# Poverty Reduction at City level: Strategy Development for Hyderabad[*]

## 1. BACKGROUND

The rapid rise of urban poverty in the recent past has made it imperative to make concerted efforts to poverty reduction in cities. The multidimensional nature of urban poverty calls for a paradigm shift in the approach to its reduction e.g., from needs-based approach to rights-based approach, which calls for a different strategy. Urban Poverty Reduction Strategy (UPRS) is an attempt to formulate such strategies for urban poverty alleviation that can be appropriately targeted, that involve community participation and that are innovative in their design and approach.

The UPRS came to the fore in the background of the current approach of the Government of India (GoI) to tackle urban poverty in a three pronged manner through: (a) basic services under JnNURM, (b) institutional reforms under 74th CAA and (c) livelihood generation under SJSRY. JNNURM is the latest programme launched by the GoI in 63 major Indian cities in a mission mode to tackle several urban problems, including those relating to urban poverty. To promote integrated strategies for the reduction of urban poverty in the cities, UPRS was decided to be drawn for the select 12 JNNURM cities, including Hyderabad city, under the GoI-UNDP Project – 'National Strategy for the Urban Poor (NSUP)'.

It was conceived under the NSUP that Urban Poverty Reduction Strategy (UPRS) would be prepared by the 12 cities as a first step, which would provide inputs to the NSUP. Centre for Good Governance (CGG) has been selected as the agency to prepare UPRS for Hyderabad under the NSUP after discussing the proposal with identified institutions based on the proposal and presentation made to GoI-UNDP officials. The main objectives of preparing UPRS are:

- Sub-sectoral strategies aimed at leveraging resources for addressing the needs of urban poor.
- Promoting the participation of urban poor in the UPRS.
- Promoting pro-poor institutional reforms

## 2. INTRODUCTION

The urban poverty profile and reduction strategy is aimed at addressing the socio-economic status of the urban poor, their access to shelter and services, policies and programs and their impacts etc. The broad objectives of the UPRS are:

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[*] This paper is based on the report of the project entitled "Urban Poverty Reduction Strategy for Hyderabad", prepared by the Urban Management Resource Group of the Centre for Good Governance, Hyderabad as a part of the GoI-UNDP project coordinated by NIUA.

- to develop sub-sectoral strategies aimed at leveraging resources for addressing the needs of the urban poor
- to promote participation of the urban poor in the UPRS
- to promote pro-poor institutional reforms.

The specific objectives of the of preparing UPRS for Hyderabad city include:

§ To prepare a status report on the nature, magnitude and characteristics of urban poverty

§ To examine the nature and access of the poor to basic services, such as water, sanitation, solid waste management, roads etc, and also to support services such as health and education

§ To examine the poverty linkages with physical aspects such as land tenure-ship and its impact on services as well as economic aspects such as income, employment and access to credit

§ To document and review the past and present initiatives and the development programs aimed at the urban poor and their impact on improving the standard of living

§ To examine the institutional arrangements for the delivery of services to the poor and for the implementation of other socio-economic and welfare schemes with a particular focus on institutionalization of service delivery process at MCH.

§ To develop and evolve a set of strategies for reducing urban poverty that lay down the suitable approach, institutional arrangement, financial mechanisms and implementation strategy for up scaling service delivery to the urban poor.

The UPRS broadly confines to the geographical boundaries of Hyderabad Urban Agglomeration (HUA) and specifically confined to the area of newly created Greater Hyderabad Municipal Corporation (GHMC). HUA accounts for a population of 5.75 million according to 2001 census and is spread over an area of 778 sq km. The geographical area of HUA comprises the areas of:

§ Municipal Corporation of Hyderabad (MCH) Area

§ Twelve Adjoining Municipalities

§ Osmania University Area

§ Secunderabad Cantonement Area

## 3. CITY PROFILE

Hyderabad is the capital of Andhra Pradesh, which is the fifth largest state in India, both in area and population. The urban population of the state is 20.5 million out of total population of 75.72 million, as per the provisional population tables of Census 2001. The percentage of urban population to total population in Andhra Pradesh is 27.08 per cent as against the all India average of 27.78 per cent. The share of urban to total population has increased from 9.65 per cent to 27.08 per cent during the period 1901 to 2001. In absolute figures, it has risen from 1.83 millions in 1901 to 20.5 millions in 2001.

Hyderabad is one of the only two million-plus cities in Andhra Pradesh. It became a metropolis in 1951 and joined the rank of metros in 1991 with a growth rate of 67%, higher than any other metro in the country. Hyderabad is one of the fastest growing cities in the country. Its annual growth rate of 5.34% during the period of 1981-91 is the second largest growth rate in the last decade. The growth of population was more than 50 % during 1981-91 and 27% during 1991-2001. Much of the growth was seen in neighbouring areas of MCH.

The growth patterns and trends of Hyderabad Urban Agglomeration (HUA) present some interesting insights. The MCH has gradually been accommodating lesser overall population growth. Much of the population growth has taken place in the neighbouring municipalities during 1981-91, but even they could not sustain the growth in the succeeding decade. There has been an overall moderation in the growth rate of HUA and its constituent areas, which clearly indicates that much of the growth has shifted to the areas/jurisdictions outside the HUA, which constitute a part of the proposed larger Hyderabad Metropolitan Area (HMA).

