it. These were taken on a visit to a vermicomposting facility and trained on it. They were given the tools and bins for it and they started the vermicomposting in the community along with collection of waste.



Community – Mula Road (Ward – Dhole Patil Road)
Meeting place – Samaj mandir
No. of RCV – 22

Process – Utthan social worker facilitated the action plan meeting. Initially RCVs were asked to list the problems or issues in their slum. The list was written on black board. Following issues were listed by RCVs;



1. Choked up drainage line
2. Water availability
3. Addiction
4. Repair and maintenance of public toilets
5. Health / dispensary
6. Light polls
7. Unemployment
8. Micro enterprise or business for women
9. Repair of balwadi
10. Garbage disposal

The list was put up in front and then RCVs were asked to prioritize from the list through a game. All issues were written down on the floor separately. Then each RCV was given 6 stones and asked to place the 3 stones on the issue that they think is most important, 2 stones for second important issue and 1 stone on third important issue. With this exercise each one got a chance to think and give their opinion. With this three issues were prioritized as;

1. Health dispensary
2. Drainage line
3. Garbage disposal

Accordingly action plan was prepared and following actions were taken based on it;

- For Health dispensary RCVs discussed with corporator and gave application in writing.
- For drainage issue RCV gave application to ward office and discussed with corporator. They followed up with the ward officer constantly and the drainage line was cleaned up and concretized. Now it is a clean line.
- For garbage problem different solutions were put forward to solve this problem, it was reflected that RCVs are interested to do vermicompost. So in response to the interest Utthan social worker contacted Inora (an NGO working on organic fertilizer). INORA team visited the slum Mula road on gave information about the vermicomposting. Few RCVs have taken up the composting activity.

Community – Janata vasahat (Ward – Tilak Road)
Meeting place – Samaj mandir
No. of RCV – 30

Process – Utthan social worker facilitated the action plan meeting. Initially RCVs were asked to list the problems or issues in their slum. The list was written on black board. Following issues were listed by RCVs;

1. Misuse of water
2. Addiction
3. Repair and maintenance of public toilets and separate seats for children
4. Health / dispensary
5. Public transportation (Bus)
6. Non functional police chowki
7. Rationing related problems
8. Vegetable market
9. Garbage disposal

The list was written on a board in front and then RCVs were asked to prioritize from the list. Then each RCV was asked to vote for three important issues. With this exercise each one got a chance to think and give their opinion. With this three issues were prioritized as;

1. Health dispensary (substation)
2. Rationing related problems
3. Police chowki

Accordingly action plan was prepared and following actions were taken based on it;

- For all above issues RCVs prepared an application and did signature campaign. They went to all houses in their NHG, explained the issues and took signature.
- For all above issues RCVs then discussed with corporator and gave application in writing along with signature papers from many hundred families.
- Following this, the Police chowki was manned, the police presence resulted in improving the security in the area and reducing the number of petty fights within the community.
- The women pursued the issue regarding the ration shop, with the owner and due to the society pressure the owner now has improved the service.



Community – Kasturaba vasahat (Ward – Aundh)
Meeting place – Samaj mandir
No. of RCV – 18

Process – Utthan social worker facilitated the action plan meeting. Initially RCVs were asked to list the problems or issues in their slum. The list was written on black board. Following issues were listed by RCVs;

1. Non availability of water
2. Drainage chamber problem
3. Repair and maintenance of public toilets
4. Health / dispensary
5. Garbage disposal

The list was written on a black board in front and then RCVs were asked to prioritize from the list. Then each RCV was asked to put lines for three important issues. With this exercise each one got a chance to think and give their opinion. With this three issues were prioritized as;

1. Non availability of water 2. Health Dispensary 3. Large no. of School dropouts

Accordingly action plan was prepared and following actions were taken based on it;

- For water issue RCVs prepared an application discussed with corporator and ward officer and gave application in writing. With good follow up the issue was resolved in a week's time and water was made available to all.
- For school dropout issue one of the RCVs took initiative, mobilized 40 girls and started conducting classes for them in the community.



Women in Janata Vasahat find ward level officer responsive

Ashwini Changan, Sulabha Bhosale, Sangita Kharade and other RCVs visited Tilak Road administrative ward of Pune Municipal Corporation to understand its structure, schemes and the role of ward officers in development of their slum. They had discussions with Ward Officer, Water Supply Engineer and Engineer of Slum Improvement Department.

Ward officer briefed RCVs about the role played by ward office in their slum and gave an example of the internal roads, which were recently done. However, RCV clarified that the internal roads are still not completed in 2 lanes. He was shocked as he was updated about completion of construction of internal roads. He then enquired with the contractor and instructed him to immediately to start the work.

RCVs were very happy as their visit proved useful in initiating the pending work. RCVs have decided to keep track of all the works carried out by ward office and update ward officers about any delays. “We will share our contribution to others in the slum; we never expected the positive response from ward office as it is known for negligence of the citizens”, said Ashwini Changan.

2.2.2 GIS activities

- a. **Spatial Mapping of slums**- The first activity undertaken for the mapping of the slums, was to consolidate all the available data of slum maps in the city that was available with MASHAL and the PMC. Lists were drawn up and matched with the lists from UCD department and status taken of the number of slums to be mapped. A ward wise list was drawn up for each of the 14 administrative wards of the city. Mashal’s Technical team coordinator identified the slums to be mapped and in conjunction with the UCD department started the plane table surveys in these slums. Surveys were undertaken after garnering the support of the local elected corporator and other people in the community.

At this time several exercises were also done to check if slums could be directly mapped from image or Google. But the resolution was insufficient and the complex nature of the slums also dictated that field surveys were essential to map the slums.

The maps for the 30 slum communities chosen for the first Phase were also updated through field verification by the technical team. These maps were on Autocad with Mashal and had to be bought on a GIS platform. The GIS team of two GIS persons was started, and they along with the Mashal’s in-house two Autocad persons were trained on GIS by the CHF GIS expert.

- b. **GIS format for data and Unique Hut number** – The CHF GIS expert with the assistance of a GIS adviser set up the basis for the GIS database to be developed for the project. The survey form was divided into two parts a General table – containing household information and a Personal table – containing each person’s information. A

crucial step in this was setting up of the Unique Hut number. Through several rounds of discussions with Mr. Kalamkar, it was decided that each hut would have a number based on the slum number, NHG number and the hut number. The slum maps were thus given these numbers.

- c. **Data entry** – The socio-economic survey data had to be converted from the hard copy format to a soft copy format, thus requiring the data to be entered into the computers. Data entry module - IRIS was designed through an agency to ensure the quality of data entered. To keep a soft copy of the form each and every form was scanned, and high speed scanners were procured for the purpose. The scanned copy was used for data entry.

