

Integrated Development of Sankalitnagar

An Evaluation Study

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for
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Executive Summary

Saath initiated work in Sankalitnagar, Juhapura in 2007, with financial Support from Paul Hamlyn Foundation. The project aimed at bringing about integrated development in this area, considered the largest Muslim slum of India. The overall objective was to facilitate inclusion in the development process of the people in Sankalitnagar who had experienced a deep sense of alienation as an aftermath of the communal riots in 2001. The project with a total budget of Rs. 2.100 million targeted about 3000 households (HH) with a total population of 17,000.

The first phase of the project was completed in 2009. The second phase of three years (2010 to 2012) with a total outlay of Rs. 6.679 million was initiated under the Integrated Slum Development Programme (ISDP) framework developed by Saath. The framework represents a multi-pronged approach to simultaneously tackle issues related to micro-credit, education, physical infrastructure, livelihoods, disability, entitlements, health, etc among the targeted population in a comprehensive and integrated manner. The project was initiated with a revised status paper covering the gaps that had been identified in the previous phase. Also the geographical coverage was expanded to include Fatewadi (4500 HH) Ekta Mandit (2000 HH), area near Ice Factory (2000 HH) and part of the adjoining areas of Sarkhej and Vejalpur wards (4000 HH). Since the second phase of the project is coming to a close in March 2012, it was decided to conduct an evaluation study which would help to assess the main achievements and provide directions for the next phase.

The methodology consisted of review of internal documents and reports, analysis of project level data, and findings from a field study. In addition, meetings were held with the board members of the Credit Cooperative, chairperson and top management of SAATH and some key functionaries. A debriefing was held with SAATH staff and top management soon after the field visit and another after analysis of the data. Finally a presentation was made in the presence of PHF representative at SAATH. A common framework was adopted for evaluating the various activities under the project. The criteria for evaluation included *coverage* (target population and area), *implementation effectiveness* (design and delivery of activities), *impacts* (client satisfaction, economic and social impacts) and *sustainability* (both financial and institutional).

In general, robust and systematic delivery of services was found to be the biggest strength of the project. This has been made possible due to local and committed community workers, which has led to widespread acceptance and high consumer satisfaction. One of the larger impacts has been the significant integration of the minority community with the mainstream economy of the city (although the process of integration is far from over given the deep social fissures created due to the communal riots). Among the services with higher impacts were micro-finance, *balghar* (pre-school education) and entitlements through Urban Resource Centers. The forums for youth and women though initiated well could not be sustained over time and are presently dormant due to different reasons. Plans are afoot to revive the youth forum which had done well for over a year and a half and had benefited several youth.

Issues related to financial and institutional sustainability have been flagged, which will need to be addressed in the next phase. A major issue in Sankalitnagar was the failure of SMM the local CBO due to the leadership becoming dysfunctional. Immediate steps have been taken to create alternative leadership and to isolate the dysfunctional leader leading to improved performance of MFI and URC activities. This process will need to be taken to a logical conclusion by easing out the dysfunctional leader through counseling and providing alternative livelihood support and/or promoting him upwards to an advisory level where he cannot interfere with day-to-day functioning of the institution.

There are also opportunities for meeting unmet or partially met needs in the areas of micro-finance, micro-enterprise and livelihoods augmentation, which could form the basis for designing the next phase. A large scope exists for organizing common interest groups (CIGs) around specific livelihoods in certain sub-sectors such as sewing, embroidery, street vendor business etc where women are active as producers. These groups can benefit significantly from market linkages (both backward and forward). Improved income of members should lead to more business for the MFI. There is considerable scope to introduce other products like health, accident and life insurance learning from the experience of SEWA bank and other micro-finance institutions.

Based on the findings the following recommendations were made:

- Grant based activities like Balghar should be supported for some time to come - unless collaboration with ICDS can lead to improved Anganwadis.
- URC should be encouraged to scale up its activities significantly in order to become financially self-supporting and to make major impacts at the community level.
- SAATH should focus on building women's groups, with a view to empower them through exclusive women's activities and subsequently enable them to participate in mainstream decisions at the ward level. This would help to improve the gender balance. In the long run these groups could also become effective in lobbying with government departments - an area where men have not been very forthcoming.
- The micro-finance institution should progressively increase the financial stakes of the members, to improve ownership, identity and participation.
- Long term sustainability of the CBOs cannot be achieved without local productive organizations that generate wealth/income and can support welfare activities of the local community. Opportunities exist in creating common interest groups (CIGs) of women producers which can greatly improve income through better market linkages. These opportunities should be tapped through effective facilitation and creation of backward and forward market linkages. In the long run these CIGs can be linked up to the credit cooperative or a separate producer company can be formed.
- Dedicated teams should be created to work with youth forum, women's groups, local committees for lobbying and market support to CIGs.
- A visioning exercise should be carried out to develop a long term vision for the project areas.

1.0 Introduction

Saath initiated work in Sankalitnagar, Juhapura in 2007, with financial Support from Paul Hamlyn Foundation. The project aimed at bringing about integrated development in this area, considered the largest Muslim slum of India. The project was designed to address issues related to education, micro-finance, health and entitlements of the urban poor. The overall objective was to facilitate inclusion in the development process of the people in Sankalitnagar who had experienced a deep sense of alienation as an aftermath of the communal riots in 2001. The interventions were designed on the basis of a status paper written on the basis of a detailed socio-economic survey. The project with a total budget of Rs. 2.100 million targeted about 3000 households (HH) with a total population of 17,000.

The first phase of the project was completed in 2009. The second phase of three years (2010 to 2012) with a total outlay of Rs. 6.679 million was initiated under the Integrated Slum Development Programme (ISDP) framework developed by Saath. The framework represents a multi-pronged approach to simultaneously tackle issues related to micro-credit, education, physical infrastructure, livelihoods, disability, entitlements, health, etc among the targeted population in a comprehensive and integrated manner. The project was initiated with a revised status paper covering the gaps that had been identified in the previous phase. Also the geographical coverage was expanded to include Fatewadi (4500 HH) Ekta Mandit (2000 HH), area near Ice Factory (2000 HH) and part of the adjoining areas of Sarkhej and Vejalpur wards (4000 HH).

Since the present project (phase II) is coming to a close in March 2012, it was decided to conduct an evaluation study which would help to assess the main achievements of the project and provide directions for the next phase.

2.0 Objectives and Methodology

The objectives of the study were:

- (a) To make an impact assessment of the various project initiatives and to ascertain to what extent the project objectives are being met
- (b) To examine the challenges, opportunities and scope of future expansion and provide directions for the next phase of the project.

The methodology consisted of review of internal documents and reports analysis of project level data and findings from a field study of 5.5 days. In addition meetings were held with the board members of the Credit Cooperative, chairperson and top management of SAATH and some key functionaries. A debriefing was held with SAATH staff and top management soon after the field visit and another after analysis of the data. Finally a presentation was made in the presence of PHF representative at SAATH.

The original project proposal identified nine activities as shown in Table 1. An additional activity of lobbying for infrastructure development was also included in the list though not mentioned in the original plan of activities. It was decided to pick up six of these activities for detailed field study.

ICDS and UHC were not included as these involved only lobbying with government departments. SAATH was not involved in the implementation of any of these projects. Community Development committees were in a nascent stage and were in the process of being set up. The status paper was completed in 2009 itself and was included in the review of various project documents. Hence these four activities were not included in the filed study, although information on the progress made is provided in the overview of physical and financial achievements.

Table 1: Activities taken up for field evaluation

SI No.	Activity	Implementing Unit	Detailed evaluation
<i>Planned as per proposal</i>			
1	Pre- school education (Balghar)	Sankalp Mitra Mandal/ SAATH	Yes
2	ICDS	Lobbying by URC	No
3	Health – UHC	Lobbying by URC	No
4	URC (13 services)	URC (SAATH)	Yes
5	Micro-finance services	MFI (Credit cooperative)	Yes
6	Youth platform	SAATH	Yes
7	Women’s platform	SAATH	Yes
8	Community Development Committee	Facilitation by SAATH	No
9	Revision of status paper	SAATH	No
<i>Not mentioned in Plan</i>			
10	Lobbying for infrastructure development	Sankalp Mitra Mandal (initially) Community Development Committee (of late)	Yes

Table 2 provides a profile of the sample covering the six activities included in the field study. 3 out of 7 balghars were covered. In addition, an FGD was held with all teachers present on the day (see Table 1, Annexure 1 for list of teachers who participated). Under micro-finance, 15 out of 231 JLGs were covered. JLGs were selected from the two branches of Sankalitnagar and Fatewadi and each visit was taken in a different geographical direction See Table 2, Annexure 1 for the list of clients interviewed). Table 3 of the same Annexure provides the list of clients contacted to assess their satisfaction with the URC services accessed by them.

Table 2: Profile of Sample.

