

**Role of Community Based Institutions in Tackling the
Socio-Economic Challenges of Slums
in Pakistan- A Case Study of Slums in Islamabad**



Sabrina Hashmat

Supervised by: Dr. Zain Rafique

**Department of Governance and Public Policy
National University of Modern Languages
H/9 Islamabad**

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List of Abbreviation

AHKRC	Akhtar Hameed Khan Resource Center
CBI	Community Based Institutions
CBD	Community Based Development
CDA	Capital Development Authority
FGD	Focus Group Discussion
MDG	Millenium Development Goal
NGO	Non-Governemental Organizations
PSU	Participatory Slum Upgrading
R&D	Research and Development
SDG	Sustainable Development Goal
UC	Union Council
UN	United Nations

Abstract

Due to urbanization, there is increase in population which leads to increase in slums. This study has explored how can CBIs/NGOs can help in tackling the challenges of slums in Pakistan. Islamabad the capital, has been chosen as the case study. This study also explored the problems NGOs face while implementing a project/programme. Although, Capital Development Authority (CDA) is providing many facilities but CBIs/NGOs can be of great assistance in providing better facilities. Using qualitative method, various interviews were held from stakeholders and focus group discussions were conducted from beneficiaries. Thematic analysis was done to find relevant information from the data. The results showed that NGOs do not have only internal problems but external problems also create difficulty in successful implementation of projects/programmes. These problems are created either by government or community. Thus it can be said that if government and community cooperate then NGOs will be able to successfully run a programme and beneficiaries will be able to take advantage of these programmes.

Chapter 1 Introduction

1.1 Background of the Study

As we are progressing population in the world is increasing with every passing day, especially in the cities and urban areas. This process of evolution is not only in population, but is often linked with formation and enlargement of growth in developing countries as there is no proper planning for growth of metropolitan cities and they can not control their population who are migrating in large numbers from rural to urban areas, precisely in metropolitan cities, (Olthius, Benni, Eichwede, & Zevenbergen, 2015). Different administrations, particularly in under developed nations of the world, are in continuous strain because of the swift process of urbanization as the public service institutions are not prepared to handle and adjust such large number of population in their urban areas, (Arcila, 2008). However, it will not be wrong to say that creation of slums, encroachments and informal settlements in metropolitan cities are result of rapid expansion process. Furthermore, formation of the slums and encroachments can be linked with lack of good national and urban policies, inadequate legislation and delivery systems.(Chang, 2009; UN-HABITAT, 2003). According to UN- HABITAT (2007) a slum represents a group of people living under in one house in an urban area and there is lack of one or more of the following facilities; “a durable housing of a permanent nature that protects against extreme climate conditions; sufficient living space which means not more than three people sharing the same room; easy access to safe water in sufficient amounts at an affordable price; access to adequate sanitation in the form of a private or

public toilet shared by a reasonable number of people and security of tenure that prevents forced evictions”.

Slums can vary in size and different features in various countries as there are different geographical and weather conditions, so they may also have different problems. But usually they lack the basic commodities of life like, sewerage systems, provision of clean water, electricity and gas and at times lawlessness. (Ehigiator, 2013; Shah, 2016). All the responsible institutions in developing countries need to take into consideration the problems being faced by the people in slums as they are at a life risk owing to the lack of basic commodities. (Ehigiator, 2013). According to Nabeel Hamdi (2010), involvement of politics, diversity of interests of people and lack of numerous facilities in slums are a major hurdles slum development.

Generally, a large number of people face problems related to basic life commodities and do not have access to entitlements (Sahyog project,2012-13). The inhabitants of slums who are considered the lower class form the cheap work force, and though are the main force behind development of cities and are often ignored for the cost of infrastructure development. Over the past decades the governments are bringing in the policies to cut short the imbalances, so that a better lifestyle can be provided to these slum dwellers. Implementation of such policies and welfare programs largely depend upon the mediators at slum level. Efforts being done to reduce the urban poverty and to provide the basic amenities to slums depend critically on the slum dwellers collective agency. While peeping through the pages of history we find that there is a growing tendency of partnerships and deals between the government and Community-Based Institutions (CBIs). Such approaches require a true representation of lower class by local

CBIs. In the modern ways adopted to engage CBIs as a means of a good social change, it has been vindicated that CBIs are real vehicles for social change (Wit & Berner (2009).

In the context of slums, CBIs and social change are strongly interlinked. It is imperative to understand that how much CBIs and social change affect the process of bringing the slums to normalcy and giving these people good lifestyle at large. For the inhabitants of slums empowerment definitely means that they form part of the same society as others and are provided with basic commodities and fundamental rights at par with the normal society. (Fatmi, 2016). Foregoing in view, this study will try to fill this research gap in case of Pakistan by exploring how CBIs/NGOs contribute in tackling the challenges of slums particularly in Pakistan.

1.2 Pakistan's Context

Pakistan being a developing country is facing a high rate of urbanization, much of which is caused by the migration. Estimates show that within ten years, population of cities will become half of the current total population of the world. Pakistan's current population is nearly one-third urban and remaining is two- third from the rural population. However, that figure is expected to rise nearly to 50% by 2025. (Kugelman, 2013). Owing to its geography and demography Pakistan, is a country that is prominent in South Asian Region.. The metropolitan cities in Pakistan are facing same challenges as being faced by the other developing countries in the region. In Pakistan, urban poverty is constantly on rise and it is purely based upon the food one takes, i.e. if food is available two times a day, currently there are 24.2 percent people in Pakistan living below the poverty line keeping in view the aforementioned food supply.

Due to the migration urban population is increasing in Pakistan. As per census of 1998 it was more than 32%, mainly because of growing gap between demand and supply of the shelter; and to fulfill these needs unlawful settlements have been established in the heart of big cities. Demand is very high for most forms of city activities and basic services which include education, entertainment, offices, retail, warehousing, and even low-income and middle-class housing. All these activities lack purpose-oriented space, and are therefore forced to be carried out in the only way that urban space planners allowed i.e. single-family homes (Haque, 2014). The total of urban population had reached at 32.5 percent (of total population) in 1998 as compared to the 28.3 percent in 1981 and 17.8 percent in 1951 (Kaleem, Bhatti 2006). Concurrently the expansion of the existing population also requires more residential facilities. Owing to the financial constraints, the extreme option of illegal construction and encroachments on a vacant piece of land to build a fundamental shelter is the only choice available to the people who choose to live in big cities. This phenomenon causes emergence of slums and illegal constructions. High density living in central areas of big cities in Pakistan is rising and the tendency is rising relentlessly. The density of urban population has reached up to 600 persons/hectare in city Centre areas with 7 to 10 persons living in one room accommodation (Asian Development Bank, 2009).

Population living in slums (% of urban population) in Pakistan was reported at 45.5 % in 2014, according to the World Bank collection of development indicators, compiled from officially verified sources. As per Lead, Pakistan, the total slum population of Pakistan was estimated to be 47 percent of its total urban population in 2007.

1.2.3 Islamabad

Islamabad the federal capital of Pakistan, and the best planned city of over a million residents, has attracted an enormous number of economic, environmental and social migrants during the past 15 years, eventually adding on to the slum areas, even within its well developed neighborhoods. The population of Islamabad makes it the most diverse metropolis of Pakistan. Being the country's capital, its population frame makes it the most miscellaneous metropolitan area. The economic, political and international relations aspects are all catered by Islamabad for the government (Malik & Wahid, 2014). Islamabad was the first city in Pakistan during 1970s to be architected according to the predefine Master Plan. The development of a new city from score provided millions of jobs and other opportunities for different working classes. Most of them migrated from all parts of the country. Islamabad being the federal capital and a developing city provided different economic opportunities in construction and development work which ultimately gave rise to the migration towards the this city.

1.2.4 Slums in Islamabad

One of the major chunk of population in slums of Islamabad are Christians, who initially migrated to the Capital Territory as street cleaners. Later, as the tendency rose people from the Christian communities and their folks from Punjab started to migrate to escape poverty, religious resistance and most of all to fulfill their dreams of better work opportunities. This is evident from the report produced by Dawn (2011), stating, Shazad Masih is an office boy in Blue Area, Islamabad. He is one of the thousands that live in Islamabad's slums. "We have negligible facilities here, but my parents say that this is the best we have because we cannot go back," said Masih. "We belong to Samundri, district

Faisalabad. My mother and father left when I was very young and came to this slum in G-7,”

On the broader framework, the people living in slums of Islamabad have same social, economic and educational status and hence could be attributed as a ‘class’ (Wright, 2003). Even their political status is common, according to the 1985 Katchi Abadis policy, eleven Katchi Abadis of Islamabad were those to be regularized. Regularization means relocation or up-gradation. During 1997, Federal cabinet took notice of a large expansion of slums in Islamabad and instructed the CDA to take radical steps to solve the issue of slums. The shantytowns that were inhabited on CDA designated residential or commercial areas were selected for permanent displacement and those that were on riverine nullas like studied in this research were selected for improvement. Slums selected for up-gradation were given their right to exist and were ensured to given fundamental social services and commodities like housing, electricity, sewerage etc.

When the foundation of Islamabad was being laid in 1960s, same was the time when slums started emerging as a large number of labour was required for development of the city. Initially there were two major labour settlements, one in G-8/3 and the other in Muslim Colony near Bari Imam. Capital Development Authority (CDA); prime institution responsible for the development of Islamabad; started to dislodge these settlements once the initial development needs ended during the decade of 1970s, resulting in confrontation, particularly in the G-8 sector. However, over the period of time, existence of these colonies was accepted by CDA and hence it allowed people of different occupations to settle in various areas around Islamabad. For example, most of the Christian labourers ; that were consisting mostly of sanitation workers; were settled in

G-7, G-8, F-7 and F-6 (to serve the upper-class population of these sectors), Kashmiri/Hazara labourers were located around Muslim colony, and Pashtun labourers were settled in the outskirts, I-9, I-11/H-11 and I-10 sectors which is also known as Afghan colony. (Bajwa, 2013, Kamboyo, Shahid, & Kolachi, 2016; Shah, 2016). According to CDA figures, there are 52 slums present in Islamabad out of which it recognizes only 10. Several times failed efforts have been made to shift these slums by Capital Development Authority (CDA) to outside of urban settings. But the case of demolishing I-11 slums in August 2015 (Dawn News Islamabad) resulted in limited success. Even before this demolishing incident in I-11, a colony called Farash Town was established by Capital Development Authority (CDA) for slum dwellers. Those plots were sold out by these slum dwellers and they went back to same localities of the city from where they had come originally (Sattar & Zhang, 2017).

1.3 Rationale of Study:

In general, one of the biggest issues of large cities, and in particular for Islamabad a major issue is slums. The slums, also known as Katchi abadis, emerged as a result of poor implementation of the original plan designed by Doxiadis. In Islamabad, there are about 52 kachi abadis according to Capital Development Authority CDA. Only 10 of these Kachi Abadis are recognized by CDA Capital Development Authority CDA. Division of Islamabad is done on the basis of zones which are eight, i.e.: Industrial Sectors, Administrative, Residential Areas, Educational Sectors, Commercial Areas, Diplomatic Enclave, Rural Sector and Green Areas. For the people working in Islamabad, however, poor urban planning has resulted in the mushroom growth of slums. The phenomenon that has led to the formation of the slums in Islamabad is that there is

major gap between the ever growing demand for housing and insufficient supply of accommodation that is affordable for the people by the market. Mostly the population of the slums comprises of the city's working classes for whom the expensive life of the city is not supportable due to less income (Shah, 2016). Islamabad's squatter settlements developed due to lack of basic facilities, and represent an independent, planner free adaptation of urban functions to the needs of an increasingly differentiated urban population. Now CDA is trying to recognize some slums as official slums but there are many slums that are still not recognized. According to the 1985 directive which was issued by the then Prime Minister M. Khan Junejo, the existing katchi abadis were to be regularized i.e. the housing shortage provided the chance to legalise informal settlements, improve their infrastructure and claim basic amenities. However, further growth was to be prevented if possible, and the CDA at that time did not want this legislation to apply to the new capital. (Bajwa, 2013). Therefore, many slums, left by CDA, do not have all the basic facilities. Literacy is an important social indicator of physical quality of life and a society cannot improve without attaining higher literacy. In general literacy rate among the slum dwellers are lower as compared to urban literacy. An imperative social indicator of physical quality of life is literacy. Improvement in society cannot be attained unless or until there is high rate of literacy. It has been observed generally that the slum dwellers have lower rate literacy compared to the rest of the members of the urban society (Shah, 2016). The same holds true for the for the slum inhabitants of Islamabad as well.

Thus, this study will see how much CBIs in slums of Islamabad are trying to deliver the slum dwellers where CDA is not working efficiently. For improving slums conditions, priorities and strategies are constantly evolved over the time and previous experiences help in designing new initiatives (Shah, 2016). The present study wants to

see whether previous experiences lead the CBIs to better and initiatives or not for improving strategies designed for slums.