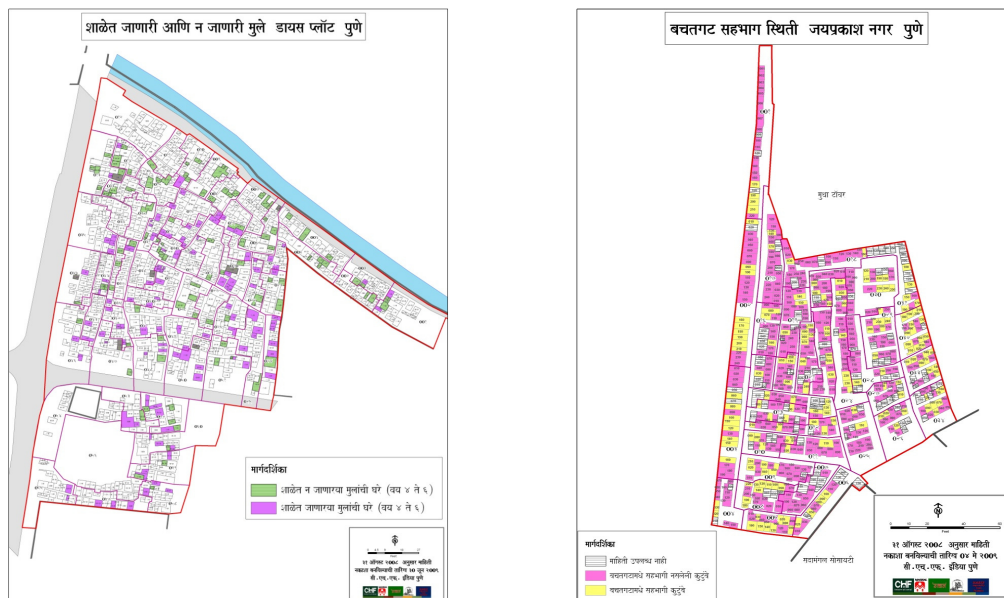
Data entry was again a huge task. MASHAL had always outsourced the data entry to some individuals; the same system was decided to be adopted now. And the scanned forms were given for data entry. But after the first 13 slums while checking the quality of the data it was realized that there were several mistakes in the data entry and the quality was severely compromised.

It was therefore decided to do it in house and the necessary set up was put up in CHF office. Data entry operators were selected and appointed for temporary period. Daily random data checking was followed. If the errors were found then the concerned social worker was contacted. He/ She then used to visit the field and verify the data. This greatly improved the quality of data entered. It took close to three months for the data entry to be completed for about 27,000 household from 59 slums in the first phase.

- d. **Linking of data** – Once the data was ready in an access format this had to be linked to the spatial data and brought on to a GIS format. Thus the work of the GIS team began by linking this attribute data to the spatial data in GIS. Error in data or maps were identified in the process and technical team and social worker verified the same in the field. As the data was also entered by ten different persons, it also required data cleaning to bring uniformity in the data.

Converting from 50 to 25 -At around this time it was realized that the existing system of 50 houses to one NHG was actually resulting in NHGs of even 100 houses, thus it was decided by Mr. Kalamkar that NHG will be formed of 25 to 40 huts per NHG. This resulted in a major task for the GIS team. All the data till then was as per the 50 huts per NHG, the NHGs had to be reconfigured with 25 – 40 hut per NHG and the changes accordingly made in the database. This exercise, while ensuring that no error occurs in the hut numbering was a tedious exercise that was successfully completed by the GIS team.

- e. **Presentation for Communities-** After following the above process the GIS database was ready for the 59 slum communities which were then used for Community participatory process. With the GIS data linked, the GIS team ran basic analysis and queries on the data. The results of these were put together into a presentation. Since the presentations were to be shown in the community, it had to be made into local language- Marathi. Thus a method was devised to prepare the maps and presentations in Marathi in GIS.



- f. **Registers per NHG** – Once the forms had been scanned, the hard copies were not required and storing them was a issue. At this time Mr. Kalamkar came up with the idea of returning the forms back to the RCVs in the form of registers, so that they have a copy of the data for their records. It was also decided that each register would have a blank page at the end of each form which could be used for updated by the RCVs.

Thus began the next task of the Utthan team, the forms were rearranged as per NHGs and map of each NHG with a list of huts in each NHG and family name was attached. These registers were bound and distributed in to the RCVs per slum. A total of 1392 registers were prepared and distributed for the first phase slums.

The process mentioned above was quite tedious. It was a true pilot as each and every one involved was doing it for the first time. There was lot of trial and error. It was expected to complete this process in six months but it actually took one and half year.

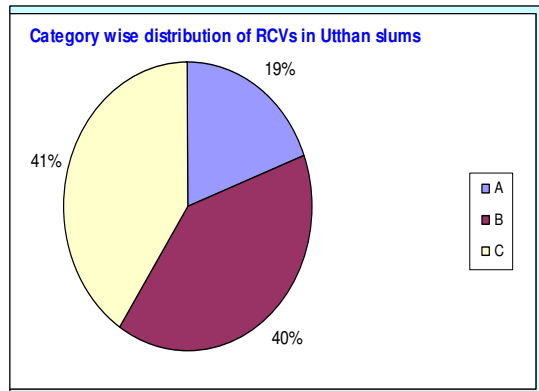
2.2.3 RCV Capacity Building

RCV plays a crucial and important role in the whole structure of UCD. Through RCVs it becomes possible to reach to maximum households in the slum communities. They work as volunteers without getting any returns, thus it is essential to strengthen their capacities.

In various consultative meetings with UCD it was decided to change the format of Neighborhood Groups (NHG) from approximately 50 HHs to 25 HHs. Accordingly the number of Resident Community Volunteers (RCV) who represents NHGs has also considerably increased. The number of NHGs increased from 543 to 1392 in the Phase I slums and these were mapped to the RCVs appointed in each NHG.

As a result, there were a number of NHGs where RCVs are not appointed. Efforts were then focused on assisting the Samuha Sanghatika in appointing the new RCVs. Utthan team recommended names of interested women who were actively involved in survey process or showed interest in working as RCV.

In general, even though, the RCVs are motivated and are willing to perform their role, there was a vast scope for strengthening the RCVs. To work towards this an exercise was initiated to rate the RCVs. This exercise was completed and the results are as follows:



A – RCVs are aware about UCD schemes and perform their role efficiently. Take Initiatives and spare time for UCD meetings.

B – RCVs are aware about schemes but only respond when contacted.

C – RCVs not aware about UCD Schemes or aware about UCD schemes but not performing their role. RCVs not willing / able to work.

Based on this Capacity building exercises for the RCVs were designed.

One of the activities undertaken was to familiarize the RCVs with the govt. ward officers responsible for the basic services in their area. At that time the linkages of local institutions like SHGs, NHGs, and NHCs initiated by UCD with the ward offices and the schemes therein were weak. The linkages needed to be strengthened to maximize benefits of the schemes to the urban poor. This task was undertaken by organizing visits to ward offices and sharing information with RCVs.

Along with this micro planning process were implemented with RCVs which was one way of capacity building as well as knowledge and information is another tool that helped to enhance RCVs work efficiency as well as sustain motivation.

In this regard various trainings were conducted for RCVs in 59 communities covering following topics;

1. Role and responsibilities of RCV
2. Health and hygiene
3. Record keeping
4. Budget planning
5. Communication skills
6. Community facilitation skills
7. Gender
8. Adolescent sexual and reproductive health



Trainings on Health and Hygiene



Trainings on Health and Hygiene

Community micro planning processes and RCV capacity building programmes help strengthen RCVs that increased their interests, motivation and efficiency to work as RCV in their community. Involving RCVs in socio economic survey was also very useful.

