

# PROPOSAL FOR RIOT REHABILITATION AND INTEGRATED DEVELOPMENT

## SAATH: Initiatives for Equity in Development

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## SUMMARY

The recent riots in Gujarat that followed the Godhra carnage on 27th February, 2002 have caused severe damage to lives, properties and livelihoods of several people belonging to the lower income groups, especially of the minority community.

Estimates reveal that almost 2000 people lost their lives, 10,204 homes were lost in arson, 10,429 shops burnt, 1278 shops ransacked. 2623 hand carts were lost due to arson in Gujarat (Communalism Combat, March - April 2002). The riot victims have taken shelter in the various relief camps that came up. In Ahmedabad alone. 66,292 victims were housed in 44 camps initially.

The people affected have been of the lower income groups. The type of damage has been to shelter and livelihoods. In the areas where Saath wishes to work, though the number of deaths and injuries is meagre, losses to shelter and livelihoods is quite high.

## VULNERABILITY OF THE AFFECTED PEOPLE

The vulnerability of the beneficiaries with which Saath wishes to work is high due to reasons such as:

- The people belong mostly to the lower income groups, staying in slums/ chawls
- Most of them are daily wage earners with inconsistent and meagre incomes.
- The family sizes are large with the number of earning members in the family being less.
- The level of education, especially among women and children is quite low. The social customs and beliefs also do not encourage education.
- In several areas, people were living with poor infrastructure facilities such as lack of access to household level water, drainage, electricity.

The vulnerability of the residents has increased due to the riots. These have been due to the reasons such as:

- There has been a sense of isolation for the members of the minority community.
- The distrust between the two communities has increased tremendously.
- The damage to sources of incomes has made them very vulnerable. Moreover, in few cases, people are also scared to go to earn if their work places have been close to the majority dominated areas.
- The uncertainty factor is very stressful for the riot victims. Some of these are uncertainty of returning to their residences, closing down of camps, restoration

of livelihoods, repair and reconstruction of shelter, government compensation etc.

- Helplessness has also caused a lot of frustration, especially among the youth. A sense of retaliation is high among these youth.
- There has been, though this is not a trend, economic boycott of the minority community.

#### **RATIONALE FOR SAATH'S INTERVENTIONS**

Saath works for the poor and vulnerable communities to improve their quality of life. The present riots have made the vulnerable people more vulnerable. The vulnerability due to both the reasons- lack of social and physical infrastructure as well as the riots need to be addressed. Moreover, Saath realises that all efforts at development go in vain until mindsets of people are changed. Thus, conflict resolution and peace building needs to be integrated with other development initiatives. Hence, a need to work specifically with the minority community is felt.

Thus, a three pronged strategy will be required, in the present situation.

- initiate rehabilitation of shelter and livelihoods
- work towards other development parameters (health, education, livelihoods, infrastructure)
- Conflict resolution and peace building

The intervention strategy shall be participatory. Saath sees the interventions in new slums to be facilitated by the existing CBO members. The idea is that members of one vulnerable community help the other vulnerable community in their rehabilitation and overall development. Saath has enabled the formation of three CBOs upto now. These CBOs have had a predominantly Hindu population. Through the present intervention strategy members of one religious community shall be helping members of another religious community in rebuilding their lives as well as sustain development. Through riot rehabilitation as well as integrated development, it is envisaged that there will be one to one and community interaction between residents of different communities. This will lead to fostering of mutual trust, reduction in prejudices as well as awareness regarding the futility of communal violence.

The details of the proposal are mentioned in the succeeding pages.

This generic proposal is for 10 slums which are divided into four clusters comprising 5000 households. A financial overview of the costs for each cluster has been included in Section 6.2.

Donors are requested to mention the cluster and /or the programme that they would be interested to support.

## **1 ABOUT SAATH**

Saath is a Public Charitable Trust No. E-7257 registered on 28 February 1989. In Gujarati and Hindi, the word Saath means 'Together, Co-operation, a Collective or Support'. The vision behind Saath was to facilitate participatory and sustainable development processes that would make human settlements equitable living environments, especially for vulnerable groups.

The **mission** behind Saath's work is :

***To make human settlements, equitable living environments where all residents and vulnerable people have access to health, education, essential infrastructure services and livelihood options, irrespective of their economic and social status.***

To attain this goal, Saath's fieldwork from 1989 to December 1999, was through its Integrated Slum Development Programme<sup>1</sup> (ISDP) in regularised slum areas of Ahmedabad. In response to the earthquake in Gujarat in 2001, Saath's scope of work increased to the rural areas of Khadir region in Kutch. The short term initiative of relief was followed by integrated development and rehabilitation of the region.