1.4 Problem Statement

There is rapid growth of population in developing countries and mostly in urban areas. Due to such growth, there is formation and expansion of slums and thus there is also a rapid increase in demand for basic facilities and services. (Miriti, 2009). The slum dwellers are unfortunately neglected by state authority to access basic entitlement. There is a long tradition of resolving issues through CBIs by collective action. Efforts aimed at urban poverty reduction and service delivery improvement depend critically on slum dwellers' collective agency (Singh & Fatmi, 2016)

According to Ali and Khan (2015), CBIs and community development have a strong relationship. It will be only effective when these CBIs truly represent community and do not serve only vested interests of those who are powerful and influential. During the past few decades, participatory slum upgrading (PSU) and community-based development (CBD) projects have been practiced across the globe. This form of urban, low-to-middle-income initiative is offered as an effective solution that responds to a variety of social, economic, cultural and political conditions in each local context. Such an initiative values local people as experts who know best about their problems and challenges. A participatory approach in slum upgrading and community development is believed to improve multiple goals including physical, social, environmental, economic improvement, etc. (Natakun, 2013)

Thinking of slums as an extraneous or unnecessary part of the city is a mistake. It is seen that some people assume all the slums are the same and that only poor people live there. In fact, the dwelling places of much of the labour force in most of the developing world, are the slums in their cities. The people living in slums cater to the communities by providing a number of important services. As a matter of fact slums have communities that are fascinating and remarkable in their own right. Different cultures and racial groups makes slums a melting pot. Factors that distinguish slums from rest of the urban population are following: the quality of housing is substandard and very poor, the poverty of the residents, public and private services do are minimal or do not exist at all, the integration of the people living in slums is meager and poor into the broader community and its opportunities. Unfortunately, on human development indicators slum dwellers rate far lower than other urban population. Residents of the slums have far more health problems but less access to health facilities, have usually very low income, and thus due to poor access to social services and lack of substantial employment, opportunities regarding access to education is also very low. Lack of education lead to social exclusion and less empowerment. As the population in slums grows the problem of lack of services grows well but a persistent lack of planning to address the problem does little to address these issues. It can ne be said that these slums are product of bad governance, failed policies, inappropriate regulation, unsuccessful financial systems, corruption, dysfunctional land markets, and a fundamental absence of genuine political will (Shah, 2016). However, it has been seen that in Islamabad a number of CBIs wish to improve the situation through coalitions between international agencies, and action groups. With the benefit of knowledge of past successes and failures, some CBIs try to deal with the challenge unavailability of proper educational opportunities in Islamabad slums.

Community Based Institutions like NGO's in Islamabad face multiple challenges in execution and implementation of sustainable of Community Based Projects/Programmes related to the educational need of the slum community. The role of Community Based Institutions to address lack of basic urban service like education in Islamabad slums needs to be seen. Identification of factors that lead to the failure or success of the implementable and sustainable action by these NGO's is the first step that needs to be taken in Islamabad slums in order to overcome these challenges. The present study has been conducted to find out how community based institutions (CBIs) play the role in addressing the issues present in slums such as lack of education and how they fulfill the demands of the slum community in Islamabad. This research will look into all the mentioned dynamics in order to see whether Islamabad NGO's are playing any role to improve educational issue of Islamabad slums. A critical view is required to understand the various attempts by CBI's in Islamabad in to deal with the educational problems of slums.

1.5 Research Questions

Following research questions are formulated based on the above mentioned problem statement.

RQ1: How Community Based Institutions with the help of local community participate in identification of slum challenges?

RQ2: How much does Community Based Projects/Programmes improve the state of slums?

RQ3: What are the factors which lead to sustainability of Community Based Projects/Programmes?

RQ4: What are the issues faced by CBIs in successful implementation of a Project/Programme?

1.6 Research Objectives

RO1: To find out if community-based institutions, with the help of local community, can identify slum challenges.

RO2: To see if there is an impact of community-based projects/programmes in improving the state of the slums.

RO3: To assess the sustainability of community-based projects/programmes.

RQ4: To explore the issues faced by CBIs in successful implementation of a project/programmes.

1.7 Significance of Study

The findings of this study will help in knowing how participation of local community of slums in community based projects can have impact on implementation of such projects. It can be seen in the literature that the inclusion of local community in decision making not only gives them a sense of ownership but also can benefit not only in long term success for the project.

The study will also contribute to the understanding of how top down approach and bottom up approach can impact sustainable development of slums. It can help the government in deciding which approach can be beneficial for the success of the development projects as well as for the sustainability. It can also help in understanding how the barriers in the two approaches can be effectively overcome.

1.8 Research Scope

This section will talk about the scope of research. As Pakistan is a developing country, therefore, there is existence of a large number of slums in different cities of the country. As it is not possible to go to all the slums and see the role of CBIs in development of slums, therefore only slums of Islamabad have been chosen as case study. Capital Development Authority (CDA) recognizes 10 slums out of 52 in Islamabad. That is why only two slums are selected for the study. One slum is I-9/4 and the other is in G-8. The programmes chosen for the study are educational programmes. Literature shows that it is still a challenge or many developing countries that there is 100 % school enrollment although efforts have been made to offer free educational opportunities to impoverished communities (UNESCO, 2015). This study will see the efforts of CBIs to provide educational opportunities to children in Islamabad slums. Role of CBIs will be explored through structured interviews with various concerned stakeholders in this research.

Organization of Chapters

The study is organized in following way. Chapter 2 discusses literature review related to urban areas and slums, CBIs, sustainable development. This chapter also includes discussion of conceptual framework using collective action theory. Chapter 3 talks about research methodology. It tells us about the research paradigm, the tools used to gather data and how the data was analyzed. Chapter 4 is related to findings and discussion of the study. These findings were based on the data collected and analyzed. These findings are further discussed in the chapter. Chapter 5 contains conclusion and recommendation. The researcher has written about conclusion derived from the findings and gave recommendations for better services of CBIs and NGOs.

Chapter 2 Literature Review

This chapter presents a review of literature on slum upgrading and sustainable development of communities from a developing world perspective. A systematic literature review was conducted with the aim of identifying the gap that exists on the topic. The detailed literature reviews on each subtopic in this section are included in each publication. This chapter aims to provide an understanding of how slums have developed, along with a review of theory and recent literature on the topic. It begins by defining the subject, and then describes the Extended Metabolism Model and its relevance to slum application. This is followed by a review of theories of upgrading that have been established over time. The chapter then focuses on approaches used to solve the situation of slums, including SDGs and the global agenda adopted in 2016, to help solve the issues of informal settlements. The chapter will also talk about the selected theory and conceptual framework used in the study.

2.1 Urbanization

Until the nineteenth century, constrained by the limits of food supply and the nature of transportation, both the size and share of the world's urban population remained very low, with less than three percent of the world's population living in urban places around 1800 (Clark, 1998). The urbanization of the developing world began to accelerate in late twentieth century (Timberlake, 1987). In recent years, world urbanization has developed at a fast pace, (Chen, Zhang, Liu, & Zhang, 2014), and rural dwellers are lesser in number than urban dwellers throughout the world. Urban dwellers will account for 55% of world's population in 2018. However, in 1950, urban population of the world

was 30%, and by 2050, urban population will rise up to 68%. (United Nations, 2018). Urbanization involves a series change from rural to urban styles when it comes to industry structure, employment, living conditions, and social public services. It is not just about a simple rise in the number of urban dwellers. (Chen, Zhang, Liu, & Zhang, 2014). Increased urbanization is a major concern for less developed countries since they often lack the infrastructure and basic services (e.g., water, sanitation and healthcare) necessary to absorb the increasing number of people (Cohen, 2006; Montgomery, 2008). Unable to adequately meet the demands of the growing population, slums have emerged and continue to proliferate in many less developed countries. As Edward Soja and Miguel Kanai (2006: 58) explain: “Urbanism as a way of life, once confined to the historical central city, has been spreading outwards, creating urban densities and new “outer” and “edge” cities in what were formerly suburban fringes and green field or rural sites. In some areas, urbanization has expanded on even larger regional scales, creating giant urban galaxies with population sizes and degrees of polycentricity far beyond anything imagined only a few decades ago. . . . In some cases city regions are coalescing into even larger agglomerations in a process that can be called “extended regional urbanization.” Urbanization in developing countries, to the extent it occurs and at what speed, is a major spatial outcome of global capitalism and its own spatial organization. This is an inherently uneven process leading to geographic disparities between urban and rural areas and between cities, particularly so if taking into account the unequal conditions at the start of urbanization. Empirical studies, whether explicitly from this theoretical perspective or not, have borne out the serious undesirable consequences of rapid urbanization in developing countries such as rural-urban imbalance, lopsided city hierarchy, housing segregation, and income inequality both within and across nations

(Chen and Parish, 1996; Findley, 1993; Linn, 1982; Smith and London, 1990; Todaro, 1981).

2.2 Slums

A slum is an urban informal settlement which is heavily populated and characterized by substandard housing and filth. Although slums are different in size and other characteristics from country to country, there is lack reliable sanitation services, supply of clean water, electricity, timely law enforcement and other basic services in many of the slums. Slum residences vary from badly built houses to professionally-built dwellings which turn into slums as a result of poor quality design or construction. (Shah, 2016). Cities Alliance (2006) describes slums as ‘neglected parts of cities where housing and living conditions are appallingly poor’. According to Mercado and Uzín (1996), urban migration, concentration of services and resources to a few large cities, and inadequate housing policies for the current rate of urban growth are the reasons for slum formation. Furthermore, UN-Habitat (2003) has considered various other factors as causes of spontaneous settlements such as marginalization of poor neighborhoods, lands being unaffordable for urban poor, less amount of investment in new low-income housing and no proper maintenance of current housing stock.

Currently, about 1 billion people live in slums, with most slum dwellers located in less developed countries, which accounts for about 30% of their urban population (United Nations, 2015a). The number of slum dwellers is projected to increase to 2 billion by 2030 and to 3 billion by 2050 if current trends persist (UN-Habitat, 2010). The presence of slums has regional and global implications, impacting areas such as

education, health and child mortality, and political and social exclusion, among many other things (UN-Habitat, 2003).

The inequities of current economic development and urbanization has led to the existence of slums in modern cities across the developing world. Slums in South Asia have variously originated both as all of sudden as the partition of the subcontinent in 1947, or shaped slowly because of poor planning and governance in most cities in the region (Rafiq, 2018) .

The notion of slum

In the 19th century, the inner-city dwellings which were mostly underprivileged, crowded and neglected by the industrialized cities of Europe were referred to as the “Slum” (Gilbert 2007). The slum settlement in the urban cities as well as Global South were named differently such as Slums, shantytowns, favelas etc. The questions remained of explanation of slums settlement. The UN Habitat (2009) explained the inhabitants of the slums as those which fulfill either any one or more of these conditions mentioned below:

- Infrastructure of the dwellings is poor
- Over crowdedness
- Drinking water is insufficient
- Poor sanitation
- No social security

This research thesis has taken up the definition of slums proposed by the UN-Habitat expert Group Meeting. According to this report, slums are defined as the adjoining dwellings marked with the no or very few basic utilities such as proper sanitation, access to clean water, waste disposal, electricity, proper roads and streets with lighting, no proper housing standards, overcrowding and insecurity of life (UN-Habitat, 2003b). furthermore, it is stated that these settlements are not in acknowledgement of the government as the legal and equal part of the urban dwellings (UN-Habitat, 2003b, 2010b).

The mismanagement and lack of planning either from the government or the inhabitants of the cities results in the formation of slums (IMUNA 2015). There is also a factor to be taken into consideration which is the environmental impact for instance, extreme weather and the resources availability. The low-income families cannot afford to improve their standard of living considering that land ownership cannot be claimed where they currently live. Therefore, it is essential to create balance between the sustainable housing for the people living in urban slums and the cost to build new houses in the developing countries. The squatter settlements are also included in defining slums as the settlements are mostly informal and there is no legal backing to their settlements (Explained in the figure below). In addition, the land is occupied illegally for the residential purposes and no building regulations are abide by the dwellers (Arimah & Branch, 2011).