Following were **outcomes of all these inputs**:

- ❖ RCVs got access to information about various wards and departments in PMC
- ❖ RCVs raised their voices against the issues to PMC, ward officers and corporators
- ❖ RCVs have gathered courage to convince their family members for continuing their good work.
- ❖ RCVs could establish rapport very well in their NHG
- ❖ RCVs got information and clarity about their NHG as well as all households in their NHG that helped them in beneficiary identification.
- ❖ RCVs have understood the importance of collective efforts
- ❖ RCVs and other beneficiaries in the community are assured that they can solve their issues
- ❖ PMC have started putting more attention in slum improvement work due to these initiatives in 59 slums
- ❖ RCVs status was increased and they got respect in their community.

Case Study-1

Archana Gaikwad – She is resident of 8, Mula road Community. She is working as a RCV since nine years. She works as ‘Nimantrak’. She actively participates in community development activities. She collaborates with other RCV and motivates them.

She visits NGOs and finds out new ideas of home business. Currently she is discussing with people about garbage problem to work on vermi compost plant also following up with corporator for vocational skill training and setting up group business for women in the community.

She is very confident. She facilitates meetings as well as is ready to share about their work with other RCVs and UCD staff and other members which is a good learning for others.

Case Study-2

Sharada Pulavale – She is a resident of Kasturaba vasahat community. She is working as a RCV since six years. She is very active and works effectively. She reaches to her NHG. She fulfill policies forms and submit to samuh sanghtika & and take follow up. She completed her master’s degree while working as RCV and managing home.

After micro planning process; it came forth that school dropout rate is high in their community and mainly it was girls who could not continue schooling due to the need to start working to earn for the family or to look after younger children or early marriages.



Sharada Tai decided to work for this mobilized 40 school dropout girls from their community in the age group of 14 to 20 yrs. She discussed with their parents for permission. She started conducting classes for these girls in community centre and teaches them. 6 of them appeared for the SSC exam and passed it and the rest of the girls will appear for it this year.

Orientation trainings of RCVs in all the slums in Pune.

Mr. Kalamkar implemented the decision to form NHG of 25 huts per NHG in all the slums in Pune. Thus the number of RCVs required doubled from the existing. It was estimated that there would be about 6000 to 8000 NHGs in total and currently it had about 3000 RCVs. The UCD SS were thus asked to appoint new RCVs for the new NHGs. These new RCVs would need to be oriented to perform their duties as RCVs. The Utthan team agreed to undertake this task for the UCD. The existing orientation training module of UCD was reviewed and certain components related to communication skills were added. The Utthan Social workers were then trained on this module and along with two trainers from UCD these Orientation trainings were held in almost all communities in the city in a month. The UCD trainers provided training at central locations in the city while the Utthan social workers gave trainings at community level. A total of about 60 training programs were held which were attended by about 2000 RCVs. The Utthan team completed 28 training programs (764 participants) in September and 24 training programs in October and a few in November. This has greatly assisted UCD in completing the basic orientation training for new RCVs in all the slums of Pune within a span of two months.

2.3 Phase II - (January 2009 to January 2011)

2.3.1 Community Participatory Activities

- a. **Socio-economic survey** - To start with the Phase II, the first step was to conduct the socio-economic surveys in the slums. The process of mapping the slums and forming NHGs was undertaken as described below in the GIS section. The work was started first in slums for which the maps were ready.

A documentary developed for Training on Survey process – As the for the second phase the RCVs in all the communities would have to be trained, to maintain the uniformity in the training, it was decided to make a training documentary on the survey process. The documentary would cover the aspects of the survey questionnaire.

The shooting for the documentary for RCV training on conducting survey took place in month of April 2009. It was an exciting experience to draw up the script, hunt for locations, conduct auditions & finally shoot. Two RCVs, one from Sai Baba Vasahat & another from Janta Vasahat acted in the documentary. Although facing the camera for the first time, they were both camera friendly & hence the shooting was completed in a day. The Sai Baba Community was also very supportive. One of the house gave their space for shooting while the neighbors cleaned the area for the same. Animation of the form, NHG marking were further included in the documentary. Mr. Mihir Apte from Encyclomedia directed & edited the documentary. The documentary was ready by June 2009. Copies of these were given to each SS to screen in the communities.

Socio- economic survey methods used-

In the first phase of the project in the 59 slums, the socio-economic survey was done through the RCVs. Then the same methodology was to be applied to all the remaining slums in the city through the UCD using documentaries to train the RCVs on survey process.



UCD Social workers at Training on Survey methodology.

Accordingly socio economic survey forms were given to UCD after conducting in depth training to Samuh Sanghtika on the process and coordination. But due to certain issues like unexpected death of UCD head Mr. Kalamkar followed by the change in management at UCD, project work was affected to great extent. This status quo was continued for a long period.

Thus CHF and MASHAL had several rounds of discussions on how to resolve it. Then the option was if the database is to be created then to do the survey ourselves and by outsourcing it. This was a complete change from the idea of the survey as a social process

for the RCVs to do data collection. Firstly Mashal started the survey itself with the Social workers of Mashal doing the coordination and identifying investigators in the slums. After reviewing the field situation it was noticed that socio economic survey is happening at a very low pace. Due to time constraint of the project it was decided to change the strategy so as to complete the survey process in the lesser time. Finally socio economic survey and data entry work was outsourced through investigators and agencies that were coordinated by Utthan team and UCD.

Thus MASHAL tried out several methods to undertake the survey over a span of one and half year. These are mentioned below:

Time	Method	Quantity	Explanation
Phase I	Socio-Economic Survey done by RCV- Phase 1	27,000	Ideal method of survey. However, took lot of time. Also lot of motivation was done as the RCVs did not receive any monetary gains
Phase II – February 2010 – June 2010	Socio-Economic survey done by investigators within the community	Approximately - 6000	It was very difficult to manage the process as it involved many people and monitoring became difficult. The investigators were paid per form and Utthan social workers coordinated.
July 2010 – December 2010	Socio-economic survey done through other NGO networks and agencies	9990	Outsourcing the survey reduced the work of regular monitoring and follow up. Payment was made at a rate decided per form
September 2010 – Jan - 2011	Socio-economic survey through coordination of UCD Samugh Sangatikasince Sept 2010	42000	The UCD network of SS is well spread out and as they have few slums each they are able to coordinate the activity.
	Approx Total	85,000	

The list of slums surveyed and unsurveyed with reasons as per ward in this Phase II, is attached as Annexure 4. The following process was used for the survey through the investigators and similarly later through UCD:

1. Selection of investigators
2. Investigators training
3. Form distribution + explaining NHGs



Training to Investigators to conduct survey

4. Actual survey
5. Monitoring the survey
6. Form checking
7. Front page
8. Form submission
9. Scanning and data entry

b. Micro-planning Process

Based on the experience of first phase, training and sharing about the micro planning processes in first phase was done with all UCD staff. Then Utthan social workers identified more slums in consultation with UCD Samuha Sanghatika and social workers and initiated the micro planning process in these slums along with Samuha Sanghatika.

The initial plan was that each SS picks up one slum community within her electoral ward and undertakes the process with assistance from the Utthan social worker. But many SS stated their inability to do this on their own, while some who were trained in the Phase I did implement in other slums in their electoral wards. Thus it was realized that the Utthan social worker were required for handholding the process. Thus in this Phase II micro-planning activities were initiated in 40 slum communities with the Utthan social workers direct involvement. Attempt was made to involve Samugha Sangatikas who were not part of the Phase I.

The Process was streamlined to reduce the time span based on experience in the first phase. This process was implemented in slum communities again and action plans were prepared and followed up. Details of Slum names and action plans given in Annexure 1.