SI No	SAATH Initiative	Units covered	Individuals interviewed
1	Balghar	3 balghars	3 classes 13 teachers (FGD) 3 parents
2	Micro-finance	2 Branches (Sankalitnagar and Fatewadi)	Staff of both branches
		15 JLGs	41 clients
3	Urban Resource Center	1 Branch (Sankalitnagar)	7 clients + staff
4	Youth forum	-	Ex-coordinator 2 past members
5	Women's forum	-	2 beneficiaries of training
6	Physical infrastructure	-	Chariman of Sankalp Mitra Mandal and 2 previous members (CDC not contacted)

3.0 Framework for Evaluation

To measure the impact of various field based activities a common set of criteria were used as shown in Table 3. *Coverage* of any activity needs to be significant in proportion to the target area and /or population in order to make the necessary impact. For successful *implementation* both the *design* as well as *delivery* of a service is equally important. Although projects create a variety of impacts, the relevant impacts in this case are the *economic* and *social impacts*. Finally *sustainability*, both *financial* as well as *institutional* are important for the continued supply of services to the target population.

Table 3: Framework for Evaluation

	Particulars	Balghar	MFI	URC services	Physical Infrastructure	Youth forum	Women's forum
1	<i>Coverage</i>						
	Total population						
	Area - locations						
2	<i>Effectiveness of Implementation</i>						
	Design						
	Delivery						
3	<i>Impacts</i>						
	Client satisfaction						
	Social impacts						
	Economic impacts						

4	Sustainability						
	Financial						
	Institutional						

4.0 Physical and financial achievements

Table 4 provides a summary of the targets for the various planned activities as well as the achievements as on August 2011. The following are the highlights of the achievements:

- 7 Balghars are fully operational and are running according to plan. However, the average enrolment is somewhat less than planned. The figures of August are likely to improve from 26.14 to around 30. This is based on the observation that the number of enrolments build up from June till December, as more and more parents decide to enroll their children. Significantly, all seven Balghars are located in Sankalitnagar. This activity was not extended to the new project areas under Phase II. Perhaps it was assumed that the coming of governmental run Anganwadis will take care of this need in the remaining areas.
- Although targets were not specified the lobbying for ICDS programme led to the Government opening 10 new anganwadis in the project area.
- Lobbying for urban health care centre was carried out but there have been delays in initiating the project on the part of the government (for details see [Annexure II](#)).
- Under URC the target for certification are being largely met. The progress on new members for savings and credit is also good. However the linkages for social security and livelihoods require better planning and effort.
- The progress on microfinance has been the most impressive with number of members surpassing the target of 1,500 and number of loans being more than twice the target of 600. The number of trainings to staff members remains inadequate (2 out of 9 planned).
- Only one youth group of 45 members was formed as compared to 9 groups of smaller size that were planned. That group has now been dissolved after running successfully for a year and half.
- Although 25 women staffs were provided TOT for women's awareness and 15 trainers organized meetings with 239 women, this did not lead to subsequent formation of groups/women's platform.
- Community development committees have just been initiated in the absence of a functional CBO. So far 4 meetings in 4 different wards have been organized leading to applications for repair of various public utilities and successful completion of these works.
- The revised status paper incorporating survey of extended project areas was completed in 2009 itself and is found to be of good quality.

Table 4: Physical Achievements

SI No.	Activities	Targets (for 3 yrs)	Achievements (Year ending March 2011)	Achievements (August 2011)
1	Pre-school education	Balghars - 7 Children - 245 Average - 35	Balghars - 7 Children – 223 Average – 31.85	Balghars - 7 Children - 183 Average - 26.14
2	ICDS	Not given	New anganwadis - 10	New anganwadis - 10
3	Urban Health Care Center	Setting up one sub-center in Sankaltnagar through AMC; Improving existing UHC and PHC in Sarkhej and Vejalpur wards	Lobbying done	Lobbying done, results awaited
4	URC			
	Advocacy through micro-planning	UHC, ICDS, education, legal issues, rights based issues, gender inequities	UHC (1), ICDS (10), Education (8), Rights based issues (1), Gender inequities (1)	legal issues(14)
	Certification	360	Inquiries – 346 Issued - 241	282 14 govt
	Social Security (families covered)	720	Inquiry – 52 Realised - 20	Now Scheme is closed
	Livelihoods linkage	300	Inquiry – 36 Linkages - 3	Umeed Linkages -24
	Savings and credit - members	540	Inquiries – 174 New members - 136	504
	Health	80% hh accessing govt. services 100% usage of DOT centers (TB)	Access TB centers merged with Urban health center	Inquiry 63 Linkage TB
	Education	100% pre-school education	School admissions through URC - 8	School admissions through URC - 9
	Disability	100% identification and follow-up		12 cases linked
	Child labour	Child labour identified for child friendly space facilities - 100		9 children are linked with CFS class
	Infrastructure	Monitoring AMC services in all wards	7 – (in four wards through 4 committees)	
	CVU samvad	Making films on relevant issues and screening - 3	Has been dropped in consultation with PHF	
5	Micro-finance	Savings members – 1500 Loans – 600 JLGs – 120 Trainings - 9	Savings members – 2047 Loans – 1048 JLGs – 231 Trainings - 2	Savings members – 2365 Loans – 1329 JLGs – 295 Trainings - 2
6	Youth Platform	Groups – 9 (of 10-15 members each) Bi-monthly meetings – 24/year Monthly events – 12/year	1 group of 45; now dissolved; Meetings – 10 Events - 9	discontinued

7	Women's Platform	1 group of 5-7 master trainers Training and awareness programmes; Formation of women's groups (need based)	25 women (mostly staff) trained under TOT; 15 trainers organized 16 meetings with 239 women No groups formed	No groups formed
10	Community Development Committee	Initiate regular meetings; Provide support to local implementing CBO	4 meetings in 4 wards organized; applications made to AMC; desired results achieved	4 committees in nascent stage
11	Status paper	Rework paper within 3 months	Completed in 2009	Completed as planned

It may be noted that since the coverage of all project activities is shown in this section, it is not repeated while reporting the findings of individual activities, except where necessary.

Financial Achievements

Table 5 shows that among the planned activities, the maximum budgetary allocation is provided to education/ Balghar (33.5%) followed by MFI (32.5%). The third most important is URC (15.13%) while the allocations for community platforms are rather low at (5.7%). The coordination costs or project overheads amount to about 12.5% of the total cost of the project.

As the table shows the expenditure under the broad budget heads is progressing as per plan. By the end of August 2011, 79.3% of the budget had been expended, the minimum being for education (75.9%) and maximum for community platforms (87.4%).

Table 5: Financial Progress

Budget Heads	Budgeted Expenses 2009-12 (3yrs)	Actual Expenses Y1	Actual Expenses Y2 (April '10 – March '11)	Actual Expenses Y3 (April – August '11)	Actual Expenses till Aug '11	Percentage Budget spent (%)
Education	2,234,008	639,596	755,824	299,841	1,695,261	75.9
MFI	2,177,130	787,987	730,531	298,802	1,817,320	83.5
Community Platforms	383,960	119,116	127,373	89,200	335,689	87.4
URC	1010600	342,606	299,569	163,814	805,989	79.8
Coordination Costs	844,400	206,757	236,473	201,811	645,041	76.4
TOTAL	6,679,538	2,096,062	2,149,770	1,053,468	5,299,307	79.3

5.0 Assessment of different project components

5.1 Balghar initiative

Balghar Design

The monthly plan shows a good activity mix designed to cover the following areas of child development.

- Mental development
- Physical development
- Emotional development
- Social awareness – through field visits
- Environmental awareness
- Language skills
- Numerical skills
- Creative development
- English language

The detailed monthly plans for the current year are shown in [Annexure III, Table 1](#). An interesting item in the plan is the conscious effort being made to impart secular education and integrate the youth and parents in the mainstream. Every month an excursion is organized to various places of religious importance for different religions. Since the parents accompany the children, they too get the exposure.

The daily schedule of the Balghar is shown in Table 6. It begins with a prayer session at 11.00 and ends with snacks at 3.00 p.m. The period between 3 to 5 p.m. is utilized by the Balghar teachers for parents visits, cleaning of Balghar completing records and planning meetings.

Table 6: Balghar daily schedule

Time	Activity
11.0 – 11.30	Prayer
11.30 – 12.30	Songs, stories, conversation
12.30 – 1.00	Outdoor/ indoor games
1.00 – 2.00	Alphabets and numbers reading and writing; Identifying fruits, vegetables, animals, birds etc.; Identifying colours, shapes, opposites etc.
2.00 – 3.00	Snacks and dispersal
3.00 – 5.00	Planning meetings, parents visits etc.

Balghar Delivery

The overall delivery of the Balghar services was found to be very good. The following are some of the observations related to the same.

- The student teacher ratio was around 15: 1 which is reasonably good.
- Teachers were drawn from local community which is the main reason for the comfort level both amongst parents and children attending the Balghar.
- Teachers were found to be committed and hard working. Many of them were needy, being widows or estranged from husbands. The group of teachers showed high affiliation and work like an extended family.
- A 15 day orientation is provided by the team leader to a new teacher who joins the programme. Periodic training in different methods of teaching e.g. story telling, puppetry etc. are also provided from time to time.
- Children with disability are given special attention and are linked to SETU, an NGO working for the disabled.
- The physical infrastructure was limited by the kind of facilities available on rent in the area. Due to limited space children were often cramped. The space for outdoor playing was limited although care was taken that toilet facilities and an extra room for preparing meals were available.
- Good quality toys, charts and other teaching aids were supplied to all Balghars. The most recent inclusion is the TV set with educational DVDs.
- The Balghars were centrally located and the timings were convenient for both teachers and students.
- Parents-Teachers meetings were organized once in two months to provide information to parents on the progress of the child. This forum was also utilized to provide other information for social and economic development of the family.