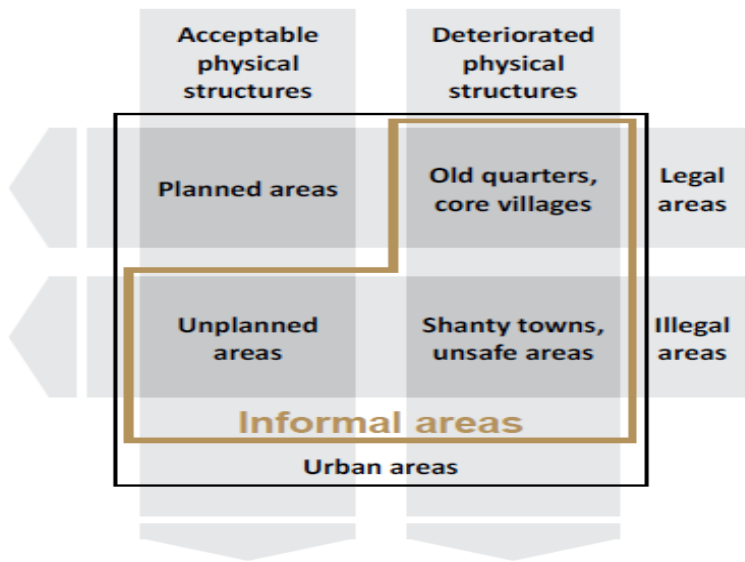


Figure 1 Urban areas classifications based on legal status and physical Conditions

Slums and informal settlements

Literature has documented the slums existence as the cities formation and urbanization took place (e.g., Booth, 1903). Initially, the term slum was used to explain the substandard living conditions of people. For instance, Cities Alliance (2006) explained the slums as “those parts of the cities that are neglected from proper housing and marked with poor living conditions”. The literature has identified the interchangeable usage of the term’s slums and the informal settlements (UN Habitat, 2012). On the contrary, there are some researchers who disagree with the interchangeable use of the terms and specifically differentiate the two terms (e.g., Hurskainen, 2004; Rashid, 2009). In a paper by Gilbert (2007), it is argued that the two terms are same and can be used interchangeably. In addition, UN-Habitat (2003) argues that the characteristics found in both the slums and the informal settlements are similar and cannot be isolated from one another and similar deprivations are common in both. Even if they are considered different or similar, the purpose of both is to showcase the underprivileged and

disadvantaged communities which greatly impacts the economic and physical resources as discussed in the next sections.

Slums are mostly located in the developing and underdeveloped countries where they are expanding in numbers and resulting in slums population growth. As the term slum is used in multiple contexts, so is the term developing country which has multiple connotations. This study will adopt the definition of United Nation of the underdeveloped and developing country, which is defined as the country where the income level of the most of the population is very low and the social indicators are very when compared with the developed and industrialized countries (UN-OHRLLS, 2016). Furthermore, the basic public services are not guaranteed in these countries. There are numerous terms which can explain the less developed countries but for this study the term from the literature refers to underdeveloped and the developing country which is impacted the most by the slums.

The impact of slums

The expansion of slums can create harmful impacts not only for the human but the environment as well as these two are linked together. The residents of the slums are greatly impacted by the living conditions in the slums under continuous threat of natural and artificial disasters with no proper housing (Napier, 2007). Further the capacity of the slum's residents is too low to recover from the disasters when compared with the residents of formal cities and communities (Ajibade & McBean, 2014; Ebert, Kerle, & Stein, 2009). Whereas the environment is also greatly influenced by the slum dwellers as there is no availability of essential services resulting in the soil, air, and water pollution. This leads to extended and continuous decline in the quality of life for the residents of

slums and negative impact on environment (Ali & Sulaiman, 2006), and impacts extend beyond the slums to the developed cities as well for instance in case of floods. So, the sustainable urban development is also at threat because of the slum's growth at national and regional level (Patel, 2012).

The national and regional economy is also affected by the slum's expansion and growth both in a positive and negative manner. Taking the negative aspects into consideration, it is observed that the transaction costs are quite high which includes the surge in transportation costs owing to the poor infrastructure and shift in disease to the urban residents owing to larger population living in slums (Fox, 2008). Furthermore, the efficiency of the housing and urban markets is decreased due to the uncertainty of the property and tenants' rights which leads to decreased investments and participation in the labor markets of cities (Marx, Stoker, & Suri, 2013a). It has potentially large impact on the overall economic situation in the world discouraging competition on the global level (Gambo, Idowu, & Anyakora, 2012).

The positive aspect in terms of economic good by the slums residents is seldom discussed in the literature. The slums settlements often provide the cheap labor to the business world and subsidize the middle classes (Brugmann, 2010; Malecki & Ewers, 2007). In addition, the economic conditions and the educational standards of the slum dwellers is quite low which leads to their acceptance of the low-pay jobs which are ignored by the middle and upper class of the society (Pawar & Mane, 2013). The informal sector offers jobs to the slums dwellers which fulfills the needs of the formal communities (Opeyemi et al. 2012). The gross domestic product (GDP) of the country is greatly impacted by this informal economy. For instance, Dharavi Slums in India produce economic output of US\$700 per annum (Chege & Mwisukha, 2013) as 70% of the

residents are employed by the informal sectors (Gruber et al., 2005). Similarly, the other major slums in Delhi, Bangalore and Kolkata in India, are highly dependent on the informal sector to meet the manufacturing activities on day to day basis (Benjamin, 2004). It is argued by many researchers (e.g., Brugmann, 2013; Saglio-Yatzimirsky, 2013) that the economic benefits of these slums are to be considered than these places will not be referred to as the slums.

The struggles and the living conditions faced by the slum dwellers are taken as the global challenge. Several regional and national governments, non-governmental organisations (NGOs) have adopted the legislations to improve the living conditions of the residents of slums (e.g., the Rajiv Awas Yojana programme in India; MHUPA, 2013). Similarly, the Millennium Development Goals (MDG) by the United Nations in its target 7D aimed to upgrade the living standard of approximately 100 million slum residents in the whole world till 2020 (United Nations, 2015a). The Sustainable Development Goals of UN, has fostered the cause through Goal 1. This goal is targeted to reduce the population of the people living in condition of poverty as per national definitions of poverty by 2030 (United Nations, 2015b). The countries which depend on other nations for the political and financial support may get a negative impact by not participation in the global initiatives such as mentioned above. This depicts that there is a dire need to worldwide manage the slums population. For this, there is a need to understand the root cause of emergence of the slums. To make the future interventions successful, it is imperative to understand and deal with such issues that lead to creation of slums.

Factors influencing the growth of slums

There are many factors that lead to the slum's growth. The following section will discuss these factors particularly the choice of location for slums, migration from rural to urban areas, the bad governance, and the inappropriate policies. The reason these factors are chosen is that they are often discussed in the literature that they contribute to the growth of the slums.

Locational choice factors

There are numerous socio-cultural, economic, and physical factors that have led to the emergence of slum settlements. For instance, the slum dwellers of Pune, India were examined by Lall, Lundberg, and Shalizi (2008) to understand the locational decisions made by them. They found that these decisions were mostly dependent on the economic and socio-cultural factors like the cost of commuting (e.g., Alonso, 1964), accessibility to the public goods (e.g., Tiebout, 1956) and their own preference towards the neighborhood composition (e.g., Schelling, 1978). In addition, it was also found that the quality of housing and the neighborhood facilities also played a role in making these decisions. Many other studies have also stated the similar factors (for instance, Abramo, 2009; Takeuchi, Cropper, & Bento, 2006). The new immigrants also make the locational decisions based on their social ties like the common language and culture or similar earning activities (e.g., Barnhardt, Field, & Pande, 2014; Kombe, 2005). It is also found in another study by UN-Habitat (2003) that people who are born either in the slums or within proximity of these slums, they tend to either stay there or move to the slum areas whereas the residents of the slums are of the view that they cannot reach out to the places outside their slums (e.g., Ahmed, Brookins, & Ali, 2011). It can be deduced that in

resolving the slum issues the surroundings social structures must also be taken into cognizance.

The literature has repeatedly cited the land availability as a major physical factor for the slum dwellers to choose the location. It has been found that the marginal locations are inhabited by the slum dwellers for example at the side of riverbanks, slopes or the grounds used for dumping (e.g., Sietchiping, 2004). It is related to the purchasing power of the slums residents which is often very low and cannot afford it in the formal land market which caters to the needs of high income group (Ajibade & McBean, 2014; Praharaj, 2013). For instance, the slums of south America are mostly located on the steep slopes particularly the Rio de Janiero and Peru (Fernandes et al., 2004). These slums are not safe as they are vulnerable to the natural disasters specifically the landslides and pose threat to human life. Similarly, numerous slums are built on the outskirts of the cities (UN-Habitat, 2003). The physical characteristic of these slums and their relation to the socio-economic factors result in their growth and expansion which is a major challenge to be addressed.

Rural-to-urban migration

The main driving force behind the city's growth is often associated with the migration from rural to urban areas as cited in the literature but it has also contributed to the slum's growth. In the developing and less developed countries the intensity of rural to urban migration has increased (Malecki & Ewers, 2007; Srivastava & Singh, 1996).A number of factors has contributed to this migration including pull and push factors. The pull factors relate to the economic opportunities offered by the urban areas (e.g., Glaeser,

2011) and easy access to the services like education and healthcare (e.g., Khan, Kraemer, & Kraemer, 2014), and to free oneself from the conservative norms and culture of the rural areas (e.g., Opeyemi et al., 2012; Ullah, 2004). The push factors relate to the poverty in rural areas (e.g., Khan et al., 2014), the labour supply in agriculture sector is excessive (e.g., Oberai, 1993), many environmental hardships are to be faced (e.g., Ishtiaque & Mahmud, 2011), and the increasing vulnerability to the natural disaster (e.g., Black, Bennett, Thomas, & Beddington, 2011). Although these push factors made the people migrate to the urban localities but the economic opportunities and growth is very sluggish in these countries which contributes to the slums emergence and growth in such countries such as in the African countries (Fox, 2012). No matter the pull or push factors contribute in the migration from rural to urban areas, it is to be noticed that the developing countries do not have much capacity to incorporate the increasing population in their cities. As people do not have many options for settlement in cities, they turn towards the slums for their housing needs (Vasudevan, 2015).

Poor urban governance

In many less developed countries, the growth of slums is on an increase due to the poor urban planning which is reflected in the bad governance of the cities (Chiodelli & Moroni, 2014). As the availability of the resources is scarce so the implementation of the planning regulations is very low (Tsenkova, Potsiou, & Badyina, 2009). For example, the cost of infrastructure and the building standards is very high in Cote d'Ivoire which delays the development leading to the informal housing settlements by significantly large segment of the population (Mayo & Angel, 1993). Similarly, the fee of registration in land acquisition is 27% of the whole value of the property in Nigeria (World Bank,

2005), which poses a major challenge to the people of the slums who have limited financial resources. This leads to the tenure insecurity and formation of informal settlements.

The governments of less developed countries fail to consider the slum dwellers in the planning process for urban cities (Cities Alliance, 2014). The major reason is failure in keeping pace with rapid urbanization due to limited resources and corrupt practices (Fekade, 2000). In addition, slum dwellers are often deprived of basic services from the governments as they are of the view that this will only amplify the problems of slums (Opeyemi et al., 2012), or the slum dwellers will claim the established property rights (Fox, 2014). It is argued by Werlin (1999), that the governments cannot enforce the residents of slums to pay for the basic services in the absence of the establish property rights. Also, the governments often lack the will to solve the issues of the slums (e.g., Rashid, 2009). It can be argued that the governments have failed to address the issues of slums dwellers and thus resulting in the slums growth and persistence.

Rapid rural-urban migration and slum formation

The population of urban cities is on surge in the developing countries including Asia and Africa which are not much urbanized continents of the world (UNDESA, 2014). Due to the technological advancements the physical vicinity has minimal significance, but people prefer to live in congested and metropolitan cities due to working and living conditions resulting in pollution and contributing to congestion due to higher concentration of population. It has been observed that the innovation, growth in economy and opportunities are driven by the cities (Glaeser, 2011).

There are several reasons that the slums have expanded in various parts of the world such as poverty, migration from rural to urban areas, lack of planning, increasing rate of unemployment, increase in the naturally occurring disasters and the bad governance (Beall, Crankshaw & Parnell, 2014; Fox, 2014; Lemanski, 2011; Stokes, 1962). Many countries have successfully transformed the slum settlements by either reducing or redeveloping them through the relocation of slums, removing the slums completely, upgrading the slums, introducing the housing projects, and proper planning of urbanization and developing the infrastructure of the whole cities. In the developing countries the dependence on agriculture has decreased by 20-30%, since the 1950s (Cervantes-Godoy & Dewbre 2010). It led to the rural to urban migration as it offers more economic opportunities. The urban residents increased to 60% through the migration and in some cases more than 75% (Todaro cited in Hove, Ngwerume & Muchemwa, 2013). In the absence of capital, no instant economic opportunities can be offered forcing the rural migrants to adapt to the informal settlements for the support from their family and friends.

As the informal sector is expanding rapidly in the urban economy and is mostly comprised of slum settlements at the outskirts of urban cities, creates many possibilities as well. In the urban and developed cities, mostly the employment approximately 60% comprises of the informal sector population which results in fulfilling the population needs of those slums through the acquisition of goods and services. Even these settlements could not get recognized in the formal economy, but nonetheless their needs are being fulfilled (Brown and McGranahan, 2016). Several largest cities of the world are over populated with a great number of slums settlements such as in Mumbai, Bangkok

and Calcutta, with population more than 10 million people, out of which one-third resides in the slums (Sovacool & Brown, 2010).

Sustainable development and slums

Since the publication of the *Brundtland Report* of 1987, the concept of sustainable development has been given importance by governments as well as academics. This concept has been in argument for years, but it is still considered as basis of good-decision making which combines economic, social and ecological aspects (Asefa, 2005). The three pillars of human well-being have been given attention by the Brundtland Commission—economic, socio-political and ecological/environmental conditions. The main idea of Brudtland Commision was to suggest good measures; for the dwellers of developing countries; to improve economic and social development and at the same time, the environmental considerations are kept in view for sustainability for future generations.