Along with it to make the process wider, mass level community programmes were organized and executed in around 30 communities:

Name of community	Programme details and Number of beneficiaries	Photo
130 Dandekar	Rally, street play and Information on health & hygiene 300 women, men, youth and children participated	
Panmala	Street play and library inauguration 100 women and children participated	
Sanjay Gandhi vasahat	Street play and lecture on health & hygiene 40 women and children	

Krushna nagar and PMC colony	Street play and lecture on health & hygiene 70 women and children participated	
Ekta nagar	Street play and information on health & hygiene 90 women and children participated	

c. Networking with CBOs and NGOs

In respect to establish rapport in the community and work effectively networking with other agencies wherever possible was done. This helped for community mobilization, sharing of resources and convenience of community people. Following activities have been organized in collaboration with other agencies:

- A programme on awareness on Neonatal and maternal care was organized in Juna Bazaar in collaboration with the Snehdeep Foundation.
- Health camp organized in collaboration with Bharati Vidyapith Hospital in more than 10 slums.



- Meeting was conducted with INORA (NGO) to collect information about their work. In three communities, Janata vasahat 5, Adarsh Indira nagar and Juna Bazaar, presentation and discussions by Resource persons from INORA about garbage disposal and vermin-compost were organized on demand from the RCVs. It was welcomed and appreciated by RCVs and women in the communities. Social workers will follow up and see if vermin-composting can be done on trial basis in these communities.
- Meetings were conducted in collaboration with SWACH project team members in some slums to facilitate garbage disposal.

- a. **Ward-wise mapping of slums** – This process started around April of 2009. The number of slums per ward-wise had to be finalized. This GIS team first identified the the slums using the satellite image and digitize using GIS software. These were crosschecked by the field technical team to determine the exact boundaries of the slums. Then large scale administrative ward wise prints were taken and given to social worker. They verified the location and extend by visiting the area. The Social worker [SW] associated with an admin unit took the print for the respective set of slums. She/he visited each slum, talked to the Samugh Sanghatika (SS), the Ward level SW and also talked to the ward officer, if required. SW then confirms whether the locations on the printed image are perfectly marked and the name was right. If any location requires correction, the SW did the same. This location was then finalised by the GIS team.
- b. **Spatial data of all the slums on GIS** – The slums thus identified had to be mapped in detail. For the slums for which survey had been completed, the information was generally available with MASHAI in an Autocad format. This thus had to be converted from autocad to GIS as well as updated for slums where the survey was done much earlier. The second method was for slums that had not been mapped. The GIS team printed a close up print of the slum and gave it to the Technical team. The technical team then went to the field, and where possible did a plane table survey and if not did a sketch drawing on the image, demarcating the huts. This was then brought to the GIS team, who digitized the same in GIS. Thus gradually of the 477 slums pocket identified 463 were mapped. The 14 left were where there was severe opposition.

Thus was created a comprehensive list of slums in Pune, with spatial digitization as well as UCD codes and proper attributes and slums have been identified after several rounds and levels of verification.

- c. **NHG Marking and hut numbering** – The maps now had continuous marking of structures, and had to be divided into the NHGs. The technical team demarcates the NHGs with the help of SW and Resident Community Volunteer (RCV) and 1 to 25 numbers are given on map. Any structural updation is also marked on the map.

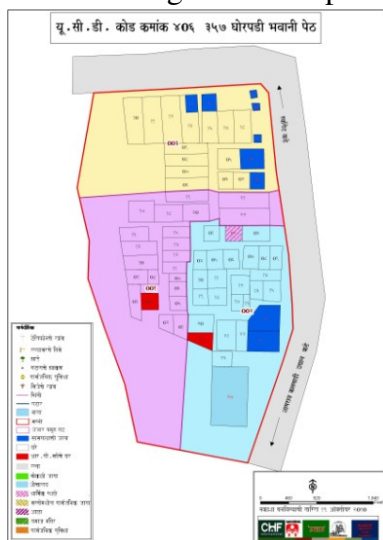


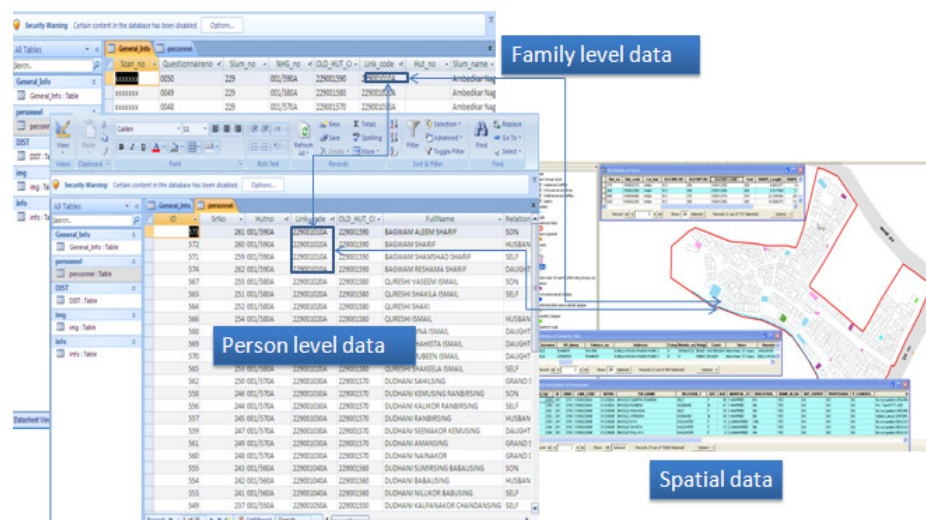
Figure 7: Social worker numbering the structures

GIS team then updates this NHG marking and hut numbering in the database. A new and final map is now prepared with updated hut

numbering, NHGs and other structures. This map would be used for Socio Economic Surveying (SES).

SW takes maps for their respective set of slums and marks the updated numbers on the respective structures.

- d. **Data Entry** – The survey forms once filled were collected by the Utthan social worker and brought to the office. These forms were then scanned. As a data format had undergone change since the first phase, and data entry was huge task, a data entry agency was identified who could do this work at a reasonable cost and ensure quality. The data entry work was thus outsourced to this agency. The task of coordinating this activity was huge.
- e. **Linking of data on GIS** – The GIS team in the meanwhile had done the quality check for all these slums and prepared the corrected GIS database for each slum. The slums were also geo-referenced. Once the entered data for each slum was ready, it was linked to the spatial data. Rigorous testing and corrections for duplicate entries and other data related issues are done. The quality of data entered was found to be good. Each form was checked by the GIS person to match the entered data with it. Error reports were created in case of issues and these were field tested by the Technical team. Finally the spatial GIS data and the SES attribute data are then linked/ related.



**Figure 9: Family and Personal level attribute data
Linked to the Spatial (Geographical Location) data**

The data is now ready for preparing Issue Based Query maps and other analysis.

f. Utthan - Web- GIS Application

The collected data was being processed using GIS, and to make the data easily accessible to the UCD and others a website application was required. Since the start of 2009, CHF and Mashal started discussing with the PMC's IT department to work out the logistics of developing the website and hosting it in PMC. Several issues came in through these, the main being that to host a GIS based website, it required appropriate server software, which was very expensive. At the same time, as per the JNNURM guidelines, PMC was also in the process of procuring a GIS software for itself. It was thus decided to wait for PMC to finalized and procure the same and then develop the Utthan website on it. The IT department stated that the process would take a few months, but over the time, for one reason or the other, PMC even till the end of the year had not finalized the software.