Teachers Issues:

The teacher's job is strenuous and wages are low. There is little scope for advancement up the hierarchy as it is a flat organization. In the past some teachers who wanted to learn more decided to move laterally to other departments like URC, Microfinance etc. Although the issue of low wages has been discussed with top management and a decision has been taken to substantially revise the same, the teachers still felt that their work was not adequately valued.

Some of the useful suggestions made by teachers to enrich the curriculum include the following:

- To introduce copy writing books.
- Provide training on planting trees and carry out tree planting activities.
- To introduce abacus as a teaching device.

Balghar Impacts

The Balghars are beneficial for creating rounded development of the children which is critical for the future generation of the project area. Regular monitoring of height and weight ratio shows good physical development of the children. Cognitive and emotional development is also taken care of through a wide range of activities. Parents testified that children passing out from the Balghars get placed in different schools easily and perform well.

A comparative study between Balghar and Anganwadi was carried out by Jasmijn Wiebenga in August 2011 (see tables 7 and 8).

The study made an assessment across six different variables (Table 7). The most striking difference was in the performance of nutrition with anganwadi scoring as low as 2.91 as compared to 4.19 of Balghar. There were also significant differences in the quality of education and quality of infrastructure. It is worth noting that there was no significance difference in the quality of teachers and the level of hygiene. The study is a useful starting point for providing feedback to ICDS for strengthening of anganwadis.

Table 7: Performance of Balghar Vs Anganwadi

No	Parameter	Scale	SAATH Balghar	Anganwadi
1	Quality of education	5 point With 5 as very good	4.24	3.65
2	Quality of infrastructure	As above	3.97	3.26
3	Nutrition	As above	4.19	2.91
4	Hygiene	As above	4.08	4.00
5	Rating of balghar (parents)	10 point With 10 as good	8.51	7.47
6	Rating of balghar (teachers)	As above	8.8	8.5

As seen in Table 8 the profile of teachers in terms of age and experience in both the Institutions was almost the same. However, Balghar teachers scored high on motivation and other soft parameters. The major point of difference was that Anganwadi workers were dissatisfied with their superiors and felt they did not have enough teaching materials.

Table 8: Balghar Vs Anganwadi – Self Assessment by Teachers

No	Parameter	Scale	SAATH Balghar	Anganwadi
1	Average age		39	36
2	Average experience (yrs)		5	5.5
3	Satisfaction being a teacher	1 to 5 with 5 being maximum	5	4
4	Motivation to work	As above	5	4
5	Pre-school increases performance in future	1-5 with 5 being completely agree	4.7	4
6	Enough teaching materials	1 – yes 2 - no	1	1.5
7	Satisfaction with director/supervisor	1-5 with 5 being max satisfaction	5	3.5
8	Do problems get solved	1- never 2- sometimes 3 always	2.8	2.5

Parent's Views

In general the parents felt happy with the progress made by their children in the Balghar. They felt it had a good impact on health and nutrition and was good for mental growth of the child. The children were happy to go the Balghar due to various attractions like games, *Gali Gali Sim Sim* etc. Amongst both boys and girls the cycle was the most popular of toys.

Some of the parents mentioned that the parents teachers meetings was a good source of information on social issues such as HIV, Muslim law etc. They were opened to the idea of a parents committee to oversee the progress of all the Balghars. Some parents felt that the fees could be reduced from Rs. 75 per month to Rs. 50 per month.

Sustainability

As of now Balghar is a grant-based welfare activity. SAATH believes that the government system should be activated and made to deliver the service properly. 10 anganwadis have already started functioning in the project area due to lobbying with the government. The next task was to put pressure on the system to make these anganwadis function properly. A visit to an anganwadi by the author showed poor attendance and little educational inputs being provided. The women anganwadi workers complained about the quality of feed received from Gandhinagar. It is clear also from the study by Weibenga that the anganwadis as designed presently cannot substitute for Balghars. Hence Balghars may have to continue functioning on grant basis for some time to come since neither the local communities nor their institutions are yet in a position to support this activity.

5.2 Micro-finance services:

The SAATH Saving and Credit Cooperative Society Limited was formed on 19.3.2010 through the merger of two existing credit cooperatives and one CBOs involved in microfinance activities viz. Ekta Cooperative, Shakti Cooperative and Samkalp Mitra Mandal. As on date there are 12500 shareholders of the cooperative. There are six branches in the cooperative of which Sankaltnagar and Fatewadi branches are located in the project area. The present assessment was limited to these two branches. However, to put the performance of these branches in perspective some information on the overall performance of the cooperative is also provided. It is worth noting that almost 3/4th of the members are women. The ratio of M: F accounts was 1500: 4408 or 1:2.93.

As mentioned earlier the physical and financial achievements in this activity have surpassed the planned targets. The details of achievements for the two branches as on July 2011 are provided in Table 9. The number of JLGs and members taking loans is more than twice the targeted amount. The number of female accounts in these two branches is higher than the rest at around 85%.

Table 9: Microfinance: Coverage in Project Area

Sl No	Particulars	Planned (2 Branches only)	Actual (March 2011)	Actual (July '11)
1	Members	1500	2047	2365 (85% F)
2	Members taking loans	600	1048	1329
3	Joint Liability Groups	120	231	285
4	Training events	9	2 (gender and internal audits)	same

Microfinance Design

It was observed that majority of the target population could not access credit from the formal banking system. This was because banks expected the clients to produce a guarantor who is a government employee. As it was extremely difficult to get such a guarantor most of the poor were excluded from the formal banking system. Under the circumstances the people had access to microfinance from two sources namely SAATH cooperative and SEWA bank. In addition they resorted to self help in the form of chit funds (*Vishi*). These three sources varied across design parameters. The choice depended on the quantum of loan required, the relative risk, terms of payment etc. An attempt was made to do a comparative analysis of the three systems (See table 10)

Table 10: Design of Micro-finance products – Comparative analysis

Sl No	Parameters	SAATH cooperative	SEWA	Chit Fund (<i>vishi</i>)
1	Institution	Formal	formal	informal
2	Legal Structure	Coop. Soc. Ltd	Coop. Bank	Not registered
3	Savings habit	Promoted through compulsory, voluntary savings, Fixed Deposits	Not-promoted actively	Inbuilt in design
4	Eligibility for loan	Savings upto Rs 3500/-; minimum savings rate of Rs 100/m	Savings account opened and operating for last six months	Just member of group
5	Disbursement timing	On processing	On processing	By lucky draw.
6	Quantum of loan allowed	RBI cap of Rs 25000/individual (Oct, 2010) Given upto 30,000/- as per sample	Loans of much higher limit reported from field (upto 50,000 in case of group and 1.5 lakhs individually)	No limit – depends on the group’s confidence and need; 20,000 to 1.5 lakhs seen in field.
7	Interest on savings	6% for compulsory 6% for voluntary 8-9% for FDs 1-2 yrs	4% on savings 6% 1-2 years FD 8% 2-3 years FD	None
8	Interest charged for loan	24% per annum	18 % /annum (individual with guarantor); 36%/ annum (group)	None
9	Group size	4-6	5 or 10	No fixed rule but 10-30 seen in the field
10	Insurance linkage	Credit term life insurance (Kotak Mahindra) Rs. 5/- per Rs 1000/- charged, will be starting health insurance on a voluntary basis in this current year.	Life insurance, Health insurance Linked with SEWA Vimo	None
11	Initial deductions from loan amount	Processing fee, Insurance charge, shares	Processing fee, Insurance charge; FD worth 8%, Shares	None
12	Repayment facility	Monthly collection by field officer from team leader’s house; Strict adherence to date of payment	Monthly payment at nearest branch; Grace of 10 days allowed	Members pay team leader on the fixed date
13	Fine for late payment	No, Next month compound interest	No, Next month compound interest	
14	Risk for loan taker	Low	Low	Relatively high

As the table shows the group size for SAATH Cooperative was restricted to 4 to 6. On the other extreme chit funds could have as many as 30 members. Also the quantum of loan in the case of SAATH Cooperative was restricted to Rs. 30,000 for individual¹ On the other hand chit funds being informal in nature did not impose any credit limit. The

¹ In the wake of the Microfinance scam in Andhra Pradesh the RBI has imposed a restriction of Rs. 25000 per individual since October 2010.

amount depended on the need of the members and their confidence to handle the amount. It was observed in the field that the amounts varied from Rs. 20,000 to 1.5 lakhs. While chit funds did not charge any interest, the interest charged by SAATH and SEWA were 24% and 36% per annum respectively for group lending. The eligibility criteria were also different. SAATH insisted on savings for a minimum period of six months at the rate of Rs. 100 per month. In the case of SEWA credit could be accessed only after operating the savings account for six months. For chit funds no such conditions were applied. SAATH promoted the savings habit through compulsory and voluntary savings. SEWA did not promote savings actively. In the case of chit funds savings was inbuilt in the design and credit was only a form of inter-lending. One major difference between chit funds and the formal micro credit was that the timing of disbursement did not follow immediately on processing of the loan. It was determined by lucky draw which had two variations : (a) lucky draw right in the beginning which enabled a member to know when his/her turn would come for receiving the money, (b) lucky draw held every month.