Thus, the Integrated Slum Development Programme is now known as Integrated Settlements Development Programme (ISDP).

The programme looks at development in a holistic way. Saath believes that development can be sustainable and complete only if all aspects of development are taken into consideration. Thus, the ISDP model is an integrated emphasis on better health, education, micro credit, income generation options, improvement in the physical infrastructure for the vulnerable groups. Moreover, building capacities of the vulnerable groups for which it works such that they can sustain development is the crux of ISDP.

The various sectors where Saath works:

### **a) Integrated development Programme**

- Community Health programme
- Non Formal Education Programme
- Micro Credit and Savings
- Income generation
- Skill imparting
- Provision of physical infrastructure to individual households
- Community mobilization, formation of Community Based organizations (CBOs)
- Partnerships with municipal corporation, private institutions etc for implementation of ISDP

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<sup>1</sup> The term Integrated Slum Development is used by a number of institutions and bilateral agencies, each of which refers to different scopes and scales of intervention. In the context of Saath's work, between 1989 and 2000, Integrated Slum Development Programme (ISDP) referred to a programme conceptualised and implemented by Saath in slum areas.

**c) Relief and rehabilitation**

- a) Facilitate relief work in the aftermath of natural or man-made disasters like floods, earthquakes, riots, epidemics etc.
- b) Build capacity within Saath and at the local level for disaster preparedness and management
- c) Where feasible and appropriate, initiate integrated development programmes and activities with relief and rehabilitation work.

**d) Consultancy services: Institutional Development**

The objective is to provide professional services that enable government and private institutions, and other development partners to introduce processes and systems that enhance transparency and responsiveness, especially for vulnerable groups. Until date, this includes:

**e) Documentation, Communication and networking**

**The objective is to :**

- a) Build capacity for Saath's in-house programmes, wherein research inputs for various programmes will be provided.
- b) Initiate documentation and communication services for CBOs, members of project implementing agencies, professionals and other NGOs.
- c) Act as a platform for young and deserving professionals in the field of development to carry out innovative research studies, and in the process, build capacities for the researcher and the organisation.

**e) Human resource development**

This is a complementary activity to Saath's interventions for ISDP.

- Skills in participatory planning, monitoring and management
- Specific skills for implementation of sectoral programmes
- Skills for programme management and implementation, including monitoring
- Team building
- Skills for facilitating disaster management

## **2 THE PROBLEM STATEMENT**

The recent riots in Gujarat that followed the Godhra carnage on 27th February, 2002 have caused severe damage to lives, properties and livelihoods of several people belonging to the lower income groups, especially of the minority community. Estimates reveal that almost 2000 people lost their lives, 10,204 homes were lost in arson, 10,429 shops burnt, 1278 shops ransacked. 2623 hand carts were lost due to arson in Gujarat (Communalism Combat, March - April 2002). The riot victims have taken shelter in the various relief camps that came up. In Ahmedabad alone. 66,292 victims were housed in 44 camps initially.

Communal tensions and mutual mistrust are high. The camp / non camp inmates, have, in many cases started moving to their former places of residence. However, shelter and livelihood are destroyed. Sense of security is low. The affected people, mostly from the vulnerable groups, have been further impoverished. Thus, there is a need to work with the riot affected people for their rehabilitation and development such that they are brought back to the mainstream.

### **2.1 DAMAGE ANALYSIS**

Saath has been working for relief and rehabilitation of the riot affected people. Presently the affected groups are staying in the various camps. During interaction with the camp inmates during the rehabilitation and initial relief phase as well as from the damage assessment done, it is evident that the vulnerability of the people is quite high.

#### **2.1.1 Extent of damage**

In the areas where Saath wishes to work, though the number of deaths and injuries is meagre, losses to shelter and livelihoods is quite high.

- 99.91 percent houses have been damaged during riots. Most of the houses have been looted while there are several which have been looted and burnt. The extent of damage has been high in most cases.
- The residents have reported loss of assets in the house such as TV, tape, furniture, refrigerator, ornaments, and other livelihood sources such as sewing machines, welding machines, hand carts, rickshaws.
- Sources of livelihoods have been destroyed. Most of the people were daily wage earners. The common occupations being vending, rickshaw driving, paint/ colouring, tailors, drivers, garage workers. The impact on sources of incomes have been due to the following reasons-
  - work establishment and means destroyed
  - the work places where the victims were working have been closed or destroyed
  - the people are afraid to go to work due the location (which is in a predominantly Majority area).
  - Work is unavailable.