In the meantime, CHF prepared a SRS document, to get an understanding of the website required. Preparation of SRS (Software Requirement Specification) was a major exercise carried out so as to define the exact specifications of the Software application that CHF India wishes to develop for the Utthan project. A Request for proposal was send out based on this, and we received proposals from seven vendors. At the time, as PMC was planning to go for an Oracle based GIS server, the RFP was for that software. But even after getting the proposals and doing preliminary discussions with a few shortlisted vendors, PMC had not procured the Oracle software, so the decision was kept pending. CHF also started looking at the option of doing it on open source, where no software is required.

During this time, Cybertech, One of the vendors, who had put in their proposal, started discussions with CHF and MASHAL. Cybertech is a development partner with ESRI, and when they understood the situation, they proposed talking to ESRI, regarding donating the software. They pursued the option, and were successful in procuring the donation of the ESRI server, an software worth Rs. 68 Lakhs for the Utthan project to PMC.

The caveat with the donation was that we had to accept Cybertech as the development vendor. Cybertech had quoted high for the development. With the donation in the works, CHF held several discussions with Cybertech to negotiate on the cost and the deliverables. After several rounds of discussions an agreement was finalized and signed off in April 2010, and the work commenced.

After several follow-ups, corrections, and meetings, the website was prepared. It consists of seven modules as explained below:

1. Login page – This is the first page of the website.

203.199.47.77/UtthanGIS/

UTTHAN
उत्थान

CHF International
www.chfinternational.org

MASHAL

Welcome to Utthan's Web GIS:

UTTHAN is a collaborative effort between the PMC- Urban Community Development, MASHAL (NGO) and CHF International. It is an effort to empower the urban poor communities by adopting a participatory approach for pro-poor program planning. To strengthen the service delivery system we are developing a GIS-based governance tool.

The pilot phase of the project consisted of 58 slums in different wards of Pune. Here, the process of mapping the slums, marking Neighborhood communities, hut numbering, socio-economic survey of all the families in the slum and micro-planning process was completed. Along with this, capacity building activities for Residential Community Volunteers was done too. Similar process is ongoing other slums of Pune.

Utthan provides an interface to track the progress of work in the community, to speed up the processes and to make them effective. Mapping and data analysis is enabled using GIS, which will help UCD to view geographical locations, statistics and information about the program's reach through a spatial interface.

The Utthan's GIS based portal would eventually help visualize all the 492 slums in Pune, generate maps/reports, query as well as allow the updation of the attribute information of corresponding slum dwellers.

The Main Application Components are:

1. User Creation and security management module
2. Data Entry Module
3. Data Updation Module
4. Map Browser
5. Analysis Module

The entire socioeconomic information of the urban poor of Pune and the spatial data will be housed on a central server in Pune Municipal Corporation (PMC).

This information would be made available to the PMC functionaries and others through this Web GIS based portal.

LOGIN FORM

User Name:

Password:

☐ Register User

☐ Forgot Password?

CONTACT US

Pune Municipal Corporation,
Shivajinagar,
Pune – 411005,
Maharashtra, India

+91-020-25501000
+91-020-25501104

uttan_pmc@gmail.com
<http://punecorporation.org>

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2. Administration modules

This provides the controls of access and addition and deletion of data.

Welcome: admin

UTTHAN
उत्थान

CHF International
www.chfinternational.org

MASHAL

My Account

User Name : admin

* Password :

* First Name :

* Last Name :

* Address :

* City :

* Pin Code :

Telephone No :

Mobile :

* Email Id :

3. Data entry module

Allows user to fill up socio-economic details by looking at scanned survey form from the same interface

The screenshot displays the 'Data Entry Details' window. On the left, a scanned survey form is visible. On the right, the 'Family Details Questionnaire' is shown with the following fields:

- Serial No: [Blank]
- Date: 23/09/2010
- Page No: 1/4
- Pune Municipal Corporation Urban Community Development Programme
- Family Details Questionnaire
- Slum No: 099
- NHG No: Select
- Hut No: 002
- Family Suffix: A
- Name of Slum: KASTURBA VASAHAT AUNDH
- Area Office Name: AUNDH
- E Ward No: 32
- NHG Name: ABOLI
- SHG No: Select
- A: Family Details
 - 1.a. Hut Owner: SHINDE
 - 1.b. Father/Husband Name: [Blank]
 - Landmark: [Blank]
 - Telephone No.: [Blank]
 - Mobile No.: [Blank]
 - 2. Religion: Select
 - Sub Caste: Select
 - 2. Residing in the current address since: Select
 - Native Place: [Blank]
 - State: Select
 - District: Select
 - Village: [Blank]
 - 3. Do you possess Ration Card? Yes No
 - 4. Do you have new Photo Identity Card: Yes No
 - 5. Do you pay Corporation Tax: Yes No
 - 6. Details of additional family income: Select
 - 7. Details of Family assets:
 - TV, Cable, Fridge, Cooler, Three wheeler, Two wheeler motorcycle, Cycle, Gas, Village House/Farm, Telephone/Mobile, Others, Nothing from above

5 Data updation module

Allows modification and updation of a selected group of fields from data which is stored on a centralized data server.

The screenshot displays the 'Utthan Data Updation Form' with the following fields:

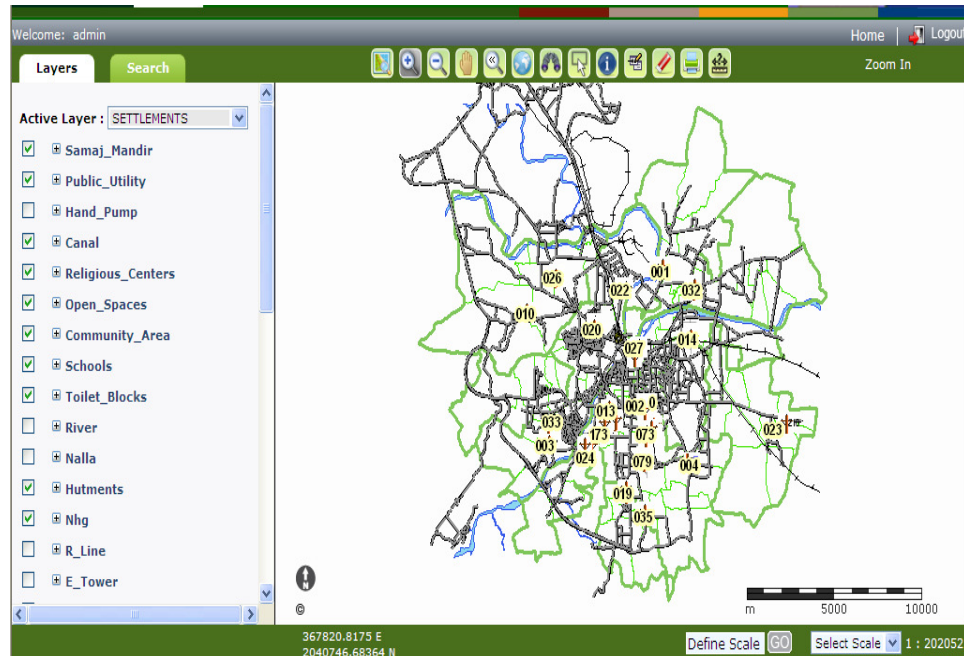
- Note: Specify the details only if there is any change.
- A. 1. Phone No.: [Blank]
- 2. Do you possess Ration Card? Yes No
- 2.1 No. of Ration Cards in the family: 1
- Table with 4 columns: Ration Card No, Color, BPL Family?, and Edit/Add links.