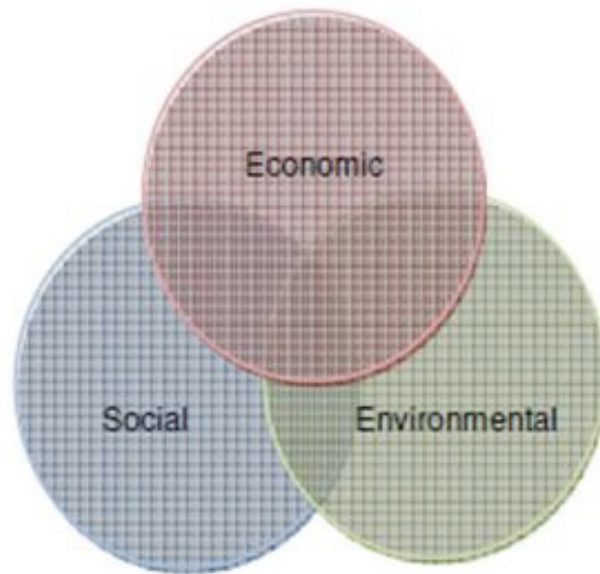


Figure :The three-ring interpretation of sustainable development, Source: Giddings, Hopwood, & O'Brien, (2002)

The introduction of sustainable development in different parts of the world is not easy. This is because to overcome the modern professional practices that become obstruction in the way of knowledge and action is tough. The multilateral organizations working in developing countries now highly demand the implementation of policies that that give importance to sustainable development (Kassahun & Tiwari, 2012). That is why, while formulating policies, developing countries have to keep in mind the idea of sustainable development and its implementation most importantly in slum areas. There are two approaches identified to help in achievement of sustainable development: one is called the Extended Metabolism Model and the other is known as the Sustainable Development Goals (SDGs)

Relationship of Urban metabolism and human settlements

In the article 'The metabolism of cities', Abel Wolman (1965) introduced the concept of urban metabolism. According to him, urban metabolic necessities of a city include all the facilities for a citizen that needs to be sustained whether it is at home, at work or at play (Wolman, 1965). In Australia, information related to environment is used in the context of urban metabolism in current times. Researchers like Newman have started connecting urban metabolic measures to liveability, where liveability deals with basic necessity of human like health and wellbeing. This wellbeing can be individual, public amenity and wellbeing of community. The idea of liveability includes economic and social dimensions as well as ecological/environmental dimension of sustainability. (Newman and Kenworthy, 1999).

Newman (1999) created Extended Urban Metabolism Model which showed the application of the idea of sustainability to cities. In this model, the cities are seen as systems that require fundamental resources as inputs. These inputs are transformed into waste through metabolism, as well as into expected liveability outputs, by drawing them into the urban processes. Newman argues that cities should not be considered only a mechanism for processing resources, they are also about generating opportunities for people. Keeping in view this argument, urban planners should not only try to achieve sustainability by aiming to lessen waste such as energy or materials, but they should also try to improve liveability. Liveability is defined as facilities such as health, employment opportunities, income, social services, community and the wellbeing of public.

All aspects of human life are covered by this model explicitly. When it comes to settlements in developing countries, this model can be applied for enhancing the living standards of less privileged people. Most of these people live in slums. Different

evidences suggest that cities human settlements have big potential for sustainability which was never seen before. Such potential makes it possible that not only the cities have no impact on environment but also there is a chance that they can even be able to renew energy resources as well as cities can become regenerative in food, water, and biodiversity. Through urban metabolism analysis, an understanding of urban stocks and flows of all these aspects can be achieved. (Newman et al., 2017).

Application of SDGs for slum upgradation

United Nations, through their process, created SDGs which were made for the application at national level, but now SDGs are also being applied to cities. The management of the process of urbanization is critical, particularly when it comes to increasing number of poor people living in slums of urban areas as there are many big opportunities as well as challenges which are intense. It should be taken into account in critical and timely manner that how execution of common aspiring agenda like SDGs which includes Goal 11; is done by cities. Goal 11 says:

‘Make cities inclusive, safe, resilient and sustainable’ (UN-Habitat, 2015). This ambitious agenda , which was agreed upon in 2015 and having its implementation in progress currently, has set 17 goals and 169 targets in key important areas. Even in Habitat III, which was a great global summit, held in Quito in October 2016, focused sustainable development of urban areas, also highlighted the execution of SDGs in cities. Thus it’s a good opportunity to make best of these two major global processes.

SDGs views urban problems through holistic approach rather than secluded, sector-specific and provides solutions accordingly. Therefore, SDG 11 acknowledges that problems of urban areas are interrelated and these problems must be overcome by

integrated approaches. For the purpose of promoting better health and decreasing diseases, there must be access to basic infrastructure facilities like management of waste which is efficient, availability of clean drinkable water and energy for everyone. Thus, it is essential for the progress of economy as well as equity. Facilities like proper sanitation and drainage services can help in reduction of health risks, improve quality of environment and avoid flooding and such other dangers which are related to climate change. Governments need to have enough resources like finance, human and institutions for the achievement of such integrated goals, planning at multiple scales, execution and implementation (UN-Habitat, 2016). But on the same side, governments also need to develop the most appropriate way to approach solutions. The idea of sustainability can help in developing approaches to solutions, especially if the developmental projects are evaluated keeping in the sustainability frameworks like Sustainable Developmental Goals.

From Millennium Development Goals to Sustainable Development Goals

The inclusion of slums in the Millennium Development Goals (MDGs) was limited because improper preparation and a lack of consistency under environmental heading completely, even though in the universal sustainable development agenda, slums have been considered as its part since the Millennium summit and even in the time before that. In the MDGs, Target 7D was meant to bring development in the lives of 100 million dwellers of slums. Due to damaging development of slums, the improvement and reductions have been negatively affected, even though Target 7D achieved in some areas. (Perry 2014; UN Habitat, 2013).

Even though 220 million slum dwellers have been given better lives, there is growth in the total number of slum inhabitants, and there has been calculation that 863 million people presently inhabit in slums. By 2030, there is prediction that this figure will become double and thus elimination of urban poverty will still be a great challenge to be solved (UN-Habitat, 2016). Because of the failure of housing policies and lack of investment pro-poor urban and housing development schemes, there is inequality and exclusion as a consequence. Through MDG practice, it can be learnt that it is important to carry on determinations leading to improved-quality living standards in slums which is sustainable and availability of adequate houses for people through achievement of national targets indicators and monitoring processes.

According to SDGs, sustainability is only achieved by adoption of cohesive and comprehensive solutions. These solutions can provide better results for a variety of goals. Effectual responses should be on the basis of recognizing different forces behind various types of slum settlements and what kind of policy tools should be adopted keeping in view socioeconomic, physical and community factors altogether. In order to make integration more effective, long-term strategies must be kept in mind based on the sustainable development principles for the purpose of attaining goals which are beneficial to society as a wider level. Slum development and renewal should not only be restricted to providing better housing and infrastructural facilities but should also focus on economic, social and community activities that can help in bringing positive change in an area. An approach like this can definitely help in development of urban areas sector-wise and can affect physical aspects of urbanism of cities as a whole. If these measures are regularly carried out when it comes to improvement of slums, then the attainment of SDG 6 and SDG 11 is possible.

Urban upgrading Concept

UN Habitat (2003) defines urban upgrading as ‘physical, social, economic, organisational, and environmental developments undertaken cooperatively by community groups, citizens, and local authorities to ensure sustained improvements in the quality of life for individuals’. Development of low income settlements and having investments that help in progress of the city through financial and social programs that assist in the capacity improvement approaches is the focus of urban upgrading. These approaches are needed by people having low income to live a better and healthy life in an environment which is comfortable-without being moved from their areas. A range of ways exist to do all of this.

Slum upgrading approaches

Governments had a traditional way of solving slum settlements until 1970s by neglecting and clearing those settlements and building modernist high-rise towers in their place which was tradition of Le Corbusier and the CIEE movement (Ley, 2014; Trancik, 1986) Through this approach, it seemed that governments were destroying the low-income residencies rather than building. Thus, it created problems for growing population in urban areas (Werlin, 1999). Later on in the 1970s, slums began to be recognized as urban realities, that required some sound solution. In the developing countries, the governments started following this trend of recognition of slums just like developed countries which was opposite of the modernist approach. Different authors like Jane Jacobs (1966) had given idea to adopt a more organic approach to urban redevelopment.

John F.C Turner was the first to discuss about modern slum upgrading in the Third World. Based on field observation, he has given the argument in his book *Freedom to build* (1972) that the government was not completely clear about the response to slum challenges, but in making the environment better. If there is development in providing better sanitation and healthier environment of slum areas by government, then residents would definitely try to make their houses better through their resourcefulness and organizational skills. This is possible especially when the residents are given incentive of security of tenure as well as access to credit for encouragement. The World Bank started working on programs in 1972 that were more organic in nature. These programs were based on slum upgrading, reliance on self-help and improvement in sites and services schemes. Evaluation revealed that implementation of organic programs due to shortage of government programs as to make condition of slum settlements better were hindered in reality (World Bank, 2006). A main precondition identified to make slum upgrading programs successful in achieving goals is to have political commitment and high spirits. (UN-Habitat, 2003).

Some important lessons were taught by World Bank slum upgrading programs, which started in the early 1970s and were quite often criticized, Authorities of the developing countries started to gradually introduce schemes of slum improvement which was based on the requirement that housing in slum areas should be providing solutions rather than creating problems (Gilbert, 2007; Werlin, 1999). There are different researches which revealed that there are various factors were involved which were not given much focus in these projects such as the need of secure land tenure, proper targeting and participation of community. (Davis, 2007).

In 1960's and 70's, a typical response to prevention in growth of settlements which failed at that time was eradication of slum settlements and the poor people were relocated to resettlement sites which were outside the urban areas (Cities Alliance, 1999). Unfortunately, this response failed as the residents needed to be near to the central city. They also needed transport options as transport costs were often out of their affordability. Therefore, measures like moving the poor or providing them with public housing in place of their physical facilities were more problematic for slum dwellers. Because of this, the governments had to spend money in removing slum settlements as well as they also need finance later for the provision of public transportation from outer areas to give assistance to employment in central city (Burra, 2005; Cities Alliance, 1999). The governments during this era preferred the method of totally clearing slums and replaced them with high buildings for public housing on the city's border. Disturbance was created in the existing social, economic and political ties of neighborhoods by this method of development. Tolassa (2010) revealed in his research that these economic and social ties are of utmost importance for the survival of the poor people in urban areas.

Recommendation was given by international organizations that were managed by the World Bank in the era of 1980's that governments should not directly involve themselves in any kind of housing provision. According to their recommendation, market forces lead nations and assist housing supply through various policies such as privatisation, deregulation, decentralisation and demand-driven development (World Bank, 1993). However, in late 1990s, World Bank realized the importance of the role of government in institutional development. (World Bank, 2000).

It has been realized after 50 years of experience that many cities are progressing Following the informal logic which is opposite of what many planners usually think. Due

to this, shift in policy guidelines have been witnessed since 1970s. At that time, governments adopted policies like suppression, relocation and evicting residents based on acquiring the land, land banking and traditional housing projects were adopted which were later shifted to having method of incorporation into housing policies in 1980s when tenure was legalized, sites and services were provided and housing finance were given. In 1990s, as an attempt to provide improvement in infrastructure, these approaches were combined in planning of the projects.

Table 1 Summary of slum upgrading theories

Phase	Decade	Focus	Instruments
Modernisation and urban growth	The 1960s–early 1970s	Physical planning and production of shelter by public agencies	Blueprint planning; direct construction (apartment blocks and core houses); eradication of informal settlements
Redistribution with growth/basic needs	Mid-1970s – mid-1980s	Support by the state to self-help ownership on a project-by project Basis	Recognition of informal sector; squatter upgrading and site-and services; subsidies
The enabling Approach	Late 1980–early 1990	Securing an enabling framework for action by people, private sector and markets	Public-private partnership; community participation; land assembly and housing finance; capacity building
Sustainable urban Development	Mid-1990s Onwards	Holistic planning to balance	Same as the Enabling approach with more emphasis on

efficiency, equity and sustainability	environmental management and poverty alleviation
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Source: UN-Habitat, 2006

Adoption of Urban renewal or in situ upgrading

Governments in developing countries such as African countries have implemented different types of approaches; for the last 60 years, which can help in resolving the issue of slums. It is still in argument whether urban renewal should be preferred or in-situ upgrading. This argument is as old as the process of urbanization. People who support the idea of resettling slum residents say that displaced land provides better economic advantages and this approach gives the relocates better serviced land and better quality environment and thus create a win-win situation for both relocates and government (Dupont 2008; Jha & Khosla 2005; Singh & Khosla, 2008). According to those who oppose the idea of relocation, such type of resettlement take opportunities of earning livelihood and this further causes increase in poverty. (Takesada, Manatunge and Herath, 2008; UN-Habitat 2011).