Microfinance delivery:

The cooperative is governed by a 9 member governing board ([Annexure 1 Table 4](#)) consisting of members from SAATH as well as staff working in different project areas. The management structure is 3 tier. The cooperative is managed by a CEO appointed by SAATH. He is assisted by two operations managers. Each manager looks after three branches. At the branch level, apart from the branch manager, there are four field officers, one office assistant and one accountant.

The internal planning and review process consists of periodic meetings. Each branch carries out planning of its activities on a weekly basis. Monthly review meetings are held at the cooperative management level. In addition quarterly board meetings are held to review the progress of the cooperative by the governing council. An annual general body meeting is held to share details of the physical and financial achievements with shareholders. The last such meeting was reportedly attended by over 3000 shareholders. This represents an attendance of less than 1/4th of the total members of the cooperative. One of the constraints could be in organizing an event with such a large number of people. To make these meetings more manageable perhaps the cooperative could organize branch level meetings in a decentralized manner.

At the operational level the process for loan appraisal and sanction was described as follows:

- Field officer (FO) facilitates group formation or a group approaches the Branch for loan.
- FO makes initial assessment and prepares loan application
- Branch manager visits home to assess loan application and approves loan.
- Each client purchases two shares worth Rs 25/- each taken before taking loan

Microfinance Impacts:

Client Satisfaction:

The field visit indicated a high level of client satisfaction which could be attributed to the following:

- The branch was located in a central place and was easy to access.
- People felt comfortable as the branch was managed by members of their own community. They did not experience any inhibitions as they did in the case of public and private banks.
- Members expressed high level of satisfaction with the services provided at their doorstep by the field workers. They were all praised for the honesty of the branch staff.

The only complaint voiced by the clients was the need for larger quantum of loans as the present cap of Rs. 25,000/- did not allow them to meet their growing credit needs. The women felt that this limit should be raised to atleast Rs. 50,000/-. The men in particular who had started their own micro-enterprise wanted to be treated differently. Their credit requirement ranged from Rs. 1-1.5 lakhs.

Findings from Field Survey:

44 clients from 15 joint liability groups (JLGs) were contacted during the field visit. A deliberate attempt was made to randomize the sample by going in different directions in each of the three field outings. Also, only those groups were included which had taken atleast two rounds of loans. As Table 11 shows the average loan size was Rs. 10,173/-. The minimum loan taken was Rs. 3,000/- and the maximum was Rs. 20,000/-.

Table 11: Average Loan Size in sample

Round	Sample size	Average size of loan (Rs)	Range (Rs)
1st	41	52,20	3,000 - 10,000
2nd	44	10,523	7,000 - 18,000
3rd	22	17,364	15,000 - 25,000
4th	3	20,000	20,000
Overall		10,173	

The pattern of loan utilization in the sample is summarized in Table 12.

Table 12: Pattern of Loan Utilization in Sample

No.	Purpose of loan	Round 1	Round 2	Round 3	Round 4	Total
1	Consumptive					23
1.1	Festival/ other consumption	4	-	-	-	4
1.2	Social (marriage, mamera etc)	2	5	3	-	10
1.3	Health	4	-	-	-	4
1.4	Childs' education	1	2	-	-	3
1.4	Gas connection	1	1			2
2	Investment in consumptive assets					24
2.1	Consumer durables (fridge, cupboard)	2				2
2.2	Car			1		1
2.3	Jewelry		2			2
2.4	House repair, renovation, extension	5	7	3	1	16
2.5	Deposit for house on rent	1	1	1		3
3	Productive					43
3.1	Working capital for micro-enterprise	12	8	6	1	27
3.2	Working capital for self-employed (<i>larri</i> vendors)	4	8	3		15
3.3	Repairs of half-truck		1			1
4.3	Investment in productive assets					15
4.1	Autorickshaw	1	2	3	1	7
4.2	Pedal rickshaw		1			1
3.3	Sewing machine (including 2 for jeans)	4	3			7
5	Repayment of Debt					5
	Repaying debts to redeem jewelry	-	3	2	-	5
	Total	41	44	22	3	110

As seen in the table only five out of 110 cases related to repayment of debt through redemption of jewelry from the money lender. As also reported by the cooperative staff, the indebtedness to money lender has been on the decline and is almost on the way out. In fact in two instances the clients had actually invested in jewelry.

The sample showed highest priority for productive needs (58) followed by consumptive needs (47). In consumption the highest requirement was to meet social expenditure (10). Investment in consumptive assets was an equally important part of consumptive needs.

Here the highest need was housing repair, renovation and extension (16). It was observed that clients used consecutive rounds of credit in an incremental way to meet these expenses. For instance the first round could be used to repair the roof, the second round to replace the flooring tiles, the third round to make a toilet or to make an additional room etc.

Within the productive needs the most significant need was to meet working capital expenses for micro-enterprise (27) and for self-employed (15). Major items for investment in productive assets included auto rickshaw (7) and sewing machine (7).

The author was surprised when one of the JLG women members stated that she had given her loan amount to her husband who wanted to purchase an i10 car. This indicates that the selection procedure for JLG members is still not foolproof. While making the assessments of credit needs care should be taken to include only the poorest of poor and to ensure that the members were of similar socio-economic status.

It was observed that clients had learnt to adopt to the loaning pattern. They looked for investments that matched the loan size. They also broke up their finance requirements into stages. This was specially noticed in the case of house repair/renovation and working capital for productive activities. In a few cases members tried to pool the loan amount of colleagues, friends, family members. When all this failed to meet their credit needs they resorted to chit funds. Although the SEWA bank option was available it was not very popular and only a few women from the project area had accessed it. The convenience of getting service at the doorsteps was a major factor that attracted the clients towards SAATH cooperative. SEWA bank did not offer this service. Some women also believed that the bank made several deductions at the time of disbursement so that the money received in hand was substantially less than in the case of SAATH cooperative for the same quantum of loan. Many women were also not aware of SEWA Bank.

How Hasinaben Rafiq Pathan rebuilt her life with the help of SAATH micro-finance

- **First loan** – Hasinaben utilized her first loan of Rs 5000/- to meet the medical expenses of her husband who was seriously ill. Unfortunately, he died of hemorrhage. Hasinaben, now a widow had to find new ways of supporting herself and her family.
- **Second loan** – Her second loan of Rs 8000/- was spent in repaying the remaining debt she had incurred to meet her husband's medical bills.
- **Third loan** - She utilized the third loan of Rs 10,000/- to renovate a room of her house so that she could give it on rent in order to generate a source of income.
- **Fourth loan** – her last round of loan of Rs 20,000/- was utilized to invest in a second-hand auto rickshaw in partnership with a relative (*bhanej*). The partner shared the profits in proportion to her investment, which was a third of the total cost of the rickshaw.

In this way, SAATH cooperative played a major role in helping her to put her life together again.

Socio-economic Impacts:

The microfinance programme is making significant impacts as the poor can access loans for consumptive and productive purposes at reasonable rates. However, the credit needs are met only partially. The unmet needs are met through either SEWA Bank of chit funds or through mortgaging of jewelry to the local money lender at very high interest rates. The latter has now become an option of the last resort.

It was reported by SAATH staff that the number of conflicts has been on the decline with the formation of JLGs. In areas other than the project area the JLGs were also instrumental in promoting communal harmony. These impacts however, could not be verified during the course of the field visit due to absence of benchmark data. However, it was observed that the group members demonstrated considerable harmony and high degree of mutual trust.

Although the programme tried to promote the savings habit by linking savings to credit it was observed that not all members practiced voluntary savings. More efforts may be needed through a campaign mode so that members realize the intrinsic benefits of savings habits.

Microfinance - Financial Sustainability:

An overview of the financial position of the six branches of the cooperative is shown in Table 13 through selected indicators. The older branches of Vasna and Saraspur have better performance with Saraspur showing a profit of 1.65 lakhs. Juhapura is the only branch with a loss of Rs. 23,020/-. However during the current year Juhapura had made a net profit of Rs. 97,045. It may be mentioned that this branch was earlier run by a CBO which had run into leadership problems - which explains the cumulative loss in that branch. The current year's performance indicates that much of this loss has been wiped out. Similarly Fatevadi a new branch had registered a net profit of Rs. 87,402/-. Unlike some of the older branches such as Vasna and Smc, which have accumulated significant reserve funds, these two branches are yet to build up their reserve funds. The overall performance of the cooperative is good, which should also be a reassuring factor for the Juhapura and Fatevadi branches.

Table : 13 - Financial Position of various Branches

PARTICULAR	Vasna	Saraspur	Smc	Jethalal	Juhapura	Fatevadi	Total
2001 - SHARE CAPITAL	277,425.00	157,250.00	335,600.00	207,575.00	101,200.00	81,350.00	1,160,400.00
2020 - CUMM. PROFIT & LOSS	20,856.85	165,300.61	-		(23,020.00)		163,137.46
2013 - COMPULSORY SAVINGS	5,093,611.00	1,828,868.00	4,985,408.50	2,686,544.25	2,140,228.00	949,807.00	17,684,466.75
2016 - VOLUNTARY SAVINGS	2,606,586.23	849,216.39	2,294,999.85	1,848,476.50	651,356.00	166,602.44	8,417,237.41
2014 - FIXED DEPOSITS	158632	25,000.00	3,000.00	40,000.00		13,000.00	239,632.00
INCOME OVER EXPENDITURE	451,650.63	588,300.12	500,684.00	539,345.00	97,045.00	87,402.00	2,264,426.75
FIXED ASSEST					37,500.00	33,863.00	-
RESERVE FUNDS	498,772.42	670.00	834,580.87	-	-	-	1,341,601.29

Table 14 provides a summary of the ratio analysis on financial indicators for the two branches.