Ration Card No	Color	BPL Family?	
WK-028636	Orange	No	Edit
	Yellow	Yes No Not Answered	Add
- 3. Do you have new Photo Identity Card? Yes No
- 4. Do you pay Property Tax to the Municipal Corporation? Yes No
- If yes, specify the year when the last tax was paid (year): 2007
- 5. Details of the family assets:
 - TV, Cable, Fridge, Cooler, Three wheeler, Two wheeler motorcycle, Cycle, Gas, Village House/Farm, Telephone/Mobile, Others, Nothing from above
- 6. Does the family have a bank account? Yes No
- If yes, specify name of the Bank: Union Bank
- 7. If you are staying on Rent, specify the monthly rent paid: 0
- 8. Hut Status: Kaccha Pucca

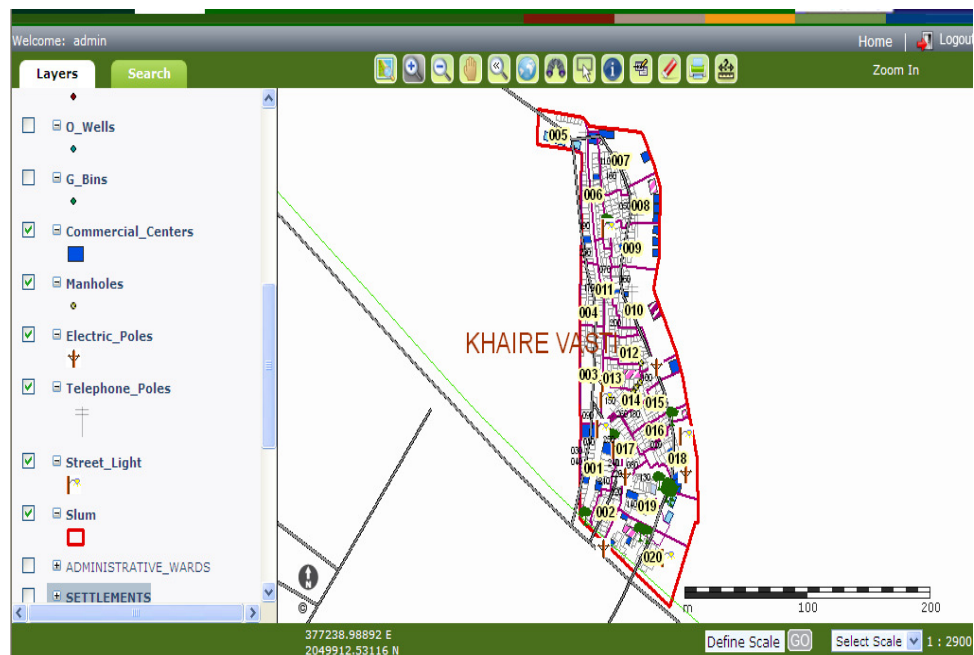
6 Map browser module

This module will comprise of the basic map navigation tools and the most essential tools for identification of features and attributes

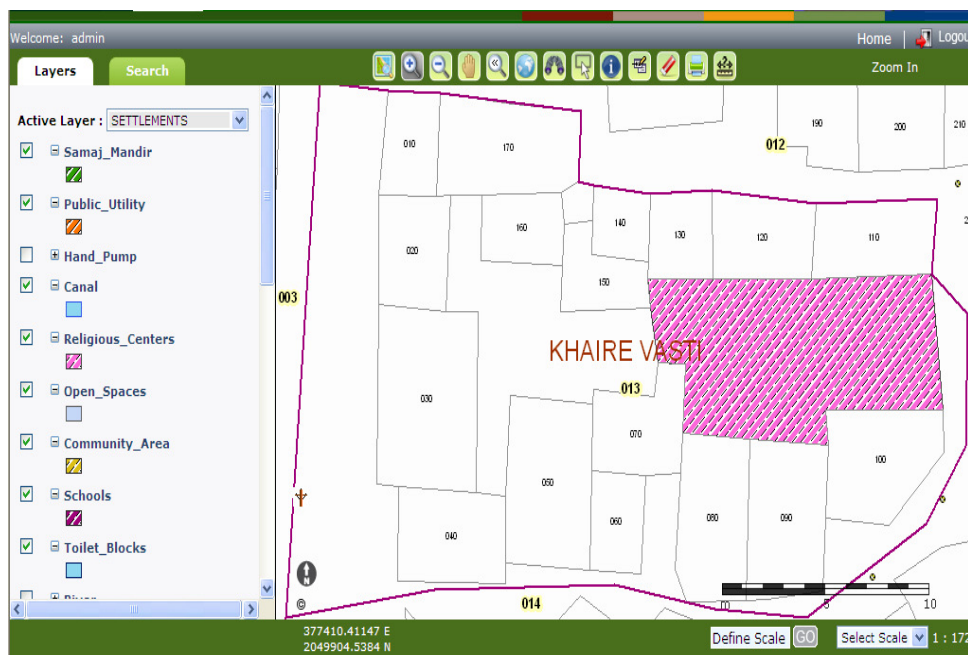
- **City level information**



- **Slum level information**



- NHG and Hut level information



7 Data analysis module

The module will be able to Generates Reports, Generate and print query maps, and other similar function on timely bases. All selection windows will be searched enabled.

10th & 12th Passed

Slum No: Slum Name:

From NHG No: To NHG No:

From Age: To Age:

Sex: Education:

Family Details Questionnaire

Note:
 1. Click on Slum No., to view record details.
 2. Click on [Zoom To All](#) to view all records on map.

Slum No	Slum Name	NHG No	Hut No	Actual Age(Yrs)	Gender	Education
211	KASHEWADI,DEEPIYOT	1	3	32	Female	
211	KASHEWADI,DEEPIYOT	1	3	36	Male	Completed
211	KASHEWADI,DEEPIYOT	1	3	18	Female	Ongoing
211	KASHEWADI,DEEPIYOT	1	3	16	Female	Ongoing
211	KASHEWADI,DEEPIYOT	1	3	15	Male	Ongoing

1 2

It was shown to the CHF president during their visit. Trainings were given to the UCD staff on the website.

2.3.3. Data Updating

Socio economic survey done at any time needs to be updated after certain period so that it can be used for review, monitoring and implementation of schemes. In this regard data collected in the first phase needed to be updated, thus updation work was done by RCVs in some communities through following steps:

1. Giving information about Updation process.
2. Distributing modified and precise updation questionnaires and explaining it to RCVs.
3. Data updation by RCVs on the registers given to them.
4. Data updation on GIS database.



RCVs with Registers for updation

Mobile Device for Updataion - With the intention of making the updation process easier, and to reduce the step of data entry to save the updates a technological solution was developed. A mobile based application was developed with software firm – Aftek. The application works on a Noika mobile with a 'qwerty' keypad. The application sources the data from the Utthan website and downloads its on to the mobile. A surveyor can then visit the community with the data and update the data directly while interviewing the household. This data is then brought back to the office and saved as a version on the Utthan application. Development of this application required a lot of coordination between the Cybertech that developed the Utthan website and Aftek for the mobile application. Three mobile handsets were procured for the same and application loaded on it.