Availability of inadequate data on the impact of relocation on livelihoods, incomes and other issues of low income residents which are socio-economic and cultural have always caused a challenge to solve the problem (Singh & Khosla, 2008). This case has been basically observed in cities of Ethiopia. When it comes to resettlement, the planners and policy-makers put their focus the calculation of real costs of obtaining land and delivering basic urban service facilities and from which estimated losses to the household and city economies caused by resettlements are subtracted. (AMES, 2015). On the contrary, resettlement of houses in different parts which are away from the cities can cause a bad impact on the economy and can disturb social life of the poor people. (Burra

1999; Yntiso, 2008). A city's economy can have a great impact by contribution of informal settlements through their employment in informal sector. Their participation in the informal employment sector plays an important part in the development of city's economic structure. The formal sector in Addis Ababa contributes only 30 percent to employment whereas it is estimated that unrecognized sector accounts for 70 percent of total employment in the city (CSA, 2016). If the informal sector is disturbed then it can have impact on the city as well as its operational functioning.

In general, old policies of urban renewal that used the approach of total clearance eviction have now evolved to policies which are less harsh in nature and are more economically, socially and environmentally sustainable. Forster et al. (2000) say that issues like making community's wellbeing better, preserving the capital invested, heritage and the environment as well as economic development as a part of democratic process are given more attention. However, for achievement of smart and renewable settlements, slum upgradation has not been linked to sustainability or to innovative technologies.

Re-blocking approach and Development of Community

A new approach to slum improvement has been developed known as Re-blocking. According to this approach, streets and public spaces are created in a slum everywhere. Shack Dwellers International (SDI) developed this process on the basis of the idea of spatial reconfiguration of shacks in slum settlements (SDI 2012). The approach of Re-blocking has minimum disturbance in the lives of the slum residents when the project is in process and that is why it is considered an in-situ process. According to a study done by Cape Town Project Centre (2012) has brought various advantages. In Mtshini Wam,

South Africa, these advantages included formation of roads, fire safety, decreasing dangers of greywater, generating jobs for people and enabling community to have a sense of pride.

Novel Agenda for Urbanization

The UN Conference, Habitat III, Conference on Housing and Sustainable Urban Development, was held in 2016 in Quito, Ecuador. A strategy and action plan for next 20 years for sustainable urbanization was set up by adopting the New Urban Agenda (UN-Habitat, 2016) in which a concept was designed of cities for all. It promoted the notion of inclusiveness for enjoying cities, towns and villages on equality basis. The concept was developed to generate safe, just, healthy, resilient, accessible sustainable human settlements and cities. The idea of common good is that it benefits all when sustainability contributing to improved quality of life and prosperity for present and future generations. Endorsement by this New Urban Agenda was to the commitment at universal level that for achieving sustainable development, a critical step of adopting to sustainable urban development is required and necessary. Also, this New Urban Agenda recognized that sustainable urban development at local, national and global levels has to be in an organized and thorough manner in which all relevant stakeholders are involved. The New Urban Agenda has application that assists in an integrated modus in the localization and execution of the 2030 Agenda for Sustainable Development. Together with SDG11, it also contributes in accomplishing targets and SDGs, to create resilient, safe, inclusive, and sustainable human settlements and cities (UN Habitat, 2016).

Reactions Regarding Slum's Policy Approaches

In some cities Policy approaches to slums have not changed much in the last hundred years. An example of this is that in 19th century European cities slum clearance and eviction practices are still followed in certain places even today. Even though one may assume that the lessons of the past related to policy approaches to slums may have been learned by now but over the decades the evolution of policy has not been a process that is clear cut and straight. Conventional wisdom has although changed about how deal with slums in the best manner and consequentially a policy approaches have been transformed also. But even at present many 'old' approaches can be seen continually practiced (United Nations Human Settlements Programme 2003).

Elements of Negligence - (Up to early 1970s)

In most developing countries, negligence was a predominant approach, which was centered around on two assumptions;

1. Slums cannot be avoided but a phenomenon which is temporary (rural-urban migration links this phenomenon)
2. Slums are illegal. When slums were ignored so were the rights of the people living slums were also ignored. Informal urban settlements and slums were either seen on maps as undeveloped land area or were often omitted from it. Perhaps this was due to the fact that reconstruction policy models after World War II was heavily based on subsidized low cost housing (within a steady and rapidly growing economy). Urban slums were as result eliminated because of these improved housing conditions. In the developing world, however, this model was attempted to be repeated which was designed to provide housing at lower cost to the poor instead of delivering low cost housing by integration policies or slum-upgrading. Public subsidies and public land reserves were used for

governments' housing schemes which were 'allocated to the middle classes, government employees and political clients' although these schemes were designed for lower as well middle classes. By this means, poor people were bypassed and consequently this often gave rise to spatial segregation and increased social inequalities in cities' (United Nations Human Settlements Programme 2003).

'Eviction': (during 1960s - 1970s – 1980s)

For controlling the increasing numbers of the poor, an unsuccessful but a typical attempt was that the slum residents were relocated and annihilated to the areas often outside the cities for resettlement (World Bank 2000). A common reaction to slums was eviction, 'particularly in political environments predominated by centralized decision-making, weak local governance and administration, non-democratic urban management, non-recognition of civil society movement and lack of legal protection against forced evictions' (Cohen 1983; Badcock 1984; Murphy 1990; United Nations Human Settlements Programme 2003). It was rare to see negotiations with slum dwellers who were thought to be illegal squatters, where they offered compensation or alternative solutions. Urban renewal projects implementation were often seen as justification of eviction of the slum dwellers. It is not feasible for them to move in slums located at boundary or outside of cities as opportunities for earning informal income and access to transport which is affordable for them does exist on periphery of cities (World Bank 2000). 'Demand for land and housing from the urban poor during the 1970s and 1980s gave rise to the rapid development of informal markets and to the commodification of all

informal housing delivery systems, including those in squatter settlements' (United Nations Human Settlements Programme 2003).

Alternative Approach: Resettlement

One of the many commonly associated approaches to slums is Resettlement. If the cooperation of slum-dwellers is there then relocation is the best option to be undertaken but if they are uncooperative then relocation is the worst approach as it forces slum dwellers to be evicted to the areas where access to transport or infrastructure is non-existent on these peripheral sites of the city. Little improvement is seen in slum conditions as a result because global slum-dwellers population is growing, 'except where large-scale slum upgrading and tenure regularization programmes are combined with the production of serviced sites and low-cost housing programmes (United Nations Human Settlements Programme 2003). Progression of policy approaches to slums has been seen as it has been realized that urban poverty is actually the underlying cause of slums presence in cities which itself must be addressed as a problem simultaneously to the particular problems of slums.

Another Approach: Redevelopment' and In-situ 'clearance

In-situ 'clearance and redevelopment' approach means that while the slum land is being cleaned and in that area development of new housing is under taken by moving the residents (World Bank 2000). It has been seen that large cities often grow around well-established slums which consequently makes these slums prime real estate instead of 'unwanted' land. Slum then becomes lucrative for many private developers but then dealing with the slum-dwellers is one the undesired necessity for them. Moving these low income

dwellers into high density high-rise buildings is one of the common 'solution' adopted by private developments so that the land space can be freed up. The low income communities have life styles that are not suitable for high-rise living and often failure is seen in such 'in-situ redevelopments'. The high economic costs actually compliments these high social costs. Improvement of the slum infrastructure cost 10-15 times less than clearance and redevelopment (World Bank 2000).

1970 – 1990 - Self-help and in situ upgrading

Moving residents or replacing homes is the alternative to improving a slum. 'Enhancing is rejuvenating the current society with minimal physical and social disturbance and loss' (World Bank 2000).

Concentrating on:

- Essential services delivery
- Provision of protected tenancy for slum residents and the introduction of creative land access practices
- Creative credit access that reflects slum dwellers and communities' economic profile, needs and requirements (UN Program for Human Settlements 2003)

"The slums were accepted as a lasting systemic problem requiring a suitable response from the late 1970s" (Benton 1994, COHRE 1999, COHRE 2002, United Nations Human Settlements Program 2003). The UN Human Settlements Program (2003) has been supporting this new strategy by growing the recognition of housing rights and forced expulsion security on an international level, and the development in the context of

emerging civil society of new national and local political agendas, as well as democratic and decentralization processes.

Slum upgrading activities tended to be less costly than other options from 1970 to 1990. However, most projects were segregated from the government and the society, rendering them unsustainable. Governments have failed to deliberate services, societies have failed to maintain infrastructure, and government systems have vanished once foreign experts have vanished "(UNHS 2003).

The 1980s - 1996 - 'Enabling approach.'

The fact that slum dwellers must be active in construction, and the decision-making and design processes for slum modernization (Hamdi, 1984) became increasingly evident. The 'enabling strategy' has been established from the mid-1980s to the 1996 Habitat Agenda to organize mobilization and coordination in the Community and promote sponsorship of local determination and action rather than state provision of residential goods and services. 'Enabling policies are based on the subsidiary's values, recognizing that resource investment decision-making must be taken at the lowest effective level to be productive at home economic, social and physical growth' (UN Human Settlements Programme 2003), in other words at the level of the society. Communities also need help from local governments or civil societies and NGOs (such as training, organizational assistance, financial and management advice). The politics associated with such approaches is dynamic in terms of devolution, decentralization, and deregulation. Many of the policies and procedures on which local bureaucracies are based

are weakened by the mechanistic means of enforcing such policy '(UN Human Resolution Program 2003).

Current Best Practice

Several participants and slum organizations have made suggestions on best practices. A range of common themes can be addressed, for example. Group engagement, cross-cutting alliances, help economy, governance, stable tenure, the supply of infrastructure, finance, oversight, etc.

The practice which is considered to be the best is slum improvement through participatory approach (Hamdi N and Goethert R 1997; UN Human Settlements Program 2003), although many have been demonstration projects or only at a small scale (UN Human Settlements Program 2003). "We now have participatory slum improvement in agreed best practice for housing intervention in developing countries." An integrated and cross-sectoral approach to slums has become popular when dealing with slums, with attempts to foster alliances, and interinstitutional networking and focus on decentralization (UN Human Settlements Program 2003).

Slum Upgrading involves physical, social, economic, organizational, and environmental changes between residents, community organizations, companies, and local authorities on a cooperative and local level. Usually, tasks include:

- The installation or improvement of necessary facilities such as re-control, collection of sanitation and waste, restoration of circulation, prevention of storms and floods, electricity, lighting protection, walking paths, roads and public telephones;
- Environmental threat elimination or mitigation
- Incentives to control and sustain the environment

- Build or rehabilitate community facilities, including nurseries, health centers, open-space for Community.
- Regulatory tenure security, expulsion security •
- Refreshment at home
- Relocation/replacement for the few people displaced by changes •
- Expand access to health, education, and social care services to resolve protection problems, crime, drug abuse, etc.
- Boost prospects for income by training and micro-credit
- Social capital building and structural structure for improvement sustainability (Cities Alliance 1999; World Bank 2000).

The impact of community engagement in regeneration is a positive feature of on-site upgrading, 'upgrading when done well will enhance the voice of the communities and the potential to change their situation...it was shown that residents invest about 7 dollars in infrastructure in home improvement and small business expansion for every dollar invested in upgrading.' The transfer of tenure rights has also proved to enable owners to "invest between two and four times more funds in infrastructure improvements in slum areas than the government spent" (World Bank 2000).

2.2.2 Slums and its Relation to Poverty

According to UN-Habitat (2006b) slums are results from a combination of poverty or low incomes with inadequacies in the housing provision system, so that poor people are forced to seek affordable accommodation and land that become increasingly

inadequate. Because of their poor economic status and social exclusion they are unable to access the basic infrastructure facilities like water, transportation, housing etc.

Poverty is a phenomenon which is multi-dimensional. Oxford Dictionary of Sociology (1994) defined poverty as ‘a state in which resources, usually material but sometimes cultural, are lacking’. It is generally determined by the standards that exist within a society. Its measurement differs from place to place and from time to time. This is why sociologists define it either in absolute or relative terms. According to United Nations, poverty consists of more than the lack of income and productive resources to ensure sustainable livelihoods. Its manifestations embrace hunger and deficiency disease, restricted access to education and different basic services, social discrimination and exclusion, additionally because the lack of participation in decision-making.

2.2.3 Slums Impact on Humans and Environment

The humans and the environment is greatly affected by the increasing slums growth and brings huge consequences as well on both the environment and the humans. The residents of slums are directly under the impact of the living conditions in the slums and the associated threats not only from the natural disasters but the human induced disasters as well (Napier, 2007). These residents of the slums then create impact on the environment as they are deprived of the basic services and resultantly pollute the soil, air and water. It becomes a continuous process which is propagated to affect not only the slum dwellers but harmful for the environment too (Ali & Sulaiman, 2006). It does not stop there but spreads to the extended and neighbouring communities and leaves major impact for instance flooding etc. the sustainable urban development is greatly threatened by the

expansion and growth of the slums (Patel, 2012). The development at all levels i-e local, national and regional is affected.