### **2.1.2 Vulnerability of the beneficiaries**

- The people belong mostly to the lower income groups, staying in slums/ chawls
- Most of them are daily wage earners with inconsistent and meagre incomes.
- The family sizes are large with the number of earning members in the family being less.
- The level of education, especially among women and children is quite low. The social customs and beliefs also do not encourage education.
- In several areas, people were living with poor infrastructure facilities such as lack of access to household level water, drainage, electricity.

### **2.1.3 Vulnerability due to the riots**

During interaction with the riot victims, during work in the camps, it was realised that the vulnerability has increased in the wake of the recent riots.

- There has been a sense of isolation for the members of the minority community.
- The distrust between the two communities has increased tremendously.
- The damage to sources of incomes has made them very vulnerable. Moreover, in few cases, people are also scared to go to work if their work places have been close to the majority dominated areas.
- The uncertainty factor is very stressful for the riot victims. Some of these are uncertainty of returning to their residences, closing down of camps, restoration of livelihoods, repair and reconstruction of shelter, government compensation etc.
- Helplessness has also caused a lot of frustration, especially among the youth. A sense of retaliation is high among these youth.
- There has been, though this is not a trend, economic boycott of the minority community.

## **2.2 RATIONALE FOR SAATH'S INTERVENTIONS**

The mandate for Saath's fieldwork has been to work for development of the poor and vulnerable groups through ISDP. Moreover, the recent spate of violence has made it clear that efforts at poverty alleviation will bear no fruit if class/ caste conflicts prevail. It is also realised that communal riots affect poor people the most, irrespective of caste and religion. Thus, a need to integrate its ISDP with peace building is felt. For this, it will have to work with the minority communities.

The present beneficiaries with which Saath wishes to work for Riot rehabilitation and integrated development are

- vulnerable due to the riots, loss of shelter and livelihoods
- vulnerable due to lack of social and physical infrastructure
- belong to the minority community.

Thus, a three pronged strategy will be required, in the present situation.

- initiate rehabilitation of shelter and livelihoods

- work towards other development parameters (health, education, livelihoods, infrastructure)
- Conflict resolution and peace building