2.4 - Phase III (February 2011 to July 2011)

This was a no cost extension period of the project that was planned and implemented to continue and complete some of the activities. Also it was a period for project documentation and capacity building and handing over the project to partner UCD Department of Pune Municipal Corporation. Following activities were covered during this period;

2.4.1 Community participatory activities

Community participatory processes in few more slum communities along with UCD Samuha Sanghatika. This time the micro-planning process was conducted in two cycles-fast track processes in new communities and subsequent cycle in the same community.



Health awareness through Resource persons



Adolescent issues through plays

2.4.2 GIS Process:

Linking of data – Due to the volume of work related to linking of the Socio-economic survey data to the GIS spatial data, this worked continued during this time. The work was done in lots of 50, such that GIS team worked on one lot at a time. Error reports were generated and send to the field to be checked and corrected. Once all the 50 slums were cleared it was geo-referenced and converted to a geo-database. NHG maps were created and slums maps were created that were send for printing. The technical team then compiled the registers.

As the data entry was done externally the linked data then had to be migrated to the Website. This required the data to be in a certain format. The GIS team then undertook the task of cleaning the data for the same.

Register distribution – As in the first Phase once again the registers were prepared for 300 slums. The cover lists were generated and given to be converted into Marathi. The technical team worked on collating the data, getting the printed maps and making the registers ready for binding. In all 3070 registers were prepared.

2.4.3 RCV Capacity Building

One of major focus was on conducting capacity building trainings on three topics- Health and hygiene, Gender and Communication skills for all RCVs in all slums communities of UCD. Accordingly, trainers were identified, initiated meetings with UCD for planning the sessions and finally a schedule for 3 months was prepared and was shared with UCD Samuha Sanghatikas as well as with the trainers. It was decided that the UCD Samuha Sanghatikas would gather the RCVs at the Samaj Mandir for the training as per the schedule. The trainings were effective, however the reach was less. The number of RCVs attending the training was less than estimated or expected.



3. CAPACITY BUILDING ACTIVITIES

3.1 UCD Capacity Building

An exposure visit was arranged to the Kudumbshree project in Kerala of ten UCD Social Workers and two Mashal social workers. They were accompanied by CHF Program Officer & Program Manager. It was a four day trip to the southern state of Kerala which has successfully implemented the community participatory planning process through its Kudumbshree Mission.

The objective of this visit was to draw learning's from the Kudumbshree model. UCD structure is similar to Kudumbshree and thus a visit would add further value to UCD's programs. The visit also gave an opportunity to build rapport with UCD Social Workers. The group visited different micro-enterprises and CDS of Kudumbshree.

Some learning's from the visit were:

In Kudumbshree Corporators are official members in CDS body and it helps to get political will to NHG & SHG projects; SHG micro businesses were well designed and marketed like corporate way.

Overall it was a very fruitful visit and gave new ideas to UCD as well Mashal for the project.



Exposure visit to 'Kutumbshree' in Kerala

Training of trainers was conducted for UCD Samuh Sanghatika and social workers in 3 batches. Each training was for 2 days and the topics covered were community facilitation skills, conflict resolution and Gender. Arvind Chittewale, The Learning Circle, Nashik and Anand Pawar, SAMYAK, Pune were trainers for these trainings.

The trainings were facilitated very well. Total 76 Samuha Sanghatikas, 4 UCD social workers and 8 Utthan social workers participated in these trainings. Some major feedback and learning by Samugh Sanghatikas were;

1. Training was effective and liked very much.
2. Trainers were very good; they covered the topics in a participatory method and in a very simple language.
3. Use of various training methods like – role play, songs, games, group discussions.
4. Use of materials – motivational and other films, available resources
5. Topics learnt were Gender, how to conduct meetings effectively, how to conduct trainings effectively and communication skills.



Training on Communication and Gender for UCD staff by external resource persons

Apart from this various training programmes were conducted for UCD social workers, samugh sanghtikas and other staff.

These covered following topics:

1. Map reading, how to conduct socio economic survey
2. Community micro planning
3. Computer skills: use of excel data, GIS
4. Community facilitation skills
5. Gender and Development
6. How to increase motivation and work efficiency

An exposure visit was also organized to understand and learn from work of other agencies like, 'Masum' and 'Chaitanya'.



3.2 Mashal Organisation Development / Capacity building

As an implementing partner organization CHF provided technical assistance to Mashal for its overall development as well as for effective implementation of the project. In the beginning assessment was done by CHF using an Organizational Development matrix, that had been developed through a workshop, in which Mashal had participated.

The OD matrix provided an understanding of Mashal regarding its organizational systems. It scored quite low. Thus in order to improve certain areas; CHF conducted various training workshops. These inputs were mainly about;

1. Team Building
2. HR and Admin system strengthening
3. Financial audit and system strengthening
4. GIS Training
5. Communication and Coordination skills
6. Programmatic trainings like community facilitation skills



Team building training



GIS hands on training

3.3 Other Programs

In the project period various other programs were organized on different occasions with different purpose.

One of the major activity was the mass get together in support of Ashok Kalamkar, when several political interest wished to ousted him from his position. MASHAL rallied the support of RCVs who gathered to show their support of Mr. Kalamkar.



Rally in support of Mr. Kalamkar

Late. Ashok Kalamkar memorial lecture program. Around 150 participants were present for the program. Social activist Dr. Kumar Saptarshi and Gerry Pinto, President, Mashal addressed the participants. The District Collector Dr. Nitin Kareer and Mrs. Uma Kalamkar were present.



RCV felicitation was organized on the occasion of women's day. In this program 50 selected RCV from selected slum communities from Pune city were felicitated for their credible voluntary work in their respective communities.

The RCVs were selected by Utthan social workers in consultation with UCD samuh sanghatika. The criteria for selection was those who have been working since many years, who always participate in meetings and programmes, who have done and helped to do survey, who were actively participating in preparing action plans and following it up.

Ms. Sadhana Dadhich, a renowned person in social developmental field associated with 'Nari Samata Manch' was the chief speaker for the programme.



'Sneh Melava' (Get together) was held of Utthan project partners; CHF, Mashal and UCD. The purpose of the programme was to review the project progress together, express gratitude and discuss about how to get ahead.



RCV felicitation programme was held for the 2nd time on 8th April 2011. In this programme felicitation of around 50 RCVs from different communities were done. The RCVs were selected by UCD social workers in consultation with samuh sanghatika. The criteria for selection was; those who have been working since many years, who always participate in meetings and programmes, who have done and helped to do survey, who were actively participating in preparing action plans and following it up etc.

Mr. Dnyaneshwar Molak was the chief guest for the programme and he delivered a motivational speech. Felicitation was done by giving trophies to RCVs. Main attraction of the programme was screening of the film 'Mi Sindhutai Sapkal'. Few RCVs spoke about their work, inspiration and how they are pleased with felicitation.