2.3 Community Based Institutions

Community-based Institutions (CBIs) are not for profit, organizations on a local and national level, facilitating community efforts for community development. CBIs works through people-centered modes of development such as availability of micro-finance, community participation in development ensuring community health education and infrastructure improves over time.

The purpose of CBIs is to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities. CBIs positively affects the process of rural change i.e. increase in income, improvement in health, nutrition and literacy status of the populations. Some of the programs that can ensure bring changes in the rural communities are: availability of micro-finance for micro-enterprise, health and education, sustainable agriculture, animal husbandry, safe water and sanitation.

Community based institutions (CBIs) are given different names in different regions like community development associations, societies, welfare organizations, neighborhood councils and united community (Agbola and Tunde, 1998). They are mainly composed of two groups brought collectively to work on new externally supported projects. These are the so-called initiative groups whose members may be associated with each other in quite a few ways (through family, policies, profession or business) and who form a committee to carry forward a particular project. Second, are the

traditional forms of community associations which vary widely across the region according to their characteristics and activities they are engaged in (Buxton & Prewit 2003). CBIs frequently emerge and play a vital role in providing public goods and in resolving issues and problems through collective action when formal institutions are not efficient (Coleman, 1988; Ostrom, 1990; Putnam, 2000; Singh & Fatmi, 2016). As CBIs are at the forefront in their community and are best positioned to engage with all community development interventions, they are indispensable actors in the implementation of community development project. (Singh & Fatmi, 2016). According to various researches, CBIs often play a representative role, and when they do, they are mostly expected to speak on behalf of the disadvantaged, representing individuals who are often excluded from political activities (Berry & Arons, 2003; Grogan & Gusmano, 2007; LeRoux, 2008; Mosley, 2011; Taub, Surgeon, Lindholm, Otti, & Bridges, 1977). This is how CBIs act as a link between citizens and the government and they are often thought to be more responsive to community concerns than government agencies or private businesses (Berger & Neuhaus, 1977; LeRoux, 2007; Mosley & Grogan, 2012; Warren, 2001). CBIs also play the role of doing advocacy for the difficulties that their communities face and networking to access services and resources. (Singh & Fatmi, 2016).

There have been different researches that have shown the importance of CBIs how they have assisted in social and economic development at national level. These developments can be either in general or it can be in rural areas specifically. Non-Governmental Organizations (NGOs) are described as those organizations that are not for profit earning. They particularly work at the grass root level to help marginalized and poor segment of the society and empower them. (Clark, 1999).

2.3.1 Non-Governmental Organizations

Hilhorst (2003) mentioned in his research that people are shaping NGOs primarily to work for the betterment of society. NGOs are variously defined as autonomous, non-profitmaking, self-governing and campaigning organizations with a focal point on the well-being of others. They have been described as organizations “whose stated purpose is the promotion of environmental and/or social goals rather than the achievement or protection of economic power in the market place or political power through the electoral process”. (Stanovci, Metin, & Ademi, 2019) Governments increasingly recognize non-governmental organizations (NGOs) as important partners in nation-building and national development. The term NGO is getting famous in recent time and is generally considered to be any non-government organization, which works for the benefit of society, however Pakistani law has not given any legal definition. Mostly such organizations take the form of societies or voluntary welfare agencies and a large proportion of sector remains informal.(Qazi,2012) NGOs is also funded by governments, foundations, businesses, or non-public persons (Holloway, 2003) Urban-development experts believe that squatter settlements can be helped by NGOs through community organisations and mobilization. (Keivani and Werner 2001). Habib (2009) observed in his research that NGOs are more interested in rural development and they are reluctant to participate in development of slum projects. It has been argued by Rasler (2007), that it is a multidimensional challenge to develop a truly “sustainable” NGO incorporating both inner elements of strengthening organizational capacity, as well as external elements of creating regulatory environment which is very supportive and secure resources for NGO activities.

2.4 Educational Programmes by NGOs

Education is considered backbone of a society. It develops various capabilities in people. Education clears our mind from misconceptions and blind beliefs. A major reason for out of school children is poverty. Due to poverty, there is a pressure on parents to not send their children to school. Even if education is free, many children are still victims of child labor so that they earn and bring some money back home for the dinner which is probably the only meal for the whole day (Sajjad & Lee, 2016). Cameron (2009) found in his study that although the communities appreciate NGO schools and education, but this does not give much access to better job opportunities or higher levels of education.

2.5 Participation

Participation is a rich idea that varies with its utility and definition. The Oxford English Dictionary defines participation as “to have a share in” or “to take part in”. This emphasizes the rights of individuals and the choices that they make so that they participate. In management theory, the word "participation" means many different things. Although there is some disagreement on specific definitions of each aspect of participation, there are some broad statements with which many people would agree. In general, there is shared decision making in participation. Due to ambiguity and the lack of conceptualisation of the concepts of participation and empowerment, there is confusion over expectations and over the evaluation of the results of the participatory development process (Lyons, Smuts et al. 2001) People contribute according to their competence and

not always according to their position. Communication channels are open in every direction which results in greater and more accurate information flow.(Mitchel, 1973) Rahnema (1992) notes: The term participation is often changed with addition of adjectives, which results in different terms like community participation, citizen participation, people's participation, public participation, and popular participation. Participation is a basic human right and it is through participation that other rights are promoted. It is provided in article 27(1) of the Universal Declaration of Human Rights that "everyone has the right to freely participate in the cultural life of the community, to enjoy the arts and share in scientific advancement and its benefits".

2.5.5 Community Participation

According to the World Health Organization definition of community participation given in the Alma-Ata Declaration is: "Community participation is the process by which individuals and families assume responsibility for their own health and welfare and for those of the community, and develop the capacity to contribute to their and the community's development." Community participation is correlated to the commitment of each individual and communities in decision making process about matters that can have impact on their lives (Burns and Taylor, 2000). A pre-condition to community acceptance of public works is community participation. (Amendsun, 1982). One advantage of community participation is that public is better educated. Community participation helps the participants in not only getting knowledge and information about the subject matter, but they also get to know about the process of decision making by their governments and the reasons behind why these decisions are made by them. Future

leaders are trained through community participation and citizens become part of community participation programme as they learn how others can be influenced and how coalitions can be built. Public participation is training because individuals may represent only groups or interests one day and they form a pool from which regional and national leaders can come up the other day. Future leaders learn the skills of solving issues through unity. (Creighton, 2005). Community participation has a direct influence and impact on the public policy making and its implementation. The community is a vital factor of the governance process. The community affects the decisions of the government aimed at the community considerably. Through this influence the public administrators know of their role towards the community. The influence of community participation results in improvement of the standard of service delivery in local communities. the government, in this manner is constantly checking that in what way the communal affairs are handled and managed by them. (Plummer, 2000)

2.6 Sustainability

Sustainability is a wide concept and it encompasses four dimensions namely the social, economic, environmental and institutional (Spangenberg, 2001; Degert, Parikh, & Kabir, 2016) Sustainability or survivability is widely understood as the “development that meet the needs of the present without compromising the ability of future generations to meet their own needs.” (UN World Commission on Environment and Development, 1987). If we have to make a decision involving sustainability aspects, it requires information on sustainability but a pre-requisite is that, the information must be scientifically supported or proven. Providing balanced, coherent and crystal clear

decision support towards sustainable consumption and production pattern is a big challenge. Social and economic sustainability is largely dependent upon human behavior, interactions and societal context, where little consensus exist (Dong & Hauschild, 2017). There are criticisms based on ambiguity and inherent conflicts of the term “sustainable development” as there is no universally agreed interpretation and definition of it. (Sharpley, 2000).

- ***Environmental Dimension***

The environmental domain addresses the ecosystems and their particular functions that support human life. Environmental science forms the basis of consensus with a higher degree of certainty and scientific consensus (Dong & Hauschild, 2017). According to Hueting (2010), environmental sustainability is defined as “the situation in which vital environmental functions are safeguard for future generations”. Ecological carrying capacity, resource reserve, and critique of technology are the different foundations of concept of sustainability (C.Kidd, 1992). Each of these research areas has its own roots and thus unique targets, e.g. staying below ecological carrying threshold, not to exhaust resource reserves prematurely and minimize the effects of technology development. As many senior figures of different governments stress upon the dire need of tackling climate change, but they often forget that policies they are proposing either do not address the fundamental socio-economic roots of the problem, or slightly address these grave socio-economic factors. (Benson et al., 2016).

- ***Economic Dimension***

In the context of economic development, there are two basic reasons that gave birth to the problem of sustainability and survivability, first is the concern for persistent economic growth for the betterment of human well-being in a society, and second is to keep a check on resource wastage. A number of researches highlight the advantages of adopting more sustainable practices for producing better economic results and ensuring resource limitation in longer term (Johnson & Walck, 2004; Epstein & Roy, 2003). Since industrial revolution, mankind has gotten into a race of producing different projects and inventions for having better lifestyles, these inventions has provided man with a comfortable living which resultantly has indulged mankind in the process; causing continuous creation of new wants. On the contrary the potential of resource regeneration and supply along with the damage being caused to our planet earth in the form of global warming has remained neglected. However, this fact cannot be denied that the constraints of environmental and natural resources have neither caused any annihilating changes to mother nature nor has it led the historical process of growth into stagnation. It is indeed the technological and synthetic progress as driven by research and development (R&D) activities that has given birth to new inventions, which has had a devastating effect on our environment and has created the need of keeping the ecosystems in balance, in spite of growth accompanied by infrastructural development. Some of these R&D inventions have resulted in high quality energy producing projects, energy and material conservation, and some other technological wonders have invented new material and energy sources and most importantly some other projects provided new tools for reduction of pollution. (Sengupta & Mukherjee, 2018)

According to Aronsson (2000), environmental protection and economic development cannot be achieved in a society simultaneously. That is why it is a conflicting term. Boff (2003) echoed Aronsson's concern by insisting that the two terms used within sustainable development are inversely proportional, because of the incompatibility between economic and ecological parameters. As a result, this can lead to resource diminution and imbalanced distribution of goods and services. Meadows (1998) therefore argued that sustainability need to go past environmental and growth indicators into the area of efficiency, sufficiency, equity, and the general quality of life. Sustainable development has been presented in three ways most frequently in the development literature, namely, weak and strong sustainability, and the mainstream version (Burgess and Barbier, 2002). Keeping in view the relationship between mankind and nature, the weak discourse of sustainable development adopts an anthropocentric perspective. (Kallio et al., 2007; Williams and Millington, 2004). Such a human-benefitting interpretation sees natural and artificial capital as compatible, and is positive towards future technology as providing answers to global warming issues, which, in turn, rationalizes continuing economic development and resource development (Williams and Millington, 2004). Unlike this perspective, strong sustainable development believes preservation of nature as the fundamental aim of sustainability. It regards economic growth as inherently destructive, which implies sustainable development can only be achieved by adhering to the constant natural assets rule without economic growth (Burgess and Barbier, 2002).

- ***Social Dimension***

Mostly the studies conducted focused mostly on the nature related and environmental aspects of sustainability rather than the economic ones, furthermore, lesser number of studies discussed the social dimension of this important subject. Respect, awareness, diversity, vitality, and responsibility toward the workforce are the few cardinals which are promoted by social sustainability; while ensuring the safety of society by keeping it healthy and safe from harm during the different phases of a project. (Raheem & Ramsbottom, 2016).

According to McKenzie (2004), social sustainability is: “a positive condition within communities, and a process within communities that can achieve that condition.”

The following features are indicators of the condition, and steps towards their establishment and implementation are aspects of the process:

- Equal access opportunities to basic amenities (including health, education, transport, housing and recreation)
- Balance between generations, ensuring that the future generations will not be harmed by the activities of the current generation
- A system of cultural relations and harmony in which cultural integration is supported and promoted when it is desired by individuals and groups and the positive aspects of distinct cultures are valued and protected, and in which.
- The extensive political familiarization and participation of citizens not only in electoral procedures but also at local level political activities.
- Developing a sense of community ownership - a system for spreading awareness of social sustainability from one generation to the next

- Transmission mechanisms for a community to collectively identify its strengths and needs by developing a sense of community responsibility.
- Deriving mechanisms for a community to fulfil its own fundamental needs, where possible through community level actions for political support to meet the needs that cannot be met by community actions alone.

Like the concept of sustainability and other forms, social sustainability is neither an absolute nor a constant. It is believed that social sustainability has is a dynamic concept, which will change over time (from year to year/decade to decade) in a particular place. This may have to be applied through external influences: for example, social harmony and interaction may increase. Social activity at a local scale may also be influenced by economic, environmental and political crises.. (Penninx et al., 2004).

- ***Institutional Dimension***

Roughly defined, political institutions as analysed by political sciences are the rules or set of principles by which Political decision making and implementation is designed. General potentials guiding the behaviour of a society like its values, ideals and principles are not included in it, but the social capital of societies provided by the wide range of institutional settings below this level, including bearings and the methods for decision making and organizations for law enforcement. Political organizations incorporate both: they are social bodies, which appear as performers in political procedures, as well as systems of rules, structuring political behaviour and helping change the societal orientations (see Spangenberg et al., 2002). ‘Social capital refers to the institutions, relationship, and norms that shape the quality and quantity of a society’s

social interactions. Social capital is not just the sum of the institutions which underpin a society; it is the glue that holds them together' (World Bank, 1999).