Much of the growth in Hyderabad is now taking place due to the growth of the Information Technology (IT), Business Process Outsourcing (BPO) and other software services, which are increasingly concentrating in the outer areas that are designated for them by the State Government. Besides, large manufacturing and integrated Special Economic Zones (SEZs) are expected to be coming up in these areas. Film industry is also a major driver of the various services and of the employment generation. Recently, large real estate and construction activity has been playing a major role in the economic development and employment generation, and much of it is occurring in the areas outside the urban agglomeration.

## 4. URBAN POVERTY PROFILE

As per the Census of India estimates, the urban poverty in Hyderabad is measured at 23% of total population. This level is comparatively high as against Delhi (8%), Kolkata (6%) and Chennai (20%) but slightly better than that of Mumbai (27%). However, as per the data available from urban development/ planning authorities, the number of people living below the poverty line (BPL) is 5.40 lakhs, of which about 4.30 lakhs live in the MCH area and the rest in surrounding municipalities. The BPL population is quite substantial and it constitutes around 13 percent of the total population.

Hyderabad is characterized by a very significant presence of the slum population, with a growing number of them. Slum settlements have multiplied over decades and the living conditions of the poor have not improved. Slums are scattered across the city and surrounding municipalities, with high population densities and the number of people inhabiting them estimated to be around two million. It is estimated that more than half of these slums are on private land, and the rest on lands belonging to various public entities.

More than 9 lakh population lives in the 770 notified slums in HUA. Out of the 811 slums, 387 have been recognized as developed and are recommended for de-listing. The spatial distribution of the slums in the city is quite sporadic and scattered all across the city. The concentration of slum settlements is generally more near (a) railway lines, (b) Musi River, (c) nallas flowing into either Musi river or Hussain Sagar lake and (d) other water bodies. Though slum settlement is concentrated in the inner city, mainly in the old Hyderabad city, they are spreading in the outskirts of the city as well.  The number of slum households at present is more than 1.7 million, which has increased from a 1.15 million in year 1991.

Slums have been an integral part of the Hyderabad city for a long time and have now become an integral part of the urban system.  Slums in HUA are located on state government, municipal and quasi government land, Abadi land, central government land, private land and unclaimed land.  Access of slum population to the basic infrastructure services is a key indicator of the quality of life in slums in particular. The following table coverage of various basic infrastructure services in the slums of both MCH and surrounding municipalities.

**Basic Infrastructure in Slums**

| Services | Units | MCH | Surrounding ULBs |
|---|---|---|---|
| Roads | Km | 1175 | 473 |
| Sewer Lines | Km | 548 | 124 |
| Storm Water Drains | Km | 366 | 236 |
| Community Latrines | Seats | 111 | 42 |
| Street Lights | No. | 35824 | 16506 |
| Drinking Water Supply Piped Supply | Km | 107 | 261 |
| Drinking Water Supply Public Stand Posts (PSPs) | No. | 508 | 1623 |
| LCS Units | No. | 6659 | 13216 |
| Community Centres | No. | 380 | 135 |
| Schools | No. | 340 | 332 |
| Water Supply Coverage | % | 70 | 52 |
| Sanitation Facility | % | 55 | 70 |
| Electricity | % | 70 | 77 |

## 5. ISSUES OF URBAN POVERTY

The issues relating to poverty and poverty alleviation have been receiving attention from urban planners, policy makers, implementing agencies, research institutions at national and international levels. A drastic difference in the incomes of people and their distribution in urban centers have been leading to a small and increasingly wealthy group separating both socially and even physically from the poorer sections of the population, which is leading to the seggretation of the poor and poorer areas from that of the rich.  Such segregation may itself act against the poor as the infrastructure services and urban development may confine to the areas lived, owned and governed by the rich and make the poor marginalized.

International experience clearly emphasizes on the persistence of multidimensional and dynamic nature of urban poverty. Apart from the lack of adequate income, poverty is associated with the lack of access to basic services including water and sanitation, poor access to education and health and tenure insecurity and inadequate housing, all of which lead to deprivation of the poor. The characteristics of poverty are interlinked. For example, unemployment, underemployment and vulnerable occupations are perceived as linked to the absence of basic infrastructure and services to support their livelihoods.

In any urban area, slums and squatter settlements are considered as the visible manifestation of poverty due to their lack of access to basic services and poor housing conditions. Nearly one-third to one-half of urban population in Indian cities is estimated to be living in slums and squatter settlements. Any strategy aiming at urban poverty reduction needs to focus on the provision of basic civic infrastructure in slums and squatter settlements. The main issues of urban poverty reduction in Hyderabad are:

- Ø *Low-Income Settlements of sizeable number*
- Ø *Notified slums which are in a good number*
- Ø *Non-Slum Areas which require recognition*
- Ø *Houseless Population which is not getting counted*
- Ø *Tenure Regularization which has to be accelerated*
- Ø *Gender Issues making the women vulnerable*
- Ø *Vulnerability of the people to several hazards*
- Ø *Community Organization that is skewed*

## 6. CASE STUDY OF SLUMS

Three slums, located in three different zones of Hyderabad city, were selected for the survey to make an assessment of all households in three slums with respect to the availability of basic amenities like housing, drinking water, sanitation and livelihood opportunities. The three slums that were surveyed belonged to different regions of the city and were representative of slums in those areas.