4. OUTCOMES AND DELIVERABLES

4.1 Outcomes:

With the overall goals and objectives of the project, the project has achieved the following outcomes:

- ✓ Mapping of 463 (1,37,685 structures) slums from 477 (1,40,496 structures) slums in Pune city
- ✓ NHG marking of 442 slums and Hut numbering of 424 slums
- ✓ Socio economic survey of 367 slums 85,000 forms completed
- ✓ Scanning and data entry of 352 slums completed
- ✓ GIS database ready of 360 slums
- ✓ Over 3000 NHGwise Registers distributed
- ✓ Development of Utthan Web GIS and handover to PMC
- ✓ Developed the Microplanning process suitable to the slum communities in Pune
- ✓ Community planning processes done in 130 slums.
- ✓ 128 Action plans implemented by the RCVs.

4.2 Sustainable achievements

- ✓ RCVs got access to information about various wards and departments in PMC
- ✓ RCVs raised their voices against the issues to PMC – ward officers and Corporators
- ✓ RCVs have gathered courage to confidently convince their own families for continuing their good work.
- ✓ RCVs have understood the importance of collective efforts
- ✓ RCVs and other beneficiaries in the community are assured that they can solve their issues
- ✓ PMC have started putting in more attention in slums due to this activity

4.3 Deliverables

Through the project the following deliverables were created.

- ✓ Utthan website
- ✓ GIS database of 352 the slums in Pune

Table of status of surveyed slums in the project

S.No	Ward Name	No. of Slums per ward	No. of surveyed slums	Number of slums linked to GIS	Unsurveyed Slums	Total HH surveyed
1	AUNDH	35	30	29	5	5695
2	BHAVANIPETH	65	59	55	6	8940
3	BIBWEWADI	11	8	7	3	1504
4	DHANKAWDI	4	4	4	0	912
5	DHOLE PATIL ROAD	70	61	59	9	10476
6	GHOLE ROAD	48	33	33	15	7698
7	KARVE ROAD	21	11	10	10	3104
8	SAHAKAR NAGAR	27	24	24	3	8943
9	SANGAM WADI	52	38	37	14	8138
10	HADAPSAR	56	27	27	29	4147
11	TILAK ROAD	42	36	36	6	11198
12	VISHRAMBAUG WADA	12	8	8	4	848
13	WARJE KARVE NAGAR	24	20	20	4	6771
14	YERAWADA	13	10	9	1	3179
	Total	480			109	81553
	Excluding Gauthan*	24			24	
	Total slums	456	369	358	85	

**Certain pockets as per UCD list were mapped as slums, which as per UCD are Goathans so need not be surveyed.*

- ✓ Slum Atlas of Pune
- ✓ Manual on the microplanning process to be implemented by Samugh Sangatika and RCVs.
- ✓ Manual on Capacity building modules for RCVs
- ✓ Documentary on Survey methods
- ✓ Documentary on Utthan project to motivate the microplanning process in other slums

5. Learning's

5.1 Learning's that can be developed, shared and replicated:

- ✓ *The dependence on the urban local body for implementation of program severely hampers the pace of the program. There has to be proper and formal mechanism for coordination.*
- ✓ *Festivals and religious functions are a major part of the communities in India and these events need to be taken into account while deciding timeframes of the community activities.*
- ✓ *Information and data sharing is an effective tool. Thus, GIS maps and presentations seem to be a good tool to reach out to people.*
- ✓ *It is important to conduct community level programmes to increase visibility and get larger support.*
- ✓ *The implementation plan has to be made in consultation with concerned ULB department.*
- ✓ *ULB support depends on its leadership.*
- ✓ *Project timeline and objectives needs to be reviewed time to time and realistic necessary modifications should be made.*

5.2 Stakeholder's Views

UCD Samuha Sanghatika feelings/ views about the project

If the data is updated regularly it will be very useful to track beneficiaries.

Anagha Thuse, Samuh Sanghtika, UCD

This project helped us to reach directly to RCVs.

Samuh Sanghtika (Aundh & Bhavani Peth), UCD

If the data is updated regularly it will be very useful for slum development activities.

Renuka Waghe, Samuh Sanghtika, UCD

Utthan project gave us method of understanding community issues. Various trainings helped us in conducting RCV meetings.

Padma Gurav and Anjali Dandekar, Samuh Sanghtika, UCD

If the data is updated regularly it will be very useful for slum development activities.

Renuka Waghe, Samuh Sanghtika, UCD

Utthan project gave us clear understanding of NHG which helped to track RCVs and update it.

Jyoti Bhingare, Samuh

UCD staff views about the project

This project is good and it will help in future work if used properly.

Chavan sir, Project Officer, UCD.

This project is doing good work that will help our work. But the data need to be updated.

Ms. Badamikar, UCD social worker.

It is a very good project. Some people oppose it as they don't know it properly. But we should keep doing the good work.

Mr. Bibwe , UCD social worker.

This project is good but many people do not understand its importance currently.

Mrs. Kankurikar, Community Organiser, UCD.

Utthan project activities of mapping, NHG marking, survey, micro planning and training etc. are very useful for samuh sanghtika and RCVs to understand their communities properly.

Mr. Dhawade, UCD social worker.

Corporators views about the project

This project is good and it will be helpful for whole Pune city.

Shrikant Patil, Corporator (Bopodi)

Utthan project work is very good but if the slum was divided as lane no.1, 2 etc. it will also help postmen and light bill distributors.

Gadade Patil, Corporator (Parvati)

RCV views about the project

Because of this project RCVs and other women got information about various issues like health, hygiene etc. We feel interested due to different activities, meetings and trainings.

Alaka Tai, Pushpa Tai and Sarika Tai, RCV, Krushnanagar.

Because of Utthan project we got to know about our NHG. My community has high school dropouts; we received numbers and households from the survey so I could start the classes for school dropouts.

Sharada Tai, RCV, Kasturaba Vasahat.

Utthan project survey helped us to have clarity about our NHG and we could know information of all households in our NHG which help us to reach them for UCD schemes.

Girija Tai, RCV, Janata Vasahat.

MASHAL - UTTHAN PROJECT TEAM

Executive Director – Sharad Mahajan

Project Coordinators – Ashok Pingle, Mrunalini Pendse

Social Worker – Ashwini Joshi, Vaishali Desle, Harish Vaidya, Nitin Kasbe, Mamta Kamalu, Panchashila Kasbe, Deepak Jagtap, Sangita Kamble, Navnath Sarvade, Eshwar Koli, Sonali Kunjeer, Kunda Dave, Balaji Suvarnakar, Ganesh Kanavde

Technical Co-ordinator – Pandurang Wahval

Technical team – Vinod Kamble, Dinesh Nitale, Gopal Jadhav, Mangeh Gaikwad, Ramesh Dube, Girish Dongare, Mangal Gaikwad, Santosh Hendre, Pravin Sonawane, Naresh Padamwar, Kiran Borge.

GIS Technicians – Deepak Kumbhar, Amol Nalavde, Mahesh Badure, Manisha Dongre, Manasi Kudale, Abhijit Kale, Monali Chikhale, Priya Ratanjankar.

Administrative team – Bharat Gaikwad, Rohini Kulkarni, Navnath Dandeg, Vrushali Kadam

CHF INTERNATIONAL, PUNE –UTTHAN TEAM

Program Manager – Zigisha Mhaskar

Social workers – Sonali Garud, Suvarna Gore, Anjana Goswami, Chayan Pardi.

GIS team– Yogesh Kale, Anupreet Minhas, Nikhil Shejwalkar

Administrative team – Vrushali Soman, Santosh Jadhav, Sandeep Bondave