Table 14: MFI Ratio Analysis

Ratios for Juhapura Branch	March '11	April '11	May '11	June '11
Recovery percentage	96.94	97.29	97.56	97.42
Saving to lending ratio	0.75	0.80	0.79	0.79
Saving mobilized per FO	668,626	690,970	710,751	775,392
No of saving accounts per FO	305	307	318	321
No of loan accounts per FO	155	158	162	166
Average outstanding per FO	894,595	863,422	900,603	983,353
Average Loan size	8,330	8,214	8,545	10,742
Ratios for Fatewadi Branch				
Recovery percentage	100.00	100.00	100.00	100.00
Saving to lending ratio	0.47	0.46	0.46	0.50
Saving mobilized per FO	261,995	278,439	293,031	313,608
No of saving accounts per FO	207	217	221	224
No of loan accounts per FO	108	119	123	126
Average outstanding per FO	558,447	607,945	632,243	623,981
Average Loan size	6,670	6,452	8,395	6,406

Both the branches show an exceptionally high recovery percentage. The savings to lending ratio is much lower in the case of Fatewadi indicating greater risk taking ability. Once the performance of Juhapura stabilizes it to would be in a position to take greater

risks. The savings mobilized per FO is improving significantly in both the branches. The loans handled per FO are higher in case of Juhapura perhaps due to a more experienced staff in that branch. The average loan size is smaller in the case of Fatewadi as it is a new branch and most clients may be in their first or second round of taking loans.

Table 15 provides the comparative analysis of the portfolio at risk (PAR) for all branches. The table shows that best performing branches include Fatewadi, Saraspur and Vasna with 0% PAR. The PAR for the cooperative as a whole for 90+ days stands at 0.38% which compares favourably with industry norms.

Table 15: Ratio Analysis: Portfolio at Risk

Branch	Percentage (30 days)		Percentage (days 60)		Percentage (days 90)		Percentage (90 days +)	
	Account	Amount	Account	Amount	Account	Amount	Account	Amount
SMC (Behrampura) 101	0.32	0.12	0	0	0.08	0.06	0.56	0.73
Vasna 102	0.00	0.00	0	0	0.00	0.00	0.00	0.00
Juhapura 103	0.65	0.06	0	0	0.00	0.00	0.48	0.45
Saraspur 104	0.00	0.00	0	0	0.00	0.00	0.00	0.00
Jethalal (Behrampura)105	0.28	0.03	0	0	0.09	0.08	0.55	0.84
Fatehwadi 106	0.00	0.00	0	0	0.00	0.00	0.00	0.00
Total	0.20	0.04	0	0	0.04	0.03	0.29	0.38

A discussion with the board members on the monitoring of failed groups showed that there were only a few instances of such failed groups. Two reasons were identified for the failure of groups:

- Sometimes a leader forms a group to meet her exclusive requirements. Due to her control over the group members the members gave their share of loan to the group leader.
- In some cases when a group member left due to relocation, a new member was needed to complete the group size. Sometimes the Field Officer imposed a member on the group who was not compatible. Such groups faced problems of cohesion and mutual trust.

Microfinance - Institutional Sustainability

Since the board members of the cooperative are nominated by SAATH rather than being elected representatives the cooperative appears to function more like a trust rather than a

cooperative institution. The present arrangement may have to continue for sometime until trust in the institution is built up and its financial position is improved.

However, in the long run the stakes of members will need to be improved substantially so that they begin to demand a greater role in governance. Lessons may be drawn from the 50 years experience of Mulkanoor cooperative. This cooperative too started as a savings and credit cooperative. In the initial years member participation and involvement was low. However when these financial stakes in the form of shareholding improved significantly, members started taking more interest and owning the organization. Subsequently the cooperative ventured into different enterprises and became a success story.

5.3 Urban Resource Center's services

URC – Design

The Urban Resource Center (URC) is run by SAATH with staff drawn from the local community. URC – Sankalitnagar is centrally located, adjacent to the microfinance office. It provides 13 different types of services which can be broadly classified into four categories:

- Information related to entitlements and opportunities for livelihoods.
- Entitlements (Government schemes)
- Linkage for livelihood (linkage with Umeed and Microfinance projects)
- Certification (e.g. birth and death certification).

At present there is an annual membership fee of Rs. 120/-. This membership entitles a member to various kinds of information free of charge. For specific services other than information the member has to pay charges according to a price list ([see Annexure III - Table 2](#)).

It was observed that most people are not keen on taking up the membership. This is partly because URC staff provides information free of charge in any case. However, since other services cannot be availed without membership, people prefer to take up membership only in the event that they need to avail of a particular service. Hence this fee is perceived to be an additional cost in availing of the service. It is therefore suggested that the membership fee be rationalized and made nominal - say Rs. 20/- per year. In addition a membership drive could be organized once in 6 months where members are made aware of the various services offered by URC and their importance for claiming their entitlements.

URC - Delivery:

The URC staff was found to be committed and attending to the services diligently. However, working with government bureaucracy can often be a thankless job and time

limits for providing service are often exceeded due to conditions beyond the control of the staff. Greater use of e-governance may help to improve the efficiency and time management of the staff especially for tasks such as downloading forms and tracking applications online.

URC - Impacts:

During the field study seven clients were contacted, each one having availed of a different type of service viz. pension, maternity benefit, correction in birth certificate, issue of death certificates, ration-card, linkage for job ([Annexure I - table 5](#)). All the clients expressed satisfaction with the services provided and the time and effort that was saved due to the service. In one case a shop-keeper who got his ration-card issued felt that he could have got the same service from informal agents at a cheaper cost.

In general the economic impacts were the greatest in case of entitlements and linkages for job. The social impacts were also quite significant as it helps in the integration of the minority community into the main stream. The URC services also prevent undue harassment of the poor and the certificates obtained provide a legal basis for future entitlements. However, the overall impact of the URC is limited due to limited coverage and modest turnover. Nonetheless the project has potential for larger impacts and every effort must be made to increase the membership and generate demand for its services.

URC - Financial Sustainability:

The annual expenditure to run the centre which includes expenditure on staff, as well as overheads is about Rs 2.4 lakhs. As compared to this the current annual income was Rs. 13,545/- ([see Annexure III - Table 3 for details](#)). This represents coverage of only 5.5% of the total expenditure.

Given the total potential market to be serviced there is enough scope to break-even. There are more than 15,500 families to be serviced. Even if half the clients are serviced and a conservative average fee of Rs. 50/- is charged for the services, the income generated would be Rs. 3.875 lakhs which more than covers the annual expenditure. As discussed earlier a strategy to increase membership through an awareness campaign combined with low membership fee would enable the URC to achieve the breakeven point. It is recommended that the present pricing policy for the services should not be disturbed as the alternative service providers (agents who get work done by bribing government officers) charge significantly more than the URC and at times are unreliable.

URC - Institutional Sustainability

The URC services will be relevant as long as the poor need handholding to access government services and entitlements. The URC operates like a trust which offers useful services at reasonable prices and is therefore patronized by the local community. Since the services are paid for, the centre is likely to become financially self sufficient.

However, as on date there is a lack of identity and people's ownership. To ensure institutional sustainability SAATH will also need to work on these dimensions of the institution.

5.4 Youth Forum

One youth group consisting of 45 members from Sankalitnagar was established during the course of the project. It was a mixed group consisting of both boys and girls in equal ratio. The group continued well for a year and a half as reported by staff members and two past members of the forum. The group is no longer functional due to the following reasons:

- Absence of suitable facilitator
- Many youth secured jobs and can no longer come to attend meetings
- Many girls got married and moved out of the locality.

Design and Delivery

As long as the forum lasted it provided useful services to the youth. Regular monthly meetings and outings were organized on Sundays when the youth found time for such interaction. The facilitator played an important role of counseling youth who were directionless and lacked motivation or were engaged in wasteful activities. The excursions to different parts of the city were helpful in building awareness and getting connected to the outside world. Inputs were provided for basic grooming and communication with the external world. Linkages were provided to secure jobs. The success of the programme depends to a large extent on the availability of good facilitator(s). Ideally it should be facilitated by a team of male and female members.

The break in the forum appears to have come after the facilitator was transferred to a different division by SAATH. Although a new facilitator was appointed somehow she found it difficult to step into the shoes of the previous facilitator. Significant efforts were needed to create a new group, since most of the older members had moved out. This effort was not forthcoming. Perhaps one constraint could be the fact that the activities were all held on a Sunday. SAATH may need to provide an alternative holiday during the week to facilitators who volunteer to take up this activity.

Sustainability

Since the youth forum largely consists of educational activities it will have to be donor driven. If the forum has to be reactivated SAATH will need to establish a new team of committed and competent facilitators. The past facilitator is willing to initiate and guide new facilitators to restart the forum. Continuity of the forum depends on the interests of the local group. There is a need to understand and cater to the changing needs of the youth.