Demography and Housing details
- The three slums were located in three completely different regions of the city. Indiranagar is situated in the northern end of the city and the majority residents are Hindu. Gulshan Nagar slum is located in the centre of the city and has a Muslim majority with a very few Hindu families. Arsh Mahal is located in the southern end of the city which is also the older part of the city and is referred to as old city.
- A higher number of structures were found in Arsh Mahal (328) followed by Indiranagar b Colony (210) and Gulshan Nagar (177). The structure wise density is the lowest in the case of Indiranagar b Colony at 7.64, followed by 7.98 in the case of Arsh Mahal. The highest density per structure was found in the case of Gulshan Nagar at 12.27.

- The total population in absolute terms is higher in the case of Arsh Mahal at 2618 followed by 2173 in Gulshan Nagar and 1605 in Indiranagar b Colony.
- Rough estimate of the area of slum shows that Arsh Mahal is larger slum with an area of 70,000 sq m, followed by Gulshan Nagar with an area of about 50,000 sq m and Indiranagar b Colony with an area of about 20,000 sq m.
- The majority of the population (96%) in Gulshan Nagar and Arsh Mahal were below the poverty line while the condition was slightly better in the case of Indiranagar b Colony (77%).
- The distribution of households by household size shows that a higher percentage of nuclear households are in Arsh Mahal (92.3%) followed by Gulshan Nagar (83.8%) and Indiranagar (78.4%). A higher percentage of joint families is seen in the case of Indiranagar (18.8%).
- The slum of Arsh Mahal had higher percentage of illiterate population followed by Gulshan Nagar and Indiranagar b colony. The percentage of salaried/employed population was higher in the case of Indiranagar b colony.
- Most of the houses in Gulshan Nagar and Arsh Mahal were of semi-pucca type. The number of kutcha houses in the three slums was quite low. A higher percentage of pucca houses was seen in the case of Indiranagar b colony. The highest percent of own houses was seen in the case of Arsh Mahal while it was found that one-third of the houses in Gulshan Nagar were rented out.
- The houses in Indiranagar b colony were slightly vulnerable with a huge nala flowing through the slum; however the slum is less cramped with houses having better space as compared to those in the other two slums. The houses in Arsh Mahal are located on a hillock and thus are built on an uneven terrain. The houses in Gulshan Nagar are built in a very small area and are cramped. The roofing material used in semi-pucca houses comprises mainly asbestos

Drinking water
- The major source of drinking water in all the three slums was individual piped water connections. Those residing on rent also collect water from the connection that the house owner had. The drinking water pipes of the individual connection were laid superficially in Arsh Mahal as a drainage pipe was being laid.
- The residents in all the three slums received water on every alternate day. On the day of supply water was supplied for 1-2 hours. The residents felt that the water supply was reliable except during the months of summer when there is general water scarcity in all areas.
- Residents of the three slums were willing to pay more for an additional hour of supply on the day of supply.
- The process of installing meters for the individual water connection is accepted by all residents of the slum as a good option, however installing meters has not been completed in the slums of Gulshan Nagar and Arsh Mahal. About 30% of the households having piped connection had meters installed in Indiranagar b colony.
- The residents of the three slums were happy with the quality of water supplied in all the months of the year except in the case of summer where there is a

fall in the purity of water, which however was not a serious problem according to the slum dwellers.

Sanitation
- Open defecation is close to nil in all the three slums. Most of the residents have a private toilet.
- Tenants staying in the slum either have a toilet attached to their house or share it with the toilet owned by the owner and other tenants.
- Houses situated close to a nala in Gulshan Nagar and Indiranagar b colony have service latrines installed, which drain directly into the nala. In cases of houses situated away from the nala, pit latrines (single and double pit) were being used.
- In the case of Arsh Mahal a new septic tank is being constructed and has already started functioning.
- Community toilets were neither existent and nor preferred. There is a need for promoting and constructing community toilets as a lot of households do not own a latrine and are forced to share it with their neighbours.
- Gantagadi's were commonly used for waste collection and disposal in the case of Indiranagar and Gulshan Nagar. However, in the case of Arsh Mahal big dustbins were being used for disposing waste. The slum of Arsh Mahal had poor collection of wastes from the dust bins and this resulted in scattering of filth in the vicinity.

Roads and street lighting
- The roads in the three slums ranged from kuccha roads to CC roads. The best roads were seen in the case of Indiranagar where the main road had metalled roads and the bylanes had CC roads. The road condition in the main lanes of Gulshan Nagar was not up to the mark while the by lanes had no roads (kuccha). The terrain of Arsh Mahal was a hurdle in laying good roads. The main roads here were metalled while the bylanes where kuccha.
- Streetlights were installed in Indiranagar b colony and were replaced and repaired within a week's time of lodging a complaint. The repair and maintenance was poor in the case of Gulshan Nagar and Arsh Mahal. The willingness to pay was low for better services with respect to street lights, as the residents were of the opinion that it was the government's responsibility to repair and provide good streetlights.