Institutions have been marked as mandatory to sustainable development because of their crucial role in implementing social, environmental and economic objectives, but they have been deprived of a major role. With this view, however, although the key factor is rightly emphasized (in a co-evolutionary setting, each dimension serves all others permanently), independent institutional objectives are missing, and the cardinal aspects of the institutional system (e.g. its development dynamics and lead sciences) are ignored (Spangenberg, 2007). According to Agenda 21, fundamental institutional objectives are accountability, civil society authorization, gender equality and knowledge establishment. Further goals refer to the interlinkages of the institutional and the three other dimensions of sustainable development, such as provision of health facilities, eradication of unemployment, fair income distribution and giving workers their rights as per social dimension. For the environmental interlinkage, development of transport infrastructure, sewerage and waste management have been suggested by the UN, and for the economic interlinkage e.g. reducing private and public debt, tax revenue sources and agricultural efficiency (Spangenberg, 2002). Apparently, these objectives and indicators does not seem to be linked to economic growth of any country or society. On closer scrutiny, however, it has been revealed that they describe essential ways and characteristics of how wealth is produced, distributed and used, i.e. the quality of economic development and growth. Though, they are less helpful in assessing the sustainability of a particular level of growth, but instrumental to judge about the quality of life and social standards of the prevailing growth pattern.

Levels of Institutional Development

Last but not the least, a major dimension of institutional development is at the individual level. It is at this level we find that individual members of society are key actors, including trivial networks and groups participants in and managers of projects, and they do effect at larger scales. They are the tiniest and often most important building blocks serving the requirements for individual competence, and creating conditions favourable for any project or organisation to function efficiently and effectively.

Whether the organisation is a government, a private firm or a community-based institute, there are some dimensions of institutional development that needs to be harnessed at the organisational level. These relate to the organisation's strategy, planning, human resource development, finances, administration, culture, etc.

The system level is the level extending beyond any organisation. System-level aspects include the broader policies of a government, rules and norms governing the flow of societies, mandates, priorities and different modes of operation, etc. within and across the respective sectors. For national level programmes (e.g. governance, public service reform programmes, etc.) the system level will have to incorporate the major political and socio-economic forces of the country while remaining within the confines of constitution. Related dimensions in both areas are the political and legal structure, rules and values, relations with external agencies, public participation and legitimacy. (Civic Space, 2000)

2.7 Community Based Projects/Programme Sustainability

Attainment of any form of project sustainability is not an endeavor of a single day, but a life- long process (Wanjohi, 2010). Community based projects are complex

and require multifaceted management skills (Weinberg, 2008). For project sustainability to be achieved the institutions and management involved in project implementation from the community to the national or international levels need to be empowered in terms of information, skills and resources (human and capital) for smooth running of activities for sustainability of projects. Various researches have shown that social and culturally approved community-based projects eventually become sustainable. Community-based project sustainability is about creating a more just and equitable community through encouraging social and cultural diversity (Roseland et al. 2005). Any community-based project therefore, must give much consideration to socio-cultural aspects in any given project during pre and post-implementation. Important aspects of cultural identity is utilized by sustainable project design, and it can serve to generate the past with the present for the benefit of the future times. (Matthews and Herbert, 2004). According to Ceptureanu et.al (2018) program related factors such as program funding' staff involvement etc. are more important for sustainability than community (participation, support etc.) or host organization related factors (leadership, organizational system). When it comes to sustainable community development at local level, it requires that local economic development supports community life by using the local community talents and resources. Furthermore, it is a challenge to ensure that the distribution of the benefits of development is done in a more transparent manner and in equitable way. (Elizabeth, 2006)

2.8 Participatory Approaches

There are various forms of slum upgrading which include: top-bottom approach, bottom-top approach and (E., Shayo, & Ndambuki, 2013).Top-bottom approach in slum

upgrading is an approach where government begin projects through centralized institutions. The government agencies act independently without any consultation with local people. They identify problems, determine the response, formulate and implement strategies, action programs and projects (Majale, 2008). This approach has failed to achieve the expected results in cities and towns where the government has implemented it as there was lack of participation by local people in the projects (Majale, 2008). According to Khatri and Vairavamoorthy (2007) Due to top-down approach with limited involvement of stakeholders, there has been failing of systems particularly in developing countries. Kifanyi et.al (2013) observed that the main cause of many failures is the lack of public participation which comprises participation of organized forms of the public such as CBIs and NGOs. Participation is not in action because of governance failures as well as lack of awareness. Even now, people do not have much knowledge about the concept of sustainability and do not know how they can play a role in its achievement. Because of this, there are gaps and divergences in governments, CBI and NGO efforts to raise awareness among citizens.

In the bottom-top approach to slum upgrading, the external actors/NGOs/CBIs start a project with decentralized institutions which are majority handled by civil society, engaging local networks in the community so that there is appropriate and repeatable impact on the deprived. They (actors/NGOs/CBIs) try to have an impact on the government to play a role in the project at the end. A main issue with this approach is that when it is external actors who initiate and mobilize community organizations towards implementing a project, the project is often left after completion. The reason is that once the external actors have left, the government does not step in to continue the implementation of the project. Looking at the shortcomings of the bottom-top and the

top-bottom approach to slum upgrading, international organizations have been considering about the idea of an integrated approach to slum upgrading (Ehigiator, 2013).

Arguments for the use of participatory methods in slum upgrading are receiving increased attention both locally and internationally (Arcila, 2008). According to the Oxford English Dictionary (p. 268) participation is “the action or fact of partaking, having or forming part of; the fact or condition of sharing in common, with others or with each other”. Recent literature argues that slum upgrading should be addressed through the participatory or integrated approach where public organizations, private organizations, NGOs, slum dwellers and community based institutions collaborate in order to improve the living conditions in slums (Cronin & Guthrie, 2011; Majale, 2008; UN-Habitat and City Alliance, 2006).

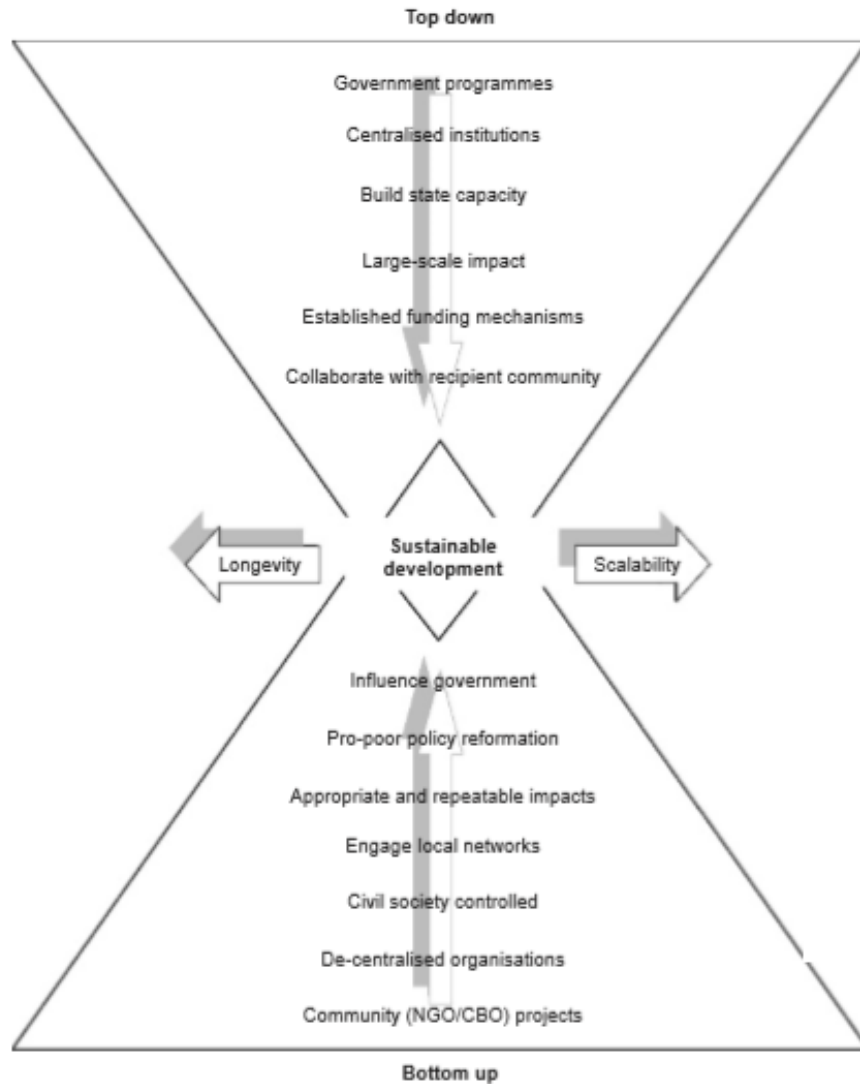


Figure no. 2.1: Top-down and bottom up routes to sustainable development (Source: Cronin and Guthrie, 2011)

Community-based institutions (CBIs) are considered natural partners by Non-governmental organization (NGOs) working with and for the urban poor. Progressively, states, municipalities and donors also recognize the capacity of communities to help in implementing policies or provide services, for example in so-called public–community partnerships. In this process, the role of the state is reduced and ‘multi-stakeholder governance’ approaches are growing in the context of neoliberalism (Baud and de Wit, 2008; Harriss et al., 2004; Swyngedouw, 2005). For practical reasons alone, not all slum

residents can and will actively participate in such activities or partnerships; that is why there is search for CBIs. Ideally, the CBIs act as representatives of slum or squatter communities, see the needs and priorities vis-à-vis intervening agencies, organize contributions in kind and/or labour, and keep check and balance on implementation and outcomes of the activities. (Berner & de Wit, 2009)

2.9 Selected Theory for the proposed Study

Collective Action Theory

In explaining human behavior including social movement, the theory of collective action has been essential. Willer (2009) notes that the theory's scope includes collective action situations as established by convention, where groups want the creation of a public good that would help all members, but faces a challenge in that the production of goods needs costly contributions from group members. This theory discretely explores the fact that formal organizations are central to location and contracting their actions. Collective action theory seeks to understand how groups of individuals can work together to overcome social dilemmas, on the assumption that it is a self-interest. Definitions of collective action generally say that it involves a group of people that voluntarily engage in a common action to achieve a shared interest (Matta and Alavalapati, 2006; Dick, DiGregorio, & McCarthy, 2004). It can come in the form of resource mobilisation, coordination of activities, knowledge sharing or institutional development (Poteete and Ostrom (2004). This is the vital element of the theory which sees public good being at stake in any “group motivation” (which is also critical theoretical dimension) for collective action. Willer (2009) defines group motivation that it is the extent to which the

individual values the group's interests relative to the individuals own. The theory suggests that individuals achieve enhanced status in groups after collective action interventions, since group motivation is viewed as meritorious and closely linked to status. Therefore, the theory posits that individuals who contribute to collective action will achieve enhanced status as well as other social and material gains, as their actions reflect group motivation.

Dahal et al (2008) argue that Collective actions are actions taken by a group (directly or on its own behalf) by an entity in the fulfillment of perceived formed interests of its members. Furthermore, formal or informal organizations may be helpful in organizing collective action while there may be spontaneous collective action. Collective behavior may be assisted by organizations and include collective acts / group processes. Collective efforts primarily take the form of institutions for development, resource mobilizations, collaboration activities and knowledge sharing.

The theory of collective action was used to explain the management structure for social problems, sustainability and effect of community interests in building and promoting public good. Collective action has been seen as having a greater impact not only at the national but also at the international level on community development. (Dahal et al, 2008).

When talking about participation through collective action, there are some qualities for education. Olsen (1971) has tried to show that because of the issue of free-riding, collective action can be preferred when benefits to one individual are able to cover the total costs to the community from the action performed.

2.9.1 Relevance of Collective Action Theory with the Study:

Collective Action theory is used in this research to study how community based institutions collectively work to tackle the socio-economic challenges of slums. It is seen in the literature that CBIs and NGOs along with local community and other stakeholders collectively work together to achieve a common goal i.e. betterment of society and welfare of the people. CBIs not only work in collective action internally but work with other institutions like government, other CBIs and private sector in collaboration and coordinate activities to pursue shared interests and goals.