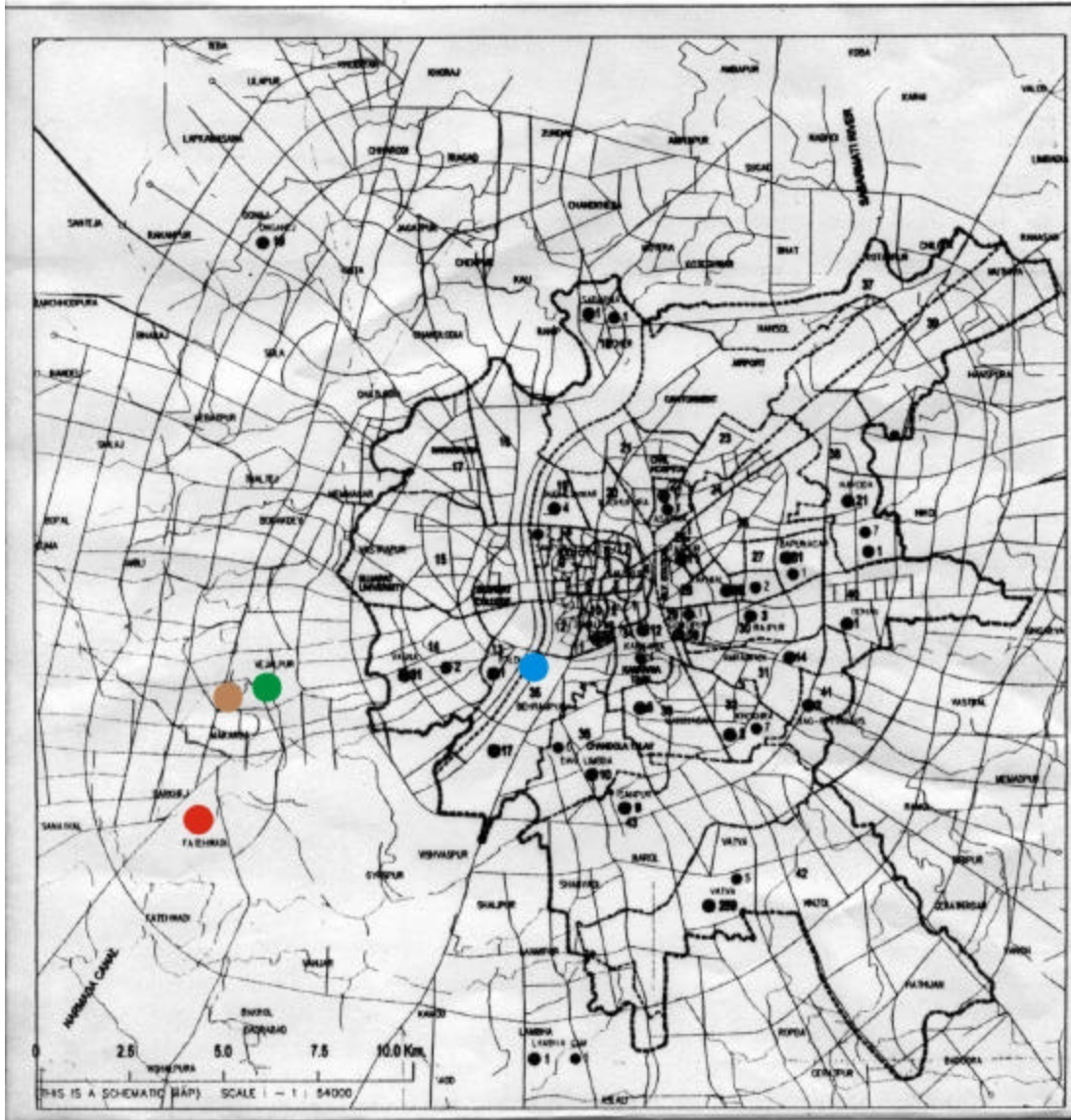
### **3 THE PROPOSED PROJECT**

#### **3.1 THE PROJECT AREAS**

<b>Sr.</b>	<b>Name of cluster</b>	<b>Name of locality</b>	<b>Approximate households</b>
1	Cluster A	Sankalitnagar	1500
2	Cluster B	Ektanagar	1000
3	Cluster C	Sarkhej Roza	1039
4	Cluster D (1461)	Jethabhai ni chali	430
5		Narandas ni chali	160
6		Punjalal ni chali	16
7		Gyasiram ni chali	125
8		Kasai ni chali	65
9		Site and services	365
10		PWD	300
		<b>TOTAL</b>	<b>5000</b>

Cluster A and B are located in the Juhapura area, cluster C is in Sarkhej while cluster D lies in Behrampura. Figure (Map of Ahmedabad) shows the location of these areas.

**PROPOSED AREAS FOR RIOTS REHABILITATION  
INTEGRATED DEVELOPMENT BY : SAATH**



CLUSTER A :	<span style="color: green;">■</span>	SANKLITNAGAR
CLUSTER B :	<span style="color: orange;">■</span>	EKTANAGAR
CLUSTER C :	<span style="color: red;">■</span>	SARKHEJ ROZA
CLUSTER D :	<span style="color: blue;">■</span>	JETHABHAI NI CHALI
		NARANDAS NI CHALI
		PUNJALAL NI CHALI
		GYASIRAM NI CHALI
		KASAI NI CHALI
		SITES & SERVICES
		FWD

**3.2 LONG TERM OBJECTIVES OF THE PROJECT**

- To enable the vulnerable communities to improve their quality of life through provision of health, education, increased livelihoods, physical infrastructure facilities



- To enable the communities to sustain development by building capacities within the slums such that they can plan, manage and implement development programmes through formation of Community Based Organizations (CBOs)
- To create mindsets and environments that encourage peaceful co-existence of different communities, through reduction of prejudices, hatred and mistrust.

### **3.3 SHORT TERM OBJECTIVES**

- To facilitate shelter restoration (repairs, reconstruction) to the riot affected vulnerable groups
- To facilitate livelihood restoration of the riot victims
- To identify and train potential local people (especially women and youth) to assist in rehabilitation activities and carry out various ISDP interventions
- To initiate formation of Community Based Organization

### **3.4 PROJECT IMPLEMENTATION**

#### **3.4.1 Intervention strategy**

The intervention strategy shall be participatory. Saath sees the interventions in new slums to be facilitated by the existing CBO members. The idea is that members of one vulnerable community help the other vulnerable community in their rehabilitation and overall development. Saath has enabled the formation of three CBOs upto now. These CBOs have had a predominantly Hindu population. Through the present intervention strategy members of one religious community shall be helping members of another religious community.