5.5 Women's Forum

The target population predominantly consists of the Muslim community where gender imbalance is prevalent. Although some efforts were made to create awareness among women regarding provisions in the Muslim law related to women's rights, these efforts never translated into the creation of a proper women's forum. The author feels that the main reason for the women's forum not taking shape can be traced to faulty design (see figure 1).

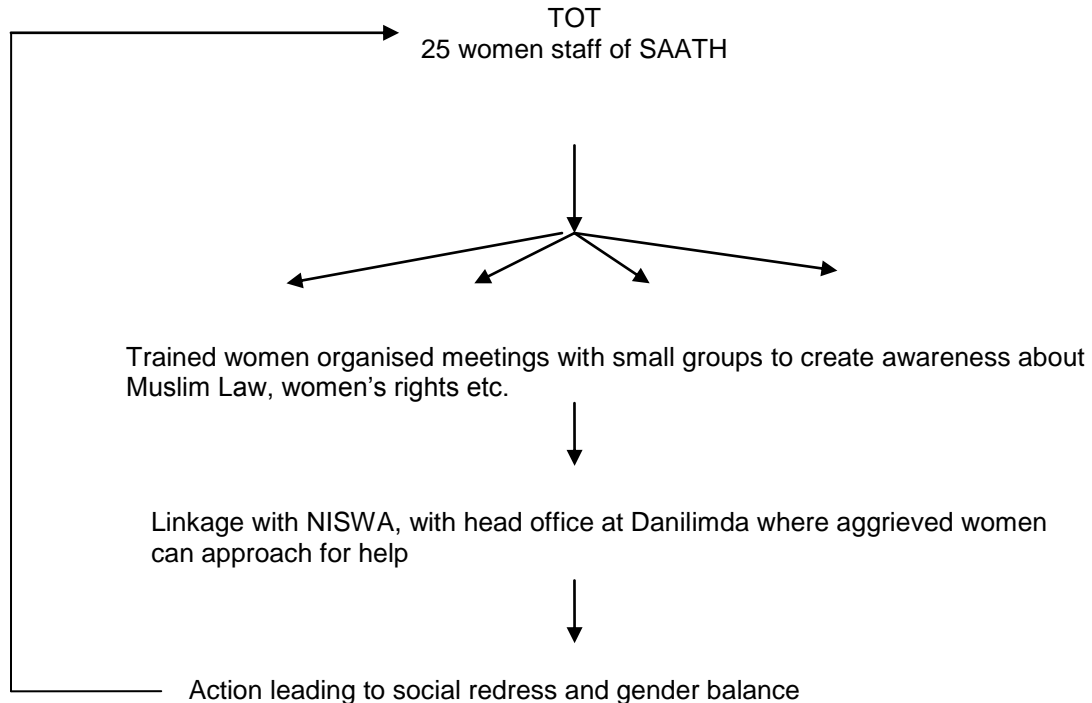


Figure 1: Design of Intervention for Women's Awareness and Forum

The design assumes that once awareness is created amongst the women those women who experience gender based discrimination will come forward and voice their concerns. It also assumes that when such women are linked with NISWA, a local NGO which specializes on women's issues, it would result in action, leading to social redress and general balance. In reality none of these assumptions held true. Not even one case was referred to NISWA and no action was initiated. Since there was no action the feedback loop remained incomplete.

The TOT was apparently quite effective and resulted in generation of awareness amongst the women. However, this did not translate into a campaign because of the following reasons:

- All the trainers were SAATH staff who were also engaged in their ongoing activities

- No separate staff was dedicated to this activity and no effort was made to initiate women's groups
- An activity which aims at social change cannot happen through linkages.

Drawing lessons from the above experience, it is suggested that SAATH should not continue with this activity unless it is serious on taking up the issue of women's empowerment. In the later case it would need to establish a dedicated team to facilitate this activity and to work out a fresh strategy which includes initiation of small groups to empower women and to build their capacity overtime. Given the fact that this is a process-intensive activity, which demands high degree of facilitation, such a task cannot be expected to work through linkages. SAATH should be committed to follow up cases of women's discrimination and provide legal support where needed.

5.6 Physical Infrastructure

Prior to the PHF project lobbying for infrastructure facilities was carried out by the CBO Sankalp Mitra Mandal (SMM). The CBO had initially done good work in getting electricity connections for majority of the households in collaboration with the Torrent Power Company. As a result of the control of illegal connections, the company revenue from the area increased by 30%. Estimates for installation were brought down from Rs. 10,000/- to Rs 5,200/- per household. Special concession was made for widows who were charged only Rs. 1,200/-. Three members from the Mandal were nominated to the slum electricity cell established by the power company. SMM also lobbied with the Municipal Corporation and got installed new drainage lines as well as street lights.

However during the project period work on this front got stalled due to the leadership of the CBO becoming dysfunctional. In order to overcome this constraint, in 2010-11 SAATH initiated the formation of Sankalitnagar Vikas Committee in four wards namely B, G, E and J. These committees made applications to Vejalpur Ward Office to take up maintenance issues like drainage, repair of street lights, replacement of gutter lids, maintenance of water pressure in some houses etc. These complaints were attended to by the ward office and produced good results.

Table 16: Status of Infrastructure facilities before and after project

No	Facility	2007	2009	2011
1	Roads (wards)	All roads <i>kuchha</i>		Only main roads <i>pucca</i> .
2	Street lighting (wards)	No	50% ward	All area
3	Drainage (wards)	Old and not functioning		Old lines repaired; new lines added; Connected to main AMC line
4	Municipality gardens (wards)	No	No	No
5	Water connection (households)	No, hand-pumps	Yes	Yes
6	Electric connection (households)	Mostly illegal	90% legalised	100%

An attempt was made to collect information on the status of infrastructure facilities before and after the project. In the absence of hard data subjective data was made available by SAATH which is summarized in Table 16.

Impacts

During the field visit the following observations regarding infrastructure facilities were made:

- Water connections and light meters were seen in most houses
- Main streets had pavements, while interior streets remained unpaved.
- Community parks were absent
- Certain areas still get water-logged during monsoon causing health hazards and hardships to residents. This is largely due to the topography of the area.
- A majority of houses had their own toilets linked to drainage lines.

The potential benefits of improved infrastructure for health and quality of life are immense. The infrastructure facilities are not uniform in all the project areas. A lot more needs to be done to improve the infrastructure in areas other than Sankalitnagar. More energy needs to be put in to create pressure groups in each ward perhaps by empowering women first.

Conclusions and Recommendations

Conclusions

In general robust and systematic delivery of services was found to be the biggest strength of the project. This has been made possible due to local and committed community workers, which has led to widespread acceptance and high consumer satisfaction. One of the larger impacts has been the significant integration of the minority community with the mainstream economy of the city (although the process of integration is far from over given the deep social fissures created due to the communal riots of 2001).

Among the services with higher impacts were micro-finance, *balghar* (pre-school education) and entitlements through Urban Resource Centers. The forums for youth and women though initiated well could not be sustained over time and are presently dormant due to different reasons. Plans are afoot to revive the youth forum which had done well for over a year and a half and had benefited several youth.

Issues related to financial and institutional sustainability have been flagged, which will need to be addressed in the next phase. A major issue in Sankaltnagar was the failure of SMM the local CBO due to the leadership becoming dysfunctional. Immediate steps have been taken to create alternative leadership and to isolate the dysfunctional leader leading to improved performance of MFI and URC activities. This process will need to be taken to a logical conclusion by easing out the dysfunctional leader through counseling and providing alternative livelihood support or by promoting him upwards to an advisory level where he cannot interfere with day-to-day functioning of the institution.

There are also opportunities for meeting unmet or partially met needs in the areas of micro-finance, micro-enterprise and livelihoods augmentation, which could form the basis for designing the next phase.

- JLG model of Basix has been adopted without the component of providing Business Advisory Services. This component can now be added to complete the model.
- SAATH has been active in providing skill development for jobs. However, there is considerable scope to provide skill development training for self-employment, particularly for women working from home.
- A large scope exists for organizing common interest groups (CIGs) around specific livelihoods in certain sub-sectors such as sewing, embroidery, street vendor etc where women are active as producers. These groups can benefit significantly from market linkages (both backward and forward)
- Improved income of members should lead to more business for the MFI
- There is considerable scope to introduce other products like health, accident and life insurance learning from the experience of SEWA bank and other micro-finance institutions.

Recommendations

- Grant based activities like Balghar will need support for some time to come unless collaboration with ICDS can lead to improved Anganwadis. There is a need to collaborate with the ICDS to strengthen the functioning of Anganwadis.
- URC will need to scale up activities significantly if it has to be self-supporting and make major impacts.
- Lobbying with government cannot be done without robust local committees – women’s groups may prove to be an answer, although they will need to be empowered first through exclusive women’s activities.
- Even in MFI there is a need to progressively increase the financial stakes of the members, to improve ownership, identity and participation.
- Long term sustainability cannot be achieved without local productive organizations that generate wealth/income and can support welfare activities of the local community.
- Opportunities exist in creating Common Interest Groups (CIGs) of women producers which can greatly improve income through better market linkages.
- In the long run these can be linked up to the credit cooperative or a separate producer company can be formed.
- Dedicated teams should be created to work with youth forum, women’s groups, local committees for lobbying and market support to CIGs.
- A visioning exercise should be carried out to develop a long term vision for the project areas.