2.10 Conceptual Framework

The conceptual framework gives the researcher an effective method of coming to an issue which is aimed for the study. (Liehr & Smith, 1999). A conceptual framework is a system that the researcher thinks might better describe the natural evolution of the phenomenon to be explored (Camp, 2001). This is linked to the principles, empirical analysis and relevant theories used in the promotion and systematization of the researchers ' knowledge (Peshkin, 1993) There are many benefits for research provided by conceptual framework. For example, it helps the researcher in identifying and constructing his/her view of the phenomenon to be studied (Grant & Osanloo, 2014) The conceptual framework assists the researcher to easily specify and define the concepts that exist within the problem of the study (Luse, Mennecke & Townsend, 2012)

Conceptual Framework of the Study

The key goal of upgrading projects is to provide essential services to enhance the well-being of low-income neighbourhoods, including a number of often performed infrastructure initiatives in tandem with social measures, such as regularization of areas with precarious tenure. Many upgrades to facilities include water, sanitation, waste disposal, housing, walkways, storm drains, lighting, public telephones, classrooms, health posts, and community centers. Public reforms can include improved provision of health and education facilities, day care, training and programs for social security (World Bank, 2006). Many upgrades to facilities include water, sanitation, waste disposal, housing, walkways, storm drains, lighting, public telephones, classrooms, health posts, and community centers. Public reforms can include improved provision of health and education facilities, day care, training and programs for social security (Iganga, 2013). According to a study by Narayan (1995) the participation of local communities was an essential element for project effectiveness and its sustainability. It is very important to recognize the various organizations and groups existing in these communities before any project / program is to be launched in a community, and to have a pre-project discussion with them as it will help to inform and make aware the communities on the projects. It is very important to recognize the various organizations and groups existing in these communities before any project / program is to be launched in a community, and to have a pre-project discussion with them will help to sensitize the communities on the projects. (Isidiho & Sabran, 2016). Woolcock, Jha and Rao (2007) pointed out that Community leadership in the slums is not powerful because of the informal association or community structure. Hence the meeting point for communicating with politicians to control or offer essential services is impacted due to lack of good leadership.

Collective Action Theory

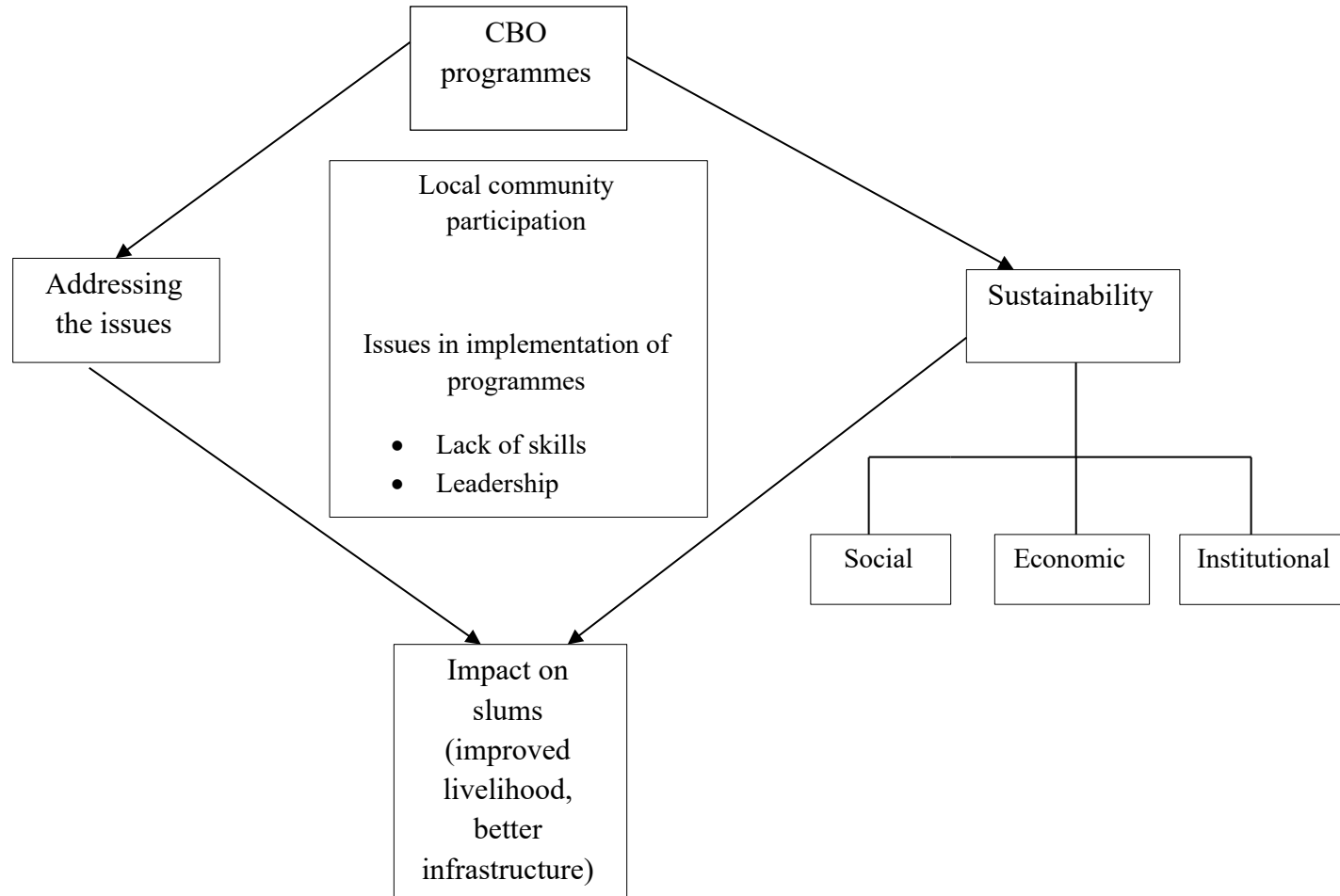


Figure no. 2.2: Conceptual Framework of Study

Chapter 3 Research Methodology

This section discusses the methodology that will be used in the research.

3.1 Research Paradigm:

In terms of educational research, 'Paradigm' is described as a researcher's world view. Lather (1986) explains, a research paradigm shows the what the researcher believes about the world that he or she lives in or wants to live in. a research paradigm is made up of the abstract beliefs, principles and laws that form how a researcher views the world, and how he or she interprets and acts within that world. In the context of role of community based institutions and community participation in development projects, interpretivism and constructivism are the two major paradigms. Interpretive research is mainly concerned with subjective meanings. It seeks to recognize and understand the interpretation and understanding of the social phenomena of the individuals or participants that are under study (Schwandt, 1994). The constructive paradigm has assumption that reality exists in multiple versions and that is why, there can be no singular truth (Guba and Lincoln, 1994). According to interpretivist/constructivist paradigm, knowledge is made up by people in social settings (Gregg et. Al, 2001). That is why, both interpretivism and constructivism approach (pragmatism approach) is used to study the traditions of society. It helps in getting a broader view as well as understanding the beliefs of people.

Philosophy	Ontology (nature of social reality)	Epistemology (nature of knowledge)	Axiology (the researcher's view of the role of values in research)	Research strategy	Data collection techniques
Interpretivism/ Constructivism	Subjectivism	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question.	Research is value bound, the researcher is part of what is being researched, cannot be separated and so will be subjective	Qualitative	Typically inductive. Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted

3.2 Research Design

According to Kothari (1990) and Babbie and Mouton (2001) a research design should be a plan or structured framework that shows how a person decides to conduct the research process so that he solves the research problem. The research design is based on a single-case study design, which assists an in-depth analysis stressing the complexity of a case in a specific context (Bryman 2012) The current study is exploratory in nature as it

has assessed sustainability of projects through community participation. The single case study of Islamabad is used to see 1) the participatory process in development projects in slums and 2) sustainability of projects initiated by community based institutions.

The case study method will be used to address the research questions related to participation of community based institutions in slum development. In case study, one or several cases of the subject of study are examined in everyday, real-life setting. It takes a holistic approach and thus sufficient data can be gathered on everything to do with the case. As this study is concerned with the role of slum community based institutions in initiating development projects and helping local community, therefore, case study method will give us the picture of existing phenomena.

3.3 Research Strategy and Method

This study is deductive in nature as it will draw explanations from general to specific. The research method adopted is qualitative in nature. Babbie and Mouton (2001) say that in qualitative research design human action is studied in a natural setting and it sees how the actors involved view that natural setting, together with an emphasis on detailed description and understanding of the phenomena within the appropriate context.

3.4 Population and Sampling

The population chosen for the study are the community based institutions in slums of Islamabad located in Islamabad. Sampling was drawn from the population on the criteria that respondents had to be stakeholders or influencers of CBIs/NGOs. These included NGO employees, beneficiaries and government employees. Three NGOs were

chosen for the study. One is iFeel school which gives free education to children. Second is Al-noor foundation which has different programmes. Third is Akhtar Hameed Khan Resource Center (AHKRC) which focuses on poverty alleviation through skills building and micro-finance. These NGOs were chosen as they served in the Islamabad city and were helping slum community.

Convenience sampling (also known as Haphazard Sampling or Accidental Sampling) is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dörnyei,2007). It is also referred to the researching subjects of the population that the researcher is easily accessible to (Saumure & Given, 2008). Welman and Kruger (1999) point out the following characteristics of non-probability sampling:

- Every person who meets the criteria is asked to participate. In this study, for example, all people who were either working for the NGOs, were getting services from the NGOs or those whose decisions can impact the working of NGOs are included in the study.
- It is a less complicated and more economical procedure than random sampling.
- The researcher's judgment is used to select individual subjects who meet the eligibility criteria

Convenience sampling technique is used as it is easier to gather data in a timely manner from the available population. Sample size ranges from 7 to 10 respondents for interviews.

3.5 Unit of Analysis

. The unit of analysis is who or what is being analyzed during research. The unit of analysis for this study is organization as the role of CBIs is being studied in the research.

3.6 Data Collection Technique

As qualitative approach is being used in the study, primary data will be collected through interviews and focus group discussion. The face-to-face interview also called as in-person interview is probably the most popular and oldest form of qualitative data collection. It has continued to be the best form of data collection when one wants to minimize non response and maximize the quality of the data collected (Lavrakas, 2008). Scholars like Denzin and Lincoln (2009) assert that face to face interviews may help to detect oblique answers through respondent's behavior, body language and emotions etc. In-depth interviews are conducted from the CBO members as respondents can give their point of view. As suggested by Elmendorf and Luloff (2001), 8 interviews have been conducted from CBO members and stakeholders as per the scope of the research and the sampling technique proposed for the study. These respective experts, with their particular knowledge and understanding, have provided insight on the nature of problems and give recommendations and solutions.

A focus group is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes towards a product, service, concept, advertisement, idea, or packaging (Edmunds, 1999; Wong, 2008). According to Zikmund (2003), the target respondent refers to the specific concerned group germane to the research area. In this case, the target respondent for the study are the local residents

and beneficiaries of CBIs and NGOs. Following the rules of convenience sampling, the researcher has selected the sample based on her own judgment. The researcher has drawn the sample from the selected population. For the selection of sample size for Focus Group Discussions (FGDs). Kruger (1994) suggests a maximum of 12 and minimum three FGDs, whereas Kizinger (1994) proposes that four to five are adequate when the researcher is focusing on some particular population. In addition, Mc Lafferty (2004) argues that FGDs may vary from four to 20. Therefore, for the current study, 4 FGDs are conducted from beneficiaries and local community as they will be able to give their views and opinions on services of NGOs.

3.6 Data Analysis

Data collected is managed and analyzed methodically to find out the answers of research questions. In-depth interviews and FGDs are transcribed. Through thematic data analysis, codes and themes emerged. Thematic data analysis is the systematic approach to qualitative data analysis that engrosses recognizing patterns or themes of cultural meaning, coding and data classification mostly textual in aligning with the themes, and interpretation of resulting thematic structure by seeking relationships, commonalities, overarching patterns, explanatory principles or theoretical constructs. Boyatzis (1998) has identified five objectives of thematic analysis. According to him, it is a means of quantifying qualitative data, methodically observing the case, analyzing, seeing and finding relationships. Thematic analysis for the current study helped to reduce and manage huge volume of data without mislaying the context, summarizing, organizing and interpreting the collected data.

Chapter 4 Research Findings and Discussion

The purpose of this study was to examine how much CBIs help in the development of slums and how much local community participates in identification of slum challenges. The study is qualitative in nature and research was conducted through face to face interviews and focus group discussions. This chapter will discuss the findings of the study. The following research questions informed this study are:

- 1: How Community Based Institutions and local community participate in identification of slum challenges?
- 2: How much does Community Based Projects/Programmes improve state of slums?
- 3: What are the factors which lead to sustainability of Community Based Projects/Programmes?
- 4: What are the issues faced by CBIs in successful implementation of a Project/Programme?

4.1 Background:

The participants of this study comprised of 6 CBO members, local community 1 CDA employee and 1 government employee i.e. UC 41 chairman. CBO members included 2 respondents from iFeel school, 2 respondents from Al-noor foundation and 2 respondents from Akhtar Hameed Khan Resource Centre. The programme chosen for this study is education programme.

4.2 Data Analysis

Data analysis is the process of managing the data by organizing the collected data into various categories and then interpreting it, searching for patterns that occur frequently with the goal of determining relevant information (Bogdan & Knopp Biklen, 1992, p. 153; Marshall & Rossman, 1999, p. 150). The study was qualitative in nature and the analysis of data collected through interviews and focus group discussion was done through the process of content analysis. This involved the following procedure:

- Data was recorded through audio recorder and notes were also taken as a backup to avoid