The following shall be the general intervention strategy:

- Core team of Saath facilitated CBOs identify motivated and respected individuals
- Shelter and livelihood restoration is facilitated after detailed damage assessment analysis
- Sectoral or development activities initiated
- Coordination with local or State Government, NGOs and private sector service providers
- Networking with institutional partners
- Formation and enabling of CBOs
- Gradual hand over of responsibilities etc. to CBOs

#### **3.4.2 The process of implementation**

The following section, details out the processes involved in implementation of the project. These have been divided into two sections such as the

- a) Riot rehabilitation
- b) Integrated Development
- c) Conflict resolution

**a) Riot rehabilitation**

**Damage assessment**

A special team for riot rehabilitation has been formed. The team has been, at present working for relief and initial rehabilitation. A rapid assessment of the situation has revealed the need for restoration of shelter and livelihood restoration as the immediate needs. A detailed damage assessment of the residents with which Saath wishes to work has been done. On complete analysis, a detailed workplan for execution of rehabilitation shall be chalked out. Moreover, the rehabilitation intervention shall also depend on the residents willingness to go back to their former places of residences.

**Request for Revolving funds**

Saath believes in facilitation and capacity building of the vulnerable groups. Moreover, the residents are looked upon as partners in the development process rather than beneficiaries. Thus, Saath shall be providing assistance for shelter and livelihood restoration in the form of subsidized loans. Depending on the number of people requiring funds, the amounts and type of funds, Saath shall avail revolving funds. The duration of repayment and the interest rates shall be fixed in consultation with experts in the field as well as the community members.

**Loans for shelter restoration**

As mentioned earlier, the shelters have been looted in several cases, while there are also cases or shelters being burnt. Depending on the level of damage, the loan shall be provided under the categories of

- loans for minor repairs to shelter
- loan for reconstruction of shelter
- loan for buying the essential goods

**Loans for livelihood support**

In the livelihood component too, the initial damage assessment reveals that the occupations of a large number of populace was vending, rickshaw drivers, tailors , small shops etc. these means of livelihoods have been destroyed in most cases.

After a detailed analysis of the loss to livelihood, the type of livelihood loss, loans shall be provided. The loans shall be mainly for the following categories

- Loans for purchase of livelihood means such as handcarts, rickshaws, sewing machine etc.
- Loan for repairs to shops, business establishment
- Loan for reconstruction of business establishment

Another significant problem is that there has been a deliberate effort to sideline the people from the minority communities in the employment market. Thus, those employees whose former employer was of another religion have not been encouraged to join back. Also,

people of the minority community are scared to resume working in the same place (if the employer or area is majority dominated). Here, efforts will need to be made at bringing back the people into the mainstream economy.

For those residents whose former places of employment have been destroyed, options for setting up alternate sources of income will need to be provided.

### **b) Integrated Development**

The second stage of Saath's interventions will be working towards integrated development. These interventions shall be more in consonance with Saath's existing ISDP model. Though, it is imperative to mention here that the interventions may vary according to slum specific needs. Some details are as under:

#### **SERVICE SECTOR**

The Service sector will include:

- Community Health Programme
- Non Formal Education Programme

#### **Community health programme :**

Philosophy of this programme is to provide complete and wide spread health care facilities to the masses. A very intense and compact health care programme is needed to rehabilitate and develop these areas.

Health workers from Sakhi Mahila Mandal will conduct house visits. In the process they will identify potential health workers from the community (preferably women) who will be later trained and be responsible for CHP in their respective localities. Once there is a rapport build in the population, health workers will initiate mass awareness campaign with street meetings and camps. The motive of these activities will be to involve maximum number of people in the thought process of achieving healthy lifestyle.

Talented and enthusiastic women from the localities will be identified by Health workers of SMM. These new member will be offered on- the Job training for about a year. The training will be imparted by Sakhi Mahila Mandal as well as by professional (doctors and technicians)

A **Dispensary** will be started at allocation where it can cater maximum population. A full time doctor and a team of health workers will be responsible of making it functional. People with common disease would be treated in house and complicated cases would be referred to government hospitals

**Immunisation** of children upto age of five years would be initiated. Cards would be issued to have regular follow up for complete immunisation. Regular check up for pregnant women and for general **gynaecological problems** will be conducted by doctors. Under child care programme, regular **growth monitoring** of the registered children will be done along with possible nutritional support and advice.