Annexure 1

Table 1: List of teachers present in Focused Group Discussion

Sl No.	Name
1	Sanjidaben Ahmed Bhai Sheikh (team leader)
2	Sarfunisaben Yasin Bhai Pathan
3	Raisaben Salimbhai Chipa
4	Nasrinben Arfaskbhai Mansuri
5	Harbanu Sarfrazkhan Pathan
6	Shakilaben Imtiazhussain Sheikh
7	Zarinaben Yunusbhai Mansuri
8	Sherbanu Hanifbhai Maniyar
9	Ruksanaben Zakirbhai Sheikh
10	Irshadben Chandbhai Sheikh
11	Suhanaben Lalabhai Ajmeri
12	Zenatben Thanvirbhai Sheikh
13	Mumtazben Mohammedbhai Sheikh

Table 2: List of Respondents in Microfinance Survey

FATEWADI		
Sample	Name	Loan outstanding (Rs)
1	Behlim Nazeambanu Najirahemad	12,000
2	Shaikh Rizvanabanu Husian Bhai	10,000
3	Memam Yasmin Yaqoob Bhai	17,000
4	Pathan Hamidaben Noormoh.	15,000
5	Pathan Samimbanu Nadirkhan	15,000
6	Pathan Sultabanu Mehboubkhan	12,000
7	Pathan Rubinkhatun Samirkhan	12,000
8	Ajmeri Samiruddin Kadarbhai	12,000
9	Mansuri Yasmin Aaiyubhai	12,000
10	Saiyad Allahrakhi Yusufbhai	12,000
SANKALITNAGAR		
11	300374 - Shaikh Mo.Dastgir Abdulrasul	20000
12	300464 - Malek Jakirbhai G.Ahmed	20000
13	300124 - Pathan Firozabanu Jakirkhan	15000
14	301812 - Rangrej Badrunisha Azadbhai -	10000

15	301299 - Shaikh Samsunissaben Khalilahemad	20000
16	301298 - Saiyad Naseembanu Mo.Rafik	20000
17	301306 - Ghanchi Sherbanu Yunusbhai	20000
18	301301 - Ansari Abedakhatun Manjurali	25000
19	301297 - Mansuri Nurjahanbibi Salimbhai	20000
20	301490 - Chouhan Sehnazbanu Farukh Bhai	4000
21	301106 - Rangrej Sakilabanu Abbasbhai	8000
22	301105 - Lakhani Sabanabanu Firozbhai	8000
23	301012 - Shaikh Samshad Mohammad Yusuf	15000
24	301107 - Shaikh Sayrabanu Miyamohmad	8000
25	300160 - Mirza Shabanabanu Nasirbhai	15000
26	300132 - Saiyad Hasina bibi Salimbhai	23,000
27	301299 - Shaikh Sankunnisa Khalil Ahmed	30,000
28	300013 - Divan Farzana Mehboob Shah	25,000
29	300682 - Ajmeri Pinjara Jamila Anwar Bhai	25,000
30	300750 - Qureshi Taherabanu Khalilbhai	25,000
31	300101 - Shaikh Ayeshabibi Abdul Razaq	25,000
32	Shaikh A.Hamid A. Aziz	15000
33	Shaikh Taslim banu Yusuf Miya	12000
34	Malek Rehana banu Husen miya	15000
35	Shaikh Farida banu Shafi mohammed	5000
36	Pathan Hasina M. Rafiq	10000
37	Farzana banu	13000
38	Pathan Zarina banu Yusuf khan	13000
39	Shaikh Nasrin banu Abdul bahi	5000
40	Shaikh Sayra banu A. Razzaq	5,000
41	Kazi Rizwana Firoz bhai	12000
42	Chhipa M.Faruq M. Farid	12000
43	Shaikh Shirin banu Sabir husen	12000
44	Shaikh Amina Shafiq bahi	17,000

Table 4: List of board members of SAATH credit cooperative and their affiliation

Sl No.	Name	Affiliation	Status in Board
1	Chinmayi ben	SAATH	Chairperson
2	Madhuben Parmar	SAATH/MFI	Secretary and COO
3	Gopal Chauhan	URC	Member
4	Bharat Chauhan	SAATH	Member
5	Sanjidaben Shaikh	Balghar Coordinator	Member
6	Yakubbbhai Pathan	CFS	Member
7	Ramilaben Srimali	URC	Member
8	Kiranben Parmar	URC	Member
9	Divyang Bhatnagar	SAATH/MFI	Manager and CEO

Table 5: List of seven URC clients contacted

No	Name and Occupation	Service availed	Price paid	Time taken	Satisfaction level
1	Dilshad bhai Ansari, Grocery shop owner	To get a duplicate ration card as earlier one was lost	Rs 850/- (Rs 200/- charge plus cost of affidavit)	Three trips over a period of 45 days	Satisfied but, agent charges Rs 1000/- for the same service; not interested in renewing membership
2	Nizambai Tai, housewife	Name correction in birth certificate	Rs 500/- (including URC membership, and affidavit of Rs 250/-)	Trips to VS Hospital, AMC, Civic center	Satisfied
3	Farzanaben Safibai, housewife	Birth Certificate name missing	Rs 500/- (including cost of affidavit)	One month	Satisfied
4	Mobinaben Javed Hussain Saiyed, housewife	Entitlements for pregnant women	Rs 100/-		Got Rs 5000/- for delivery expenses under Chiranjivi Yojna, plus Rs 500/- towards medicines under Jannani Suraksha Yojna; Highly satisfied, wants to go for girl child security scheme of the government
5	Beldar Rehaman bhai	Corrections in Election cards: needed surname change; and brother needed address change	Rs 50/- x 2	Few days	Very satisfied
6	Bagban rubina Peer Mohammed, Unemployed youth	For Linkage with Umeed programme, needed the Corporator's certificate for Income	None, Umeed pays URL Rs 100/- client	Few days	Very satisfied; After three months of training at Umeed she got a job in a private firm at Sarkhej worth Rs 6000/- month

Annexure II

Status of Urban Health Center

In 2007, when SAATH started working with communities through the Urban Resource Center, it began to appreciate the multi-dimensional problems of the community. It realized that running TB Dots centers was not enough to cater the health needs of the community. In 2007, Sankalitnagar, a ward in Juhapura, did not come under Ahmedabad Municipal Corporation (AMC) limits. This translated into lack of municipality's basic health facilities that should have been provided in this area. People in the community approached SAATH with health problems. They were directed to the Vasna urban health center, run by the AMC. To fill this gap between the community and access to health, SAATH proposed to run a parallel Urban Health Center in partnership with the local governing bodies. Below is the sequence of events since 2007 which form part of the effort to start an Urban Resource Center in Sankalitnagar.

- Natassia Rozario, an intern, conducted a thorough research on the private doctors in the area and how much access does the community have to cure health issues
- Based on the above research, a proposal was made to run an Urban Health Center in Sankalitnagar that is funded by the local urban body and maintained by SAATH.
- This proposal was discussed with the Ward Health Officer and the AMC Health Commissioner who conceptually agreed to this idea and agreed to put the proposal up for further consideration
- In 2009, the boundaries for the AMC were redrawn and with this merger, Sankalitnagar now fell within the limits of the AMC
- Followed by this merger, the health services were now divided zone-wise- Sankalitnagar, Juhapura fell in west-zone so all the discussions and proposal presentations had to be moved to his new office
- Discussions were held under the aegis of the new person in-charge for the implementation of the UHCs. Now that Sankalitnagar was under the AMC limits, the urban local body would have to provide a UHC in that area
- It has been six months now since the last meeting with the concerned person and the project is still under consideration

Annexure III – Table 1

Design Elements	July	August	September	October	November	December	January	February	March	April
Mental Growth	Beads filling exercise	Days of the week, Playing with blocks	Days of the week, House-house game, Equality games	Days of the week, Memory game	Train game, Creative game, Names of seasons	Teacher-Teacher game, Memory game, Imagination	Doctor-Doctor game, Memory game, Names of months	Names of months, Memory game, Thinking game	Wedding game, Seasons, Named of months	Revision
Physical Growth	Rope game, Indoor/Outdoor game	Clay work, Cycle exercise Ring play Drawing	Water play, Circular play in open field	Cleanliness, Tiffen box cleaning, Sticking pictures, Clay work	Making chalk powder house, Writing in sand	Bat-ball game, Ring game, Cycle-car, Separating grain from sand	Floating and sinking in water, Straining water, Water clay	Separating smooth and rough grains, Various exercises	Tape dance music exercise, Ball game	Revision
Emotional Growth	Laughing and crying awareness	Awareness of small	Laughing-crying, picture stories	Happiness-sadness, Awareness of taste	Awareness of fear, Listening exercise	Awareness of fear, Seeing	Love, Sense of touch	Likes-dislikes	Expressions and different emotions	Revision
Social Awareness	Visit to Dargha	Self introduction, Founder's day celebrations, Rakshabandan, Visit to Malav Tank	Self introduction, Celebration of Dashera and Id-festival, Visit to Law Garden and Derasar	Visit to hospital, Diwali celebration, Visit to Gurudwara	Shivratri celebration, Visit to Vastrapur	Visit to computer centre, Celebration of Christmas, Moharum; Visit to Kankaria and church	Uttarayan and Independence day celebration, Visit to Prahladnagar garden, Post office game	Police-Police game, Visit to Parsi Agiari, Self introduction	Holy-Dulethi celebrations, Visit to Akshardham and Vaishnodevi	Film show and Fancy Dress
Language Skills	Songs, stories, conversation	Songs, stories, conversation, Gujarati writing - first four alphabets first ten numbers	Songs, stories, conversation, Quiz, numbers, basic writing	Alphabets reading, English songs, Speaking words, Basic Writing	Songs, stories, conversation, Gujarati speaking - first eight alphabets and numbers,	Same as November	Same as November	Writing first sixteen alphabets English words and songs	Same as in February	Revision