Electricity and cooking fuel
- Almost all houses in Indiranagar and Gulshan Nagar had electricity connection. Up to 6% in Indiranagar and 10% in the case of Gulshan Nagar had no meters for the electricity connection.
- The preferred source of fuel for cooking was kerosene in the case of Gulshan Nagar and Arsh Mahal, while it was LPG in the case of Indiranagar. Firewood was also being used for cooking.

Livelihoods

- The livelihood and education scenario was better in the case of Indiranagar b colony as compared to Gulshan Nagar and Arsh Mahal.
- The percentage of population working as private salaried employees was the highest in the case of indiranagar. This can be supported by the fact that the slum is in proximity of BPO/call centers. Overall level of education is better in the case of Indiranagar as compared to Gulshan Nagar and Arsh Mahal.
- The percentage of people working as casual labour was higher in the case of Gulshan Nagar and Arsh Mahal as compared with Indiranagar. This is comparable with the level of education in these slums.
- Most of the residents were below the poverty line and survived on small loans followed by a repayment cycle.

Health
- Health related problems were higher in the case of Gulshan Nagar and Indiranagar as compared to Arsh Mahal. The lesser number of health related problems has been correlated to the local residents with the type of water connection that they had.
- Access to health services was better in the case of Gulshan Nagar and Indiranagar with a hospital located within 1-2 km.
- All the slum dwellers had access to government doctor but preferred visiting a private clinic in spite of higher fees charged as they believed in better services of the private clinic.
- The three slums had no large out break of any disease in the past one year, except a few cases of chikungunya.


## 7. PRO-POOR POLICIES AND PROGRAMMES

To achieve sustained reduction in the incidence of poverty, it is vital to embark upon a series of pro-poor growth policies, programmes. At the macro level, this would require undertaking economic reforms and embarking on a rapid process of trade liberalization. However, at meso and micro levels, it is essential that pro-growth policies must have a pro-poor focus.  The city of Hyderabad has been a pioneer in implementing approaches for urban poor. It has been a role model for other Indian cities for a successful and sustained community development program for the urban poor. Some major initiatives taken to this effect are:
- § Slum Improvement Act
- § Strategy Papers for Poverty Alleviation: Andhra Pradesh
- § Notification and De-notification of Slums

The existing institutional arrangement for the pro-poor programs in Hyderabad comprises of the following institutions and organizations:
- Central Government (inter–governmental)
- State Government
- Quasi-Government organizations
- Private sector
- Universities & other academic institutions

- NGOs and other Community based organizations
- Multi-lateral & bilateral agencies, e.g.
  - § World Bank,
  - § Asian Development Bank,
  - § DFID (UK),
  - § Water & Sanitation Program, World Bank
  - § UNCHS "Cities Alliance Program",
  - § Urban Management Program, etc.

There are several ongoing poverty reduction initiatives as shown below.

**List of Poverty Alleviation Programs**

| Nature of Program | MCH | Surrounding ULBs |
|---|---|---|
| Externally Funded | § SIP<br>§ IPP-VIII | § APUSP |
| Central Sponsored | § Swarnajayanthi Sahari Rozgar Yojana (SJSRY)<br>§ National Slum Development Programme (NSDP)<br>§ Balika Samrudhamme Yojana (BSY)<br>§ Adarsha Bastis Programme (ABP)<br>§ Special Nutrition Programme (SNP)<br>§ Individual Latrines-Low Cost Sanitation Programme (ILCS)<br>§ VAMBAY | |
| State Sponsored | § Rajiv Nagar Bata Programme<br>§ Urban Programme for Advancement of Household incomes<br>§ Rajiv Yuva sakthi / Rajiv Gruha Kalpa<br>§ INDIRAMMA<br>§ Welfare Programmes sponsored by Women, SC, ST, Minorities and other corporations | |
| ULB Funds | § Clean Slum Initiative (CSI)<br>§ Voluntary garbage disposal scheme (VGDS)<br>§ Anti larval operations in slums | |

## 8. INSTITUTIONAL ARRANGEMENTS

There are a large number of agencies responsible for implementing programmes aimed at poverty reduction and service delivery as shown in table below. A serious problem in this arrangement is the overlapping jurisdiction and absence of coordination and convergence of programmes and activities. There is a need for integrated and unified arrangements for addressing the problems of poverty reduction comprehensively. This will facilitate better targeting of programmes, effective identification of beneficiaries, facilitates participation of community based organizations, better institutional coordination, etc.

**Institutional Mapping**

| S. No. | Institutions | Programmes |
|---|---|---|
| 1 | MCH/ULBs | Implementation of poverty programmes |
| | | Notification and denotification |
| | | UCD |
| | | Health and Sanitation |
| | | Town Planning |
| | | Infrastructure |
| 2 | District Collector | Issue of Pattas |
| 3 | Scheduled Caste Corporation | Provision of loans and subsidy for livelihoods |
| 4 | Minorities Development Corporation | Provision of loans and subsidy for livelihoods |
| 5 | Women Welfare Development Corporation | Provision of loans and subsidy for livelihoods |
| 6 | Housing Corporation/Board | House Development |
| 7 | Education Department | School education |
| 8 | Health Department | Health care and ICDS |
| 9 | Social Welfare Department | Welfare of backward sections |
| 10 | HUDA, QQSUDA | Planning and development |
| 11 | Urban Health Posts/Centres | Primary health care |
| 12 | NGOs | Livelihoods and services |
| 13 | Research and Training Institutions | Studies and surveys |
| | | Training |
| | | Impact assessment |
| | | Policy advice and support |
| 14 | CBOs | Articulating needs and priorities |
| | | Planning and implementation |

### *Institutionalization of Service Delivery to the Poor*

The following are the key factors that could contribute to institutionalization of sustainable service delivery mechanisms for replication and up scaling at city level.

Provision of infrastructure/basic services: The institutionalization of sustainable service delivery approach needs to be situated in the context of either a specific project or the regular programme of service delivery to the poor. In the absence of this poor communities may find it difficult to relate it to the process. Moreover, a sustainable approach requires substantial involvement of the community and its resources, and this requires the programme to be credible which will depend on its direct impact on the existing level of services.

Building partnerships: A sustainable approach to service delivery can be institutionalized only through a partnership approach involving the local government, other service providing public agencies, non governmental organizations, community based organizations, donor agencies and the poor communities. The state and national governments should also be involved to gather political, legal and institutional support.

Community participation: A key factor in designing the sustainable program of service delivery is to involve the communities in planning, implementing and monitoring the process. Participatory planning approaches including micro planning and stakeholder consultations are quite useful in designing the community participation. The objective of community participation should be to ensure community ownership of the created infrastructure.

Cost recovery approaches: Sustainability of service delivery requires that project is viable to meet at least the operation and maintenance expenditures. Most of the times, the pricing and cost recovery approaches including the subsidies are inefficiently designed and poorly targeted. There is a lack of willingness to charge among the project implementing agencies due to the erroneous assumption that the poor can not pay for the services. However, research studies show that the poor has the willingness to pay for improved services and they are already paying high amounts for alternative sources of service delivery. Hence, there is a need to develop appropriate tariff policies to ensure cost recovery for better operation and maintenance with targeted subsidies for those who are really poor.

Local government resources: The local governments and other implementing agencies should find a way to raise resources locally instead of depending on the donor agencies. This not only increases their commitment but also ensures that the resources for the continuation of the programme are available even after the donor agency withdraws from the programme. One way of achieving this is to earmark certain percentage of annual budget exclusively for community development and service delivery to the poor.

Capacity building of the stakeholders: The success of the process depends on the ability of the stakeholders and partnering agencies to understand and contribute to the process and also on their willingness to work with each other. The stakeholders need to understand the overall programme process, project design, planning and implementation issues. There is also a need for the stakeholders to be conversant with participatory planning approaches. This requires strengthening of the capacities of officials, non-governmental organizations, community-based organizations and the poor communities.

## 8. URBAN POVERTY REDUCTION STRATEGY FOR HYDERABAD

The ultimate objective of urban poverty reduction strategy is a reduction in urban poverty in Hyderabad on a sustainable basis. The main levers and sub-levers of the urban poverty reduction strategy for Hyderabad are:

- *Adequate living conditions for the urban poor*
  - Regularization and upgrading of slum settlements
    - § Regularization of slum settlements
    - § Housing and Neighbourhood improvement
  - Relocation and housing development for the poor
    - § Relocation of settlements
    - § House construction
  - Providing alternative means of housing
    - § Increasing upward housing mobility
    - § Promoting the supply of low-cost own and rented housing
    - § Access to social infrastructure (education and health care)
  - Innovative approaches

- ∨ *Adequate economic opportunities for the urban poor*
  - o Orientation towards sound urban economic development
  - o Vocational and entrepreneurial training and education
  - o Micro-enterprises development
    - § Regulations and procedures
    - § Market information
    - § Space for micro-enterprises

- ∨ *Improved local governance through partnerships for urban poverty reduction*
  - o Promoting participation of the urban poor
    - § Participatory micro level planning
    - § Mainstreaming the vulnerable groups
    - § Community organization
      - • Community organization through SHGs and their associations
  - o Promoting partnerships for poverty reduction
    - § Recognition of complementary roles
    - § Institutionalized collaboration between urban actors
    - § Information, transparency and cost recovery

- ∨ *Livelihoods promotion for the urban poor*
  - o Improving the accessibility and availability of finance
    - § Bring all finance schemes under one umbrella
    - § Providing micro credit services to the poor
    - § Providing micro-insurance schemes for the poor
  - o Planning and executing livelihood promotion services
    - § Promotion of self-employment among the urban poor
    - § Promotion of wage employment among the urban poor

- ∨ *An effectively and efficiently operating municipal corporation*
  - o Capacity building
    - § *Human resources development*, i.e. the improvement of the knowledge, skills and attitudes of the staff of the organization
    - § *Organizational development*, i.e. the improvement of the internal structure of the organization
  - o Economic Development Unit in the Municipal Corporation
  - o Management information systems
  - o Institutional development

## 9. ACTION PLAN FOR THE IMPLEMENTATION OF UPRS

An action plan for taking forward the implementation of the UPRS drawn for Hyderabad is shown in Annexure I. This action plan essentially details out the action points in each of the action areas mentioned above under the various strategy levers and sub-levers. Also, the institutions – State government departments, para-statal agencies, municipal corporations, urban development authorities, autonomous

institutions etc. - that are responsible for such action have been identified in the mapping exercise.

The actions identified under the various strategies need to be taken forward to an implementation level by the responsible institutions in a collaborative manner by working out various projects that can be executed with the partnership of all institutions. The action on some of the core areas may be initiated by the Greater Hyderabad Municipal Corporation (GHMC) whilst others need to be taken forward by the agencies that are primarily attached to the related function.

A time plan for the implementation of various action areas has also been prepared for a time horizon 2009-10 to 2018-19 and shown in Annexure II. It is implicitly stated that the Urban Community Development (UCD) of GHMC would play a major role in the implementation of the UPRS. The newly created Urban Poverty Alleviation & Livelihoods Cell under the NSUP would also play an important role in getting it implemented.

| Strategy Lever 1 ADEQUATE LIVING CONDITIONS FOR THE POOR | | | |
|---|---|---|---|
| *Sub-Levers* | *Action area(s)* | Action Points/ Elements | Institutions |
| 1. Regularisation and upgrading of slum settlements | *(i) Regularisation of slum settlements* | • Expand current concept of tenure security to include use rights/ lease rights of 20-25 years<br>• Revise the current criteria of regularization, particularly to fix the length of stay/ tenement rather than confine to cut-off dates<br>• Establish the criteria for deciding on whether to give security of tenure or relocation | UCD – GHMC<br>GoAP<br>District Collectorate |
| | *(ii) Housing and Neighbourhood improvement* | • Facilitate technical service flow (through engineers empanelment) and credit flow (through bank-SHG linkages) to the slum households<br>• Provide access to basic services e.g., water supply, sanitation, power and drains<br>• Mobilise resources through internal allocation of funds (under municipal budget) and through external sources | UCD – GHMC<br>HUDA<br>Commercial Banks<br>HMWSSB<br>AP DISCOM |
| 2. Relocation and housing development for the poor | *(i) Relocation of settlements* | • Develop policies that provide for the relocation of settlements that cannot be regularized<br>• Earmark the land for relocation in city master plan<br>• Use land swap and pooling | UCD – GHMC<br>HUDA<br>Land Records Commissionerate<br>District Collectorate |

| | | | |
|---|---|---|---|
| | | mechanisms for land acquisition | |
| | (ii) House construction | • Provide housing under the various housing schemes wherever applicable<br>• Provide assistance in securing finance from banks/ financial institutions<br>• Provide technical assistance for house construction | UCD-GHMC<br>APSHCL<br>GoAP<br>Banks/ FIs<br>Nirmiti kendras |
| 3. Promoting alternative means of housing for the poor | (i) Increasing upward housing mobility | • Encourage the supply of low income housing by government departments/ public sector enterprises<br>• Provide sites-and-services plots to the urban poor with own or donor funds | GoAP<br>APHB<br>APSHCL<br>HUDA<br>DTCP<br>DfID/World Bank |
| | (ii) Promoting the supply of low cost own and rented housing | • Remove bottlenecks to the supply of low cost own housing provision by the private sector<br>• Encourage/ incentivize the supply of low-cost rented housing | GHMC<br>GoAP<br>APHB<br>Builders' Association |
| | (iii) Access to social infrastructure | • Encourage setting up of pre-schools/ schools and health centres/ dispensaries in poorer settlements<br>• Coordinate with the health department with respect to delivery of health care and facilities<br>• Organise the functions of health and education service delivery under one umbrella e.g., Urban Health Mission | HUDA<br>UCD-GHMC<br>GoAP |
| 4. Innovative approaches/ best practices | | • Adopt innovative approaches and learnngs from the projects undertaken in India and abroad<br>• Compile and document best practices prevalent with respect to various | MEPMA/KUSP<br>UMC-ICMA<br>UMP Asia<br>World Bank<br>DFID |