The health worker and expert physiologist will help the people to overcome riot **trauma** which is putting hindrance in their day to day life activities.

Another major intervention of community health programme will be to identify people suffering from tuberculosis. The potential T.B. patient will be motivated to under go treatment, they will be provided with medicinal and nutritional support.

**Non formal education programme:**

In the house visits made by the members of Sakhi Mahila Mandal, women as potential teachers and children as potential students for Balghar will be identified. The newly selected teachers will be trained on the job by the SMM team as experts form education sector. The teachers will be trained to use Montessori methods of teaching, working with children, conducting Picnics, camps, programmes and hobby classes, motivating children and their families to join programme.

To make the larger population aware about the Non-formal education programme street meeting and camps would be organised. These metings will provide information about the curriculum and objectives of different programmes under education sectors.

Initially parents who are identified as theses interested in educating their wards will be motivated to send children to school. Based on the felt need Balghar, tuition classes, and class for non school going children will be started. The number of teacher and classes will be regularised and increased as and when need will arise.

Once there is a general acceptance of Education programme, the teacher will motivate the elders in the society to join adult education classes. These classes will not only emphasise on reading and writing but will include extensive general awareness themes.

**LIVELIHOODS SECTOR**

The livelihood sector will involve the following programmes:

- Savings and credit programme
- Skill imparting programme
- Income generation programme

The aim is to increase the earning capacities of slum residents by enhancing their skill base and making critical interventions in the employment market. This would include skill imparting, income generation initiatives.

**SAVINGS Programme:** This programme will be initiated with house visits and street meetings. Initially house meeting will target women and street meeting will be for both men and women. . The meeting will aim to explain relevance of saving. Examples from the existing Bachat Mandal of various CBOs will be provided and people will be motivated to inculcate habit of saving once relevance of the issue is realised.

At first self- help groups with minimum saving per month will be started. Member of these SHGs will be motivated to impart knowledge of this programme to other residents also. From these members, potential workers for Saving programme will be recruited and trained on the job.

As the saving programme will strengthen, the members will learn and do regularisation of records, computerisation, and intensive member making schemes. Simultaneously as the number of members and groups will increase, distribution of loans could be initiated. The saving groups in a particular locality could be registered as Bachat Mandal and in the long term be registered as Credit cooperative. The capacity of local workers will be built to enable them to handle savings programme independently over the years. It is estimated that 50 savings groups may be functional at the end of three years.

**Skill Imparting Programme:**

This programme will target women to upgrade their skills like stitching and embroidery. Other skills may also be included in due course of time to increase employment opportunity for the women in the slums. These classes will target newer generation who face a lack of employment and find their time spent in different odd activities. Some of the income generating programs will be Tailoring, embroidery, training as home managers, vegetable sorting among others.

The trainer from SMM will identify potential trainers from the localities. These new member will be trained on job. The new member will have multifaceted responsibility of teaching as well motivating other women to attain skills which will help in improving income inflow in households.

Likewise, skill imparting for youth would also be undertaken such that there is increase in their skill base and more income generation options are available.

It is envisaged that at least three skill imparting activities will be initiated and consolidated.

**Income Generation Programme:** The SMM team as mentioned earlier will identify the existing livelihood mode in a locality as well as find out possibilities of new interventions. In tune with income generation schemes run in slums where Saath had worked, income generation scheme will be initiated in the new localities.

Also an effort will be made to find or update the existing income generation source of the slum dwellers. The training could be for both the existing as well as new skill for which residents are enthusiastic to learn. Once the skill for which training and support are needed is identified, trainer from the existing skill imparting programme from Sakhi Mahila Mandal or with the locality will help in initiating training.

The team will initially provide help through existing network, later on as the strength and capacity of the members will increase linkages will be established with other likeminded and concerned institutions.

**PHYSICAL INFRASTRUCTURE**

This sector will aim to provide physical infrastructure facilities to the slums where these facilities are unavailable or are poor. The programme in collaboration with AMC is known as Slum Networking Programme.

Group meetings with residents of the slums will be held in continuous succession to make them aware of the concept. In consultation with slum dwellers **Resident Associations** will be formed which will be responsible for form filling, fund collection and later on maintenance and management of SNP.