					Songs of seasons					
Numeral Literacy	Reading 1 to 10, Colours (red), Shape (round), Sequence up-down	Reading 1 to 10, Colours(green), Shape (square), Open-close Counting money	Reading 1 to 10, Colours (black), Shape (triangle), Far-near Sequence	Reading 1 to 20, Colours (white), Shape (rectangle), Small-big Counting money	Reading 1-20, Writing 1-10, Colour(Blue), Shape (Oblong), Inside-outside	Reading 1-20, Writing 1-10, Colour (Yellow), Shape (semi-circle), Light-heavy, Summation	Colours (Khaki), Beginning-end, More-less, Measurement	Colours (orange), Empty-full, Weighing scale and weights, Numbers speaking and writing	Colours (purple), Slow-fast Measurement game, Numbers writing	Colours (pink), and revision
Creativity	Drawing, Grip for writing	Completing drawing, Green leaves printing	Song-Music, Comparison of pictures, Drawing	Stamping with potato and ladies-finger, Clay work	Making pictures with bangles, Drawing	Animals mask game	Dance and song, Kite drawing	Hand printing. songs	Thread work, Animals plants stamping	Exhibition, Drawing, Clay work
Environment	Parts of the body, Tree planting, Monsoon	Parts and functions of body, Vegetables-fruits, Cleanliness, Seasons-clothes	Identifying things outdoor, How plants grow	Water, Air, Season-wise climate	Function of body parts, Soft-hard, Seasonal foods	Hot-cold, Nutrition	Importance of tree and its uses, Vegetables-fruits, Identification of body parts	Winter season-food and clothes, Hot-cold	Outdoor objects, Summer season	Summer dress, food etc.
English Language	A-G and 1-5 reading, 2 animals, 2 birds and 1 colour	2 names each of fruits, vegetables, animals birds ABC speaking 1-5 speaking	ABCD and 1-10 speaking Certain words speaking	Same as September	ABCD and 1-10 speaking Days of the week Members of family	Same as November: plus parts of the body	Same as December plus birds, animals, days, relations	A-Z, 1-10 speaking and certain words	A-Z New words	Revision

Annexure III – Table 2

Services List			Charge
<i>Certification</i>	1	Ration card	200
	2	Birth Certificate	100
	3	Death Certificate	100
	4	Income certificate	50
	5	Pan card	50
	6	Cast Certificate	100
	7	Marriage Registration	50
	8	Senior Citizen	100
	9	Bus Pass	50
	10	Train Pass	100
	11	B.P.L. Card / A.P.L. Card	200
	12	School Living Certificate	50
	13	Pass Port	50
	14	Disability Certificate	50
	15	Election Card	100
	16	True Copy	100
	17	Police Clearance	100
	18	Residents Certificate	100
	19	Age Certificate	50
<i>License</i>	20	Driving License	100
	21	Hawkers License	100
	22	Shopkeeper License	100
	23	Informal Business License (Gumasta Dharo)	100
	24	Contractor License	100
<i>Connection</i>	25	Light Connection	50
	26	Gas Connection	50
	27	Mobile / Landline Phone	50
<i>Legal</i>	28	Tex pay	50
	29	Legal Agreement	50
	30	Notary	50
	31	Contractor Pepper	50
	32	Company / Farm Registration	50
	33	Domestic Violence	50
	34	Housing Contractor Pepper	50
	35	Will (Vasiyat namu)	50
	36	Power Of Attorney	50
<i>Information about Function</i>	37	Hall Registration for Marriage	100
	38	Beauty Parlor	100
	39	Music, Band Party / D.J. Party	100
	40	Catering / Cook	100
	41	Security	100

	42	Decoration	100
	43	Photo Grapy	100
	44	Video Grapy	100
	45	Information about Group Cast Marriage	100
	46	List of Pujari	100
Printing	47	Printing of Poster	100
	48	Printing of card (marriage, Pamphlet)	100
	49	Xerox & Computer Print	100
Advertisement	50	Advertisement- News Pepper, Media, Local Channel	100
	51	Death	100
	52	Besanu	100
	53	Livelihood	100
	54	Birthday anniversary	100
	55	For rent of house	100
	56	Sale of house	100
Business- Livelihood	57	Plumber	100
	58	Electricians	50
	59	Color Work	50
	60	Carpenter	50
	61	Gardener	50
	62	Domestic Work	100
	63	Hand cart puller	50
	64	Daily wager	50
	65	Meson	100
	66	Cable Operator	50
Government Scheme	67	Widow Pension scheme	50
	68	Pension for Blind people (SantSurdas)	50
	69	Infra structure facility (S.N.P.)	50
	70	Toilette 90:10 scheme	50
	71	T.B. Center	50
	72	Old Age Pension	50
	73	Business Loan (Sardar yojana, State Gov)	50
	74	BPL girl scholarship (Chiranjivy Yogana)	50
	75	Business Loan (Vajpai yojana, Cen Gov)	50
	76	Toilet Contraction Program	50
	77	Widow pension (Sankat Mochan)	100
	78	BPL mirage to girl (Kunverbai nu mameru)	50
	79	To father (Dikri rudy sachi mudi)	50
	80	Disability Product Program	100
House	81	House For rent	200
	82	House For sale / Purchase	200
Lo an	83	Housing Loan Application	100

	84	Education Loan	50
	85	Business Loan	100
	86	Vehicle Loan	100
Tours & Travells	87	Train Ticket	50
	88	Bus / Luxury Bus Ticket	50
	89	Air Ticket	50
	90	Traveling	50
	91	Vacation travel for Child	50
Insurance	92	Health Insurance	100
	93	Accident Insurance	100
	94	Life Insurance	100
	95	Disability Insurance	100
	96	Vehicle Insurance	100
	97	Livestock Insurance	100
	98	General Insurance	100
	99	Education Insurance for Child	100
	100	Social Justice Insurance	120
Saving & Post Account	101	New Account (MFI/ Bank / Post Office)	50
	102	Loan Application	25
	103	Fixed Deposits	50
	104	Cheque Book	50
Livelihood	105	Umeed – Livelihood Program	150
	106	Urmila – Home Manager Program	150
	107	Top Care – Livelihood Program	150
Education	108	Government School	50
	109	Privet School	50
	110	Disable Child's School	50
	111	Stationary	50
	112	Career Guidance	100
	113	Hostel Facilities	50
	114	Tuition Class	50
	115	Library	50
Health	116	Government Hospital	50
	117	N.G.O. Hospital	50
	118	Privet Hospital	50
	119	Blood Bank	50
	120	Ambulance	50
	121	Laboratory centers	50
	122	Physiotherapy centers	
General Information	123	Scooter	50
	124	T.V.	50
	125	Rickshaw	50
	126	Freeze	50
	127	Phone	50

	128	Mobile	50
	129	General Consumable Product	50
	130	Construction Material	50
	131	P.D.S. Shops	50
	132	Information about Human Rights	50

Annexure III – Table 3
Income generated from URC activities

Code	Sectors	Inquiries (Nos)	Linkage (Nos)	Income (Rs.)	New Area Covered	Main Issues
LHS	Livelihood Services-Home Manager, Umeed, Top care etc.	36	3	290		
INF	Infrastructure facilities-Sanitation Project, Street light, Road repairing etc.	7	1	0		
CRT	Certification-Ration card, Birth-Death certificate, income certificate etc.	346	241	6440	Atik Park, Ajumannager, Rizavan, Apananagar, Behrampura, Saraspura	Birth certificate, Pan Card, Election Card, Ration Card.
DIS	Disability-Pass, Sadhan Sahay, Insurance, Health checkup	12	0	0		
MFI	Microfinance-Loan, Savings	174	136	4080	Sankalitnagar, Ronak Park, Sharani So, Sharma So, Asarulul	Saving Account
GS	Government schemes-Information and linkages	52	20	1275	Anjuman nagar, Kushboo Duplex, Sidikabad, Sarkhej	Birth Certificate, Election Card, address change
SDI	Social/domestic injustice-Legal cell	1	0	0		
EDU	Education-Admissions	8	0	0	Sankalitnagar	
HLT	Health-TB	48	0	0	Sankalitnagar	
URC	About URC	7	0	0		
SUR	Survey/Research/Visitors	14	14	140		
CVU	CVU-day screening	4	4	0	Sankalitnagar	Election card, Marana Dakhala no form.
Total		720	430	13,545		