| | | aspects of urban poverty alleviation | |
|---|---|---|---|
| **Strategy Lever 2 ADEQUATE ECONOMIC OPPORTUNITIES FOR THE URBAN POOR** | | | |
| 1. Orientation towards sound urban economic development | *(i) Promote urban economic growth through sectoral strategy* | • Create conducive environment for doing business in the city<br>• Develop adequate urban infrastructure to attract businesses | GHMC<br>Plng Deptt, GoAP<br>Industries Deptt, GoAP<br>HUDA<br>APIIC<br>INCAP |
| 2. Vocational and entrepreneurial training and education | *(ii) Vocational and entrepreneurial training and education* | • Revamp the ITIs to reach out the urban poor with basic education and widen the courses in line with the market demand<br>• Set up vocational training institutions like the NAC<br>• Develop training institutions for skill building and setting up small and medium enterprises<br>• Train common people to be able to serve civic and general community services | Labour and Employment Deptt, GoAP<br>Deptt of Industries, GoAP<br>Emloyment Bureaus<br>NAC<br>GHMC |
| 3. Micro enterprises development | *(i) Regulations and procedures* | • Relax provisions of space and infrastructure for small, medium and micro enterprises that provide greater employment<br>• Simplify the procedures for setting up small, medium and micro enterprises | Deptt of Industries, GoAP<br>GHMC<br>Plng Deptt, GoAP<br>HUDA |
| | *(iv) Micro finance* | • Promote access to finance for poor communities through SHGs - bank/ financial institution linkages<br>• Provide financing options for services where one-time large amounts of payment e.g., water supply connection fee/ toilet cost, is required to be made | UCD – GHMC<br>District Collectorate<br>District Level Bankers' Committee<br>HMWSSB<br>AP Transco<br>Banks/Financial Institutions<br>NGOs |

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| | *(v) Market information* | • Undertake/commission sectoral studies of city economy and employment studies and their changes and employment requirements/ skill shortages<br>• Enable information dissemination among the urban poor regarding market prices, products/services on demand etc | Chambers of Commerce (FAPCCI, CII-AP, HCC)<br>Deptt of Economics & Statistics<br>Directorate of Marketing<br>GHMC<br>APITCO |
| | *(vi) Space for micro-enterprises* | • Provide space for small and medium industries and micro enterprises<br>• Provide space to micro enterprises to showcase their products and sell them | GHMC<br>HUDA<br>Deptt of Industries, GoAP<br>Directorate of Marketing<br>SIDBI<br>APHB/ APSHCL |
| **Strategy Lever 3 IMPROVED LOCAL GOVERNANCE THROUGH PARTNERSHIPS FOR URBAN POVERTY REDUCTION** | | | |
| 1. Promoting participation of urban poor | *(i) Participatory micro level planning* | • Make provision for community based planning for developing civic infrastructure services in poor settlements<br>• Provide for community based action in monitoring & evaluation of services | UCD-GHMC<br>APUSP/MEPMA<br>District Collectorate |
| | *(ii) Mainstreaming the Vulnerable groups* | • Establish mechanisms that promote the voice and concerns of the urban poor<br>• Provide support mechanisms for rehabilitation of vulnerable urban poor like women, disabled, old aged, destitutes and orphans | GHMC<br>Deptt of Welfare, GoAP<br>Deptt of Women development & Child Welfare, GoAP<br>AP Vikalangula Cooperative Society<br>District Collectorate |
| 2. Community organization | *(i) Community organization through SHGs and their associations* | • Organise community into cohesive self help groups (SHGs), Federations and CDSs for targeted interventions, particularly in the peripheral municipalities<br>• Strengthen mobilisation of community | UCD-GHMC<br>Deptt of Medical & Health<br>District Collectorate<br>APUSP/MEPMA |

| | | through SHGs, Federations and CDSs | |
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| 2. Promoting partnerships for poverty reduction | (i) Recognition of complementary roles | • Draw a map for the involvement of private sector, civil society, NGOs, donor agencies and voluntary organisations in public programmes for poor community development<br>• Establish partnerships between the various actors | UCD – GHMC<br>Chambers of trade and commerce<br>NGOs<br>Professional bodies/ groups<br>Resident Welfare Associations |
| | (ii) Institutionalised collaboration between actors | • Provide framework for collaboration between various actors<br>• Undertake community development projects in collaboration mode | UCD – GHMC<br>Chambers of trade and commerce<br>NGOs<br>Professional bodies/ groups<br>Resident Welfare Associations |
| | (iii) Information, transparency and cost recovery | • Provide information on available policies and programmes for the urban poor<br>• Designate the municipal official for providing information to the public and for grievances handling<br>• Decide on making cost recovery integral to the implementation of projects | GHMC<br>HUDA<br>District Collectorate |
| **Strategy Lever 4 LIVELIHOODS PROMOTION FOR THE URBAN POOR** | | | |
| 1. Improving accessibility to and availability of finance | (i) Bring all finance schemes under one umbrella | • The loans and grant schemes of various corporations – BC, SC,ST, Womens' welfare etc – can be brought under one umbrella coordinated by GHMC | GHMC<br>BC Welfare Deptt<br>SC Welfare Deptt<br>ST Welfare Deptt |
| | (ii) Providing Micro Credit Services to the Poor | • Establish bank linkages to the SHGs of urban poor to access credit | UCD-GHMC<br>MEPMA/APUSP<br>Commercial Banks<br>TLBC |
| | (iii) Provide Micro | • Provide health insurance coverage for the | |