After filling of forms, **contribution** from residents shall be collected. This sum will be submitted to AMC which in turn will initiate hardware component of the project. Regular follow up for the contributions shall be done

Saath will act as bridge between the community and the municipal corporation and facilitate community mobilisation much needed for success of the programme. The Physical up gradation programme will be complimented by the various activities mentioned in the proposal

### **COMMUNITY ORGANIZATION PROGRAMME**

Saath promoted the formation of Community Based Organisations in the settlements where it had initiated ISDP. The objective is to involve the residents in the development process to sustain ISDP. Development can be sustainable only if the communities are made capable to plan, manage and implement their development programmes.

Residents of the locality identified and trained under different sectors of ISDP would be the first members of the up coming Community Based Organisation. Saath facilitates up-gradation of technical and managerial skills of members so that they can efficiently manage the ISDP activities independently once Saath decides to move out of the slum.

The local worker will motivate members from the area to become members of the group. As the strength and effectiveness of this group in executing ISDP increases, a CBO could be registered. The CBO will also facilitate formation of Resident Association for implementation of Slum Networking programme.

There will be regular meetings of all the CBOs to promote mutual corporation and help. The federation of CBOs will meet every three months.

### **C) Conflict Resolution**

Conflict resolution and peace building shall be a very important component. This component shall however be addressed indirectly and in a subtle way. Saath's intervention strategy is aimed at building rapport between the two communities. Since members of the existing enabled CBOs shall be working for the affected communities, there shall be interaction at one to one and community level. Working together will help to reduce prejudices among people of different castes and religion. Moreover, since Saath will be working in different areas, and enable the formation of active CBOs, there shall be interaction between the different CBOs thus formed, for mutual growth.

Through interaction and discussions, as well as inputs from various institutions and resource persons working in the field, it is hoped that the slum residents of both the communities will understand the futility of violence and communal hatred and will be able to raise their voice in the future.

Based on the above description, a logical framework has been made.

[Logical Framework](#)

#### **4 TIME FRAME**

The total duration of the project is 3 years (June 2002- June 2005)  
The Time line details out the anticipated time for the proposed activities.

[See Time Plan](#)

## **5 PROJECT MANAGEMENT**

### ***5.1 Human resources for project implementation***

As mentioned earlier, Saath has enabled three CBOs through ISDP in the past years. Saath sees them as the first line torchbearers to venture into newer areas. However, since the new areas where Saath shall be working shall be initiated with rehabilitation work, appointment of an urban planner with experience of working with the minority communities has been made. She shall in the present phase, oversee relief and rehabilitation work, and later, play an important role in integrating relief and rehabilitation with overall development.

A team for riot relief has also been mobilized which are mainly members of the CBO. CBO members with expertise in different fields shall be co-ordinators for the new areas. The local workers shall be members of the new areas. Some local workers from the field have been identified which are working at present for relief and rehabilitation. In the later phase, they shall be working for the various development initiatives.

Inputs shall be provided from time to time by Saath co-ordinators for training and resource building.

Thus, with Saath as a facilitator, the team for the new areas will be led by the existing CBO members.

### ***5.2 Decision-making process***

An inherent aspect of Saath's working methodology will be participation of slum residents in planning, implementation and monitoring. The team leader and co-ordinators will work in close association with the slum committees that shall be formed as a process of Saath's interventions. These slum committees will gradually be enabled into CBOs.

Based on the needs assessment, a long term plan for the new areas shall be finalised. Saath's managing Trustee will be responsible for the overall implementation. A project co-ordinator will be responsible for field level implementation. He will lead the team and report to the Managing Trustee.

### ***5.3 Project Monitoring***

Saath uses its own project planning, implementation and management systems that it has evolved in ISDP. The emphasis of planning, monitoring and evaluation processes in Saath is process oriented and encourages capacity building of all team members.

On the basis of the long term plan prepared, the planning shall be broken down into yearly, monthly, weekwise planning. Monitoring meetings shall be held in the same order to assess the achievements and take corrective action.

Similar to the planning and monitoring process, needs shall be reassessed formally after 12 months to review the inputs and achievements. This will give clear indication of the nature of interventions required until the end of the project. The local workers will be asked to evaluate their achievements and causes for non-fulfilment of targets.

Management, system follow-up and decision making will be the other aspects covered in the evaluation.





