



UNDP-  
World Bank  
**Water and  
Sanitation  
Program –  
South Asia**

# Ahmedabad Parivartan

**P**arivartan, meaning 'transformation', is the objective of an ongoing program in the city of Ahmedabad in Gujarat. Ahmedabad Parivartan (also known as the Slum Networking Project) brings basic infrastructure services, including water and sanitation, in an affordable and sustainable way to the slums and chawls of the city. Led by the Ahmedabad Municipal Corporation (AMC), the project motivates and facilitates the target communities, local non-governmental organizations and the private sector to work together in a unique partnership. UNDP-World Bank Water and Sanitation Program - South Asia (WSP-SA) provided conceptual design support. Parivartan was developed in response to an earlier joint initiative of the private sector (Arvind Mills) and the AMC, to provide basic services to urban poor people living in a slum community called **Sanjaynagar**.

Thanks to efforts made by the Municipal Corporation, the city's



*Sinheshwari Nagar before Parivartan*

finances have been turned around to provide a firm base for sustaining investments and services. This has been achieved through improved urban management and through forging of partnerships with the wider civil society of the city. In the

process, the Corporation no longer perceives itself as a sole provider of services but a key player and facilitator as well. Parivartan is one amongst a number of innovative programs which are changing the face of the city today.

## Parivartan

1029 slums (informal settlements) and 1,383 chawls (tenements) in the city, house approximately 300,000 families – 40 per cent of the city population – many of whom have little or no access to basic urban services. In the past, investments in services for the slums and chawls were generally norms driven and limited in their coverage. Services experienced rapid deterioration leading to breakdown in many cases.

Parivartan is based on the

premise that services should only be provided when there is a clear demand for them. Accordingly, Parivartan recognizes that the community are the client or market and that the community are also the main actors in the program. The design of the program has been kept flexible and adaptable, leaving room for change in the institutional, social and technical approaches to respond to experience and changing circumstances during the course of the program.

Fundamentally, Parivartan

offers a range of services with realistic 'price tags' attached, enabling communities to make informed choices about the size and nature of investments to be made.

Ahmedabad Parivartan provides complete linkages with the existing conditions and services in the city. The program is available to any slum which wishes to participate, and services are fully connected to existing city networks. The institutional arrangements evolve from within the existing structures in the city.

### Rules

After long and careful deliberations, AMC and its partners devised a set of 'first cut' rules which attempted to combine the ambitious objectives of the project with the need for simplicity and clarity.

#### Costs and Cost Sharing:

Based on the designs for services developed for the slums, including Sanjaynagar, the Corporation has calculated that on average, the on-site upgradation cost is Rs 6,000 per dwelling. Of this, in a cost ratio of one-third each, the Ahmedabad Municipal Corporation, private

industry and each community household are making a contribution of Rs 2,000 each. In addition, each household is also contributing an extra Rs 100 towards the initial maintenance cost of the services. On-site operation and future maintenance of the services will be fully managed by the community. The infrastructural services provided by the Parivartan Program are:

- Roads and paving
- Water supply to individual households
- Underground sewerage link for individual households
- Storm water drainage

- Street lighting
- Solid Waste Management
- Landscaping

In addition to the cost of providing the above services to each household within a slum, the average cost of connecting the services to the main city piped water and sewage lines is Rs 4,000 per dwelling. This has recently increased to Rs 5,000 due to rising costs. The cost of linking with city services is to be borne by the AMC, as part of its overall responsibility of providing municipal services throughout the city.

One of the key features of this ongoing project is that communities are not mute



*Sinheshwari Nagar after Parivartan*

witnesses to the process of change but express choice and gain a meaningful stake in the project through a substantial payment for services. Another key feature is that besides the provision of infrastructural services to the slum dwellers, Parivartan also extends to upgrading the overall quality of life of the community, once the services are in place. This is achieved through on-going community development programs, initiated by the NGO partners of Parivartan.

In the first phase of the project, households pay a proportion of the total cost of services. A household

receiving all services, will pay Rs 2,000. Discounts are offered for those already in receipt of some services.

**Eligibility:** All slums and *chawls* will ultimately be eligible to be part of the project, but there are rules governing what a community must do to access services under Parivartan. To participate in the project, a community must form an association and indicate its commitment by payment of the fixed contribution of Rs 2,000 per household, plus Rs 100 towards initial maintenance expenses.

## Sanjaynagar

*The inspiration for Parivartan*



he pilot scheme in Sanjaynagar, a slum community of 181 households, is

complete. The implementation of this pilot scheme was carried out by a Trust, called 'Sharada', created specially for this purpose<sup>1</sup>. The Trust was financed by Arvind Mills (a major local industrial group). The Ahmedabad Municipal Corporation provided technical and financial inputs with the local investments secured and handled by SEWA Bank – an all-women bank being run by the Self Employed Women's Association, a well-known union based in Ahmedabad. Community development was undertaken by SAATH, a local NGO.

<sup>1</sup> The concept and the designs were prepared by noted local architect, Himanshu Parikh.

## Expansion



iven the success of the pilot project in Sanjaynagar, many slums are now

participating in Parivartan. The AMC has prepared a further set of 18 slums for implementation as part of the second phase of the program. Currently, a second slum, **Sinheshwari Nagar**, has been completely upgraded. The slum comprises 43 families, all of whom have now been provided with individual water, sewerage and sanitation facilities, along



**The proud owner of a new toilet**

with internal paved roads, storm water drainage and streetlights. As of March 31, 1999, the upgradation of another four slums is nearing completion. In each case, the motivation work being done by the NGO partner (Mahila Housing SEWA Trust) has resulted in 100 per cent of community members agreeing to contribute their share of the total

## Future

Efforts are now underway to identify and establish a satisfactory institutional structure that can deliver services to all eligible slums (300,000 families) over a period of five to seven years. Having played a major role in the establishment of the project rules and in developing collaboration between AMC and its non-governmental partners, WSP-SA is planning to provide technical assistance for developing a new institutional mechanism for the project (including capacity building) through its New Delhi Office.

A positive feature of the Parivartan Program is that it has proved to be a very effective medium through which linkages to government subsidy schemes may be efficiently made. Due to the basic requirement of Parivartan, to organize entire slums and document the socio-economic details of each household, it lends itself very well to accessing government schemes for service provision in an organized way. Currently, the state government toilet subsidy scheme (which provides Rs 4,500 per household) has been collectively linked to the slums involved in Parivartan. It is envisaged that more such government schemes will be linked to communities' own efforts through Parivartan.

cost, with 90 per cent of the money already deposited with SEWA Bank.

A number of donors have also shown an interest in Parivartan. External funds, it is felt, may be used as a substitute for private sector contributions in some cases or could be channeled into

the provision of trunk services that will enable Parivartan to reach currently unserved areas of the city. A progressive scaling up is required to achieve the ultimate objective of Parivartan or change, for the city of Ahmedabad, by the year 2003.

*For further information, please contact:*

UNDP-World Bank Water and Sanitation Program - South Asia  
55 Lodi Estate, New Delhi 110 001, INDIA  
Tel: (91)-(0)11-469 0488/9; fax: (91)-(0)11-462 8250

Ahmedabad Municipal Corporation  
(Slum Networking Project)  
Sardar Patel Bhawan, Danapith,  
Ahmedabad 380 001, INDIA  
Tel: (91)-(0)79-5353 611; fax: (91)-(0)79-5350 926  
Email: mctiger@ad1.vsnl.net.in