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| | *Insurance Services to the Poor* | urban poor<br>• Provide life insurance coverage for the urban poor | |
| 2. Planning and executing livelihood promotion services | *(i) Promotion of self-employment among the urban poor* | • Promote self-employment by providing market information on demanded skills and products/services | GHMC<br>Chambers of Commerce<br>APITCO<br>Management Consultants<br>Research Institutes |
| | *(ii) Promotion of wage-employment among the urban poor* | • Promote wage-employment by providing market information on demanded skills and products/services<br>• Partner with training institutions that can design and deliver courses that provide immediate placement | GHMC<br>Chambers of Commerce<br>APITCO<br>Management Consultants<br>Research Institutes |
| **Strategy Lever 5 AN EFFECTIVELY AND EFFICIENTLY OPERATING MUNICIPAL CORPORATION** | | | |
| 1. Capacity building | *(i) Human resource development*<br>*(ii) Institutional development* | • Undertake plans for organisational capacity development<br>• Provide for knowledge and skill development through tailor-made courses aimed at pro-poor programmes<br>• Plan human resources for the changing requirements | GHMC<br>Dr MCR HRD Institute<br>CGG<br>ASCI<br>RCUES |
| 2. Economic Development Unit | | • Set up an economic development unit within the corporation<br>• Develop databases for monitoring city economy<br>• Undertake studies to understand economic dynamics and labour market<br>• Commission studies that give vital insights of what would promote economic development and generate employment | GHMC<br>Chambers of Commerce<br>Directorate of Economics & Statistics<br>CESS<br>ASCI<br>Management Consultants<br>Media<br>Research Institutes |

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| 3. Management information systems | | • Undertake mapping of current MIS systems<br>• Appoint consultants to identify process improvements, reengineering and innovations that reduce the delays in information flow<br>• Design and develop computer-based and automated MIS and induct into corporation | GHMC<br>Management Consultants<br>ASCI<br>CGG |
| 4. Institutional development | | • Undertake process surveys and improve them with the help of consultants<br>• Set up mechanisms that replace current long procedures or human intervention affecting the outcome | GHMC<br>Management Consultants<br>ASCI<br>CGG |

# Annexure II
# Time Plan for Implementation

| | 2009-2010 | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| **I. ADEQUATE LIVNG CONDITIONS FOR THE URBAN POOR** | | | | | | | | | | |
| **Regularization and Upgradation of Slum Settlements** | | | | | | | | | | |
| *Regularisation of slum settlements* | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| *Housing and Neighbourhood improvement* | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | | | | |
| **Relocation and housing development for the poor** | | | | | | | | | | |
| *Relocation of slum settlements* | | | | | | | ▓ | ▓ | ▓ | ▓ |
| *Sites and Services for Slum settlements* | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | | | | |
| *House Construction* | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | | | | |
| **Promoting alternative means of housing for the poor** | | | | | | | | | | |
| *Increasing upward housing mobility* | | | | ▓ | ▓ | ▓ | | | | |
| *Private sector low cost housing* | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | | | | |
| *Access to social infrastructure* | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| *Innovative approaches and best practices* | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| **II. ADEQUATE ECONOMIC OPPORTUNITIES FOR THE URBAN POOR** | | | | | | | | | | |
| **Orientation towards sound urban economic development** | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| **Vocational and entrepreneurial training** | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| **Micro enterprises development** | | | | | | | | | | |
| *Regulations and procedures* | | | | | | | ▓ | ▓ | ▓ | ▓ |
| *Market Information* | | | | ▓ | ▓ | ▓ | | | | |
| *Space for micro-enterprises* | | | | ▓ | ▓ | ▓ | | | | |

## III. IMPROVED LOCAL GOVERNANCE THROUGH PARTICIPATION & PARTNERSHIPS

| **Promoting participation of the urban poor** | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| *Participatory micro level planning* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |
| *Mainstreaming of the vulnerable groups* | □ | □ | □ | ■ | ■ | ■ | □ | □ | □ | □ |
| **Community organisation** | ■ | ■ | ■ | □ | □ | □ | □ | □ | □ | □ |
| **Promoting partnerships for poverty reduction** | | | | | | | | | | |
| *Recognition of complementary roles* | □ | □ | □ | ■ | ■ | ■ | □ | □ | □ | □ |
| *Institutionalised collaboration between actors* | □ | □ | □ | □ | □ | □ | ■ | ■ | ■ | ■ |
| *Information, transparency and cost recovery* | □ | □ | □ | ■ | ■ | ■ | □ | □ | □ | □ |

## IV. LIVELHOOODS PROMOTION FOR THE URBAN POOR

| **Improving accessibility to and availability of finance** | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| *Bringing various finance schemes under one umbrella* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |
| *Providing Micro credit services to the poor* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |
| *Providing Micro-insurance services to the poor* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |
| **Planning and executing livelihood promotion services** | | | | | | | | | | |
| *Promotion of self employment* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |
| *Promotion of wage employment* | ■ | ■ | ■ | ■ | ■ | ■ | □ | □ | □ | □ |

## V. CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| ***Human Resource development*** | □ | □ | □ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| ***Economic Development Unit*** | □ | □ | □ | ■ | ■ | ■ | □ | □ | □ | □ |
| ***Management Information Systems*** | □ | □ | □ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| ***Institutional Development*** | □ | □ | □ | □ | □ | □ | ■ | ■ | ■ | ■ |