**Proposal for Riot Rehabilitation and Integrated Development**

**6 BUDGET**

<b>6.1 3YEAR BUDGET FOR 1000 HOUSEHOLDS</b>							
<b>SECTOR</b>	<b>PROGRAMMES</b>	<b>HUMAN RESOURCES</b>	<b>NOS. SALARY</b>	<b>OTHER COSTS COMP.</b>	<b>TOTAL COST</b>	<b>TOTAL (A+B)</b>	<b>Cost per H/H</b>
	SHELTER AND LIVELIHOOD REHABILITATION			Shelter rehabilitation(for 1000 H/H)	5000000		<b>5000</b>
				Livelihood rehabilitation	5000000		<b>5000</b>
		<b>SUB TOTAL</b>			<b>10000000</b>	<b>10000000</b>	<b>10000</b>
<b>Cost/ H/H for integrated development</b>							
SERVICES		HEALTH/EDUCATION COORDINATOR	1 180000				
	CHP			Setting up of out patient dispensary (equipments/ furniture)	20000		
		Health workers	3 216000	Maintenace cost of dispensary	45000		
		Doctor	1 180000	Purchase of medicines	18000		
				Training (at Rs. 500 per training- 5 nos)	2500		
				Stationary	9000		
				Conveyance	45000		
	NFEP	Teachers	8 432000	Classroom rent and maintenance	108000		
				Establishment/ buying equipments	45000		
				Training (at Rs. 500 per training- 5 nos)	2500		
				Camps/ outings	18000		
				Conveyance	45000		
		<b>SUBTOTAL</b>	<b>1008000</b>		<b>358000</b>	<b>1366000</b>	<b>1366</b>

**Proposal for Riot Rehabilitation and Integrated Development**

3YEAR BUDGET FOR 1000 HOUSEHOLDS								
SECTOR	PROGRAMMES	HUMAN RESOURCES	NOS.	SALARY	OTHER COSTS COMP.	TOTAL COST	TOTAL (A+B)	Cost per H/H
Livelihood Sector		Livelihood co-ordinator	1	180000				
	Skill imparting	Trainers	2	144000	Establishment/ buying equipments	10000		
					Equipment maintenance	3600		
					Training to trainers	1000		
					Rent and Maintenance costs	36000		
					Stationary	4500		
					Conveyance	45000		
	Savings and credit	Honorarium to SCP members	2	144000	Training	2500		
					Awareness camps	5000		
					Furniture/ equipments	3000		
					Stationary/ record keeping	6000		
					Conveyance	45000		
					Room rent and maintenance	39240		
	Income Generation Programme	Honorarium to IGP members	2	144000	marketing costs	15000		
					TRAINING	45000		
					STATIONERY	1800		
					FURNITURE/EQUIPMENT	3000		
					CONVEYANCE	45000		
		<b>SUB TOTAL</b>		<b>612000</b>		<b>310640</b>	<b>922640</b>	<b>923</b>

**Proposal for Riot Rehabilitation and Integrated Development**

3YEAR BUDGET FOR 1000 HOUSEHOLDS								
SECTOR	PROGRAMMES	HUMAN RESOURCES	NOS.	SALARY	OTHER COSTS COMP.	TOTAL COST	TOTAL (A+B)	Cost per H/H
Community Organizational Programme		Honorarium to COP organizer	1	72000	CBO CENTRE RENT & MAINTENANCE	36000		
					STATIONERY	7500		
					TRAINING COSTS	1000		
					FURNITURE/EQUIPMENT	3000		
					AWARENESS CAMPS	22500		
					MEETINGS	4500		
					CONVEYANCE	45000		
		<b>SUB TOTAL</b>		<b>72000</b>	<b>TOTAL</b>	<b>119500</b>	<b>191500</b>	<b>192</b>
Physical Upgradation Programme		PUP co-ordinator	1	180000	Room rent and maintenance	10800		
		Asistant co-ordinators	2	72000	Furniture/ equipment	3000		
					Awareness meeitngs/ support to Ras	7500		
					Conveyance	45000		
			<b>SUB TOTAL</b>		<b>252000</b>		<b>66300</b>	<b>318300</b>
RESARCH & DOCUMENTATION		Overall co-ordinator		180000	Consumables	90000		
					Hardware Costs	150000		
		<b>SUB TOTAL</b>		<b>180000</b>		<b>240000</b>	<b>420000</b>	<b>420</b>
OVERALL COORDINATION		Overall co-ordinator		180000	Office rent, Electricity, Telephone	180000		
					Conveyance	72000		
		<b>SUB TOTAL</b>		<b>180000</b>		<b>252000</b>	<b>432000</b>	<b>432</b>
							13650440	3650
						5 % CONT.	682522	183
						<b>TOTAL</b>	<b>14332962</b>	<b>3833</b>

