

3. Chartering the Course of Change

3.1 Strategic Objectives

The dominant objectives can be classified under the following headings:-

- Planned Urban Development according to plans.
- Reduced service deficiencies and urban poverty alleviation
- Developed community awareness and trust in government

3.1.1 Planned Urban Development according to plans

The preparation of policies and programmes, which aim to improve the environment and quality of life cannot be developed on a sectoral basis. They should emerge from an overall analysis of the system and synergies for actions in right directions.

In other words the formulation of a policy response requires acceptance of the present reality and an understanding of the issues and problems that have led to it. All the analysis points to the need for a radical change in policies.

Radical change will require:

- “thinking the unthinkable”, eg. a reduction in the influence of the Central Ministries coupled with a total rethink of the size and future role of DDA and MCD; and
- adopting policies which;
 - (i) optimises existing assets and financial flows;
 - (ii) create a “climate of opportunity”, which will allow the energy of the “people” to be spent in helping themselves;
 - (iii) confine government agencies to doing those things which “people” cannot do themselves;

Throughout the world “people” have demonstrated one thing they can do, and that is, build their own shelters.

- (iv) Involve “people” at all levels of the planning and decision making process;
- (v) Introduce flexibility, transparency and accountability into the political and bureaucratic structure.

3.1.2 Reducing Service Deficiencies and Urban Poverty Alleviation

12.4% or 1.7 million persons have calorie deficiencies in their daily diet and 30% or 4.2 million persons have little or virtually no formal infrastructure (i.e. they suffer from non-food poverty). In total approximately 6 million of Delhi citizens are living in poverty or deprived conditions of one form or another; 3.5 million in JJ’s and 2.5 million in service deficient areas.

Unfortunately, unless urban management practices change, most of today’s population growth will soon be living in tomorrow’s deficient areas.

This study acknowledges that jhuggies and unserved settlements are part of the urban scene in Indian towns and cities. The slum residents support the urban economy through their labour market contribution and informal production activities. For these reasons the study recommends an upgrading and improvement approach as a matter of policy.

It should also be borne in mind that it could take 5 years to prepare programs, change the institutions and ‘tool up’ to address growth. In this time the population of the city will have grown by almost 2 million people. It is necessary to have effective institutions in place, which can cope with this problem and catch-up with the deficiencies – and growth - over, (say), a 20-year period.

To cater for *present deficiencies and future growth*, affecting 6 and 8 million respectively, implies developing new service infrastructure and upgrading programs capable of serving 700,000 persons per annum over the next 20 years.

Two parallel programs will be required:

- (a) addressing service deficient settlements
- (b) addressing the problem of future growth

Implementation strategies should consider, in ideal conditions, the option of using public/private sector partnerships; incorporating the interests of community associations, CBO's, developers and landowners.

3.1.3 Development of Community Awareness and Trust in Government

At the present time the poor and unserved communities are exploited and used as political pawns. Despite promises and well meaning policies little has been

achieved. As things stand, the number of people living in unserved settlements is growing. They will not be silent sufferers forever.

Public awareness and trust in government requires that:

- (a) everyone, i.e. politicians, bureaucrats, planners and engineers etc. and the public, understand their role in the development process; and
- (b) promises will be kept.

This report recommends new approaches to the challenges of urban development. If accepted, it could be used as a basis for setting the agenda for seminars, focus groups, CBO's, and community meetings; its findings should be available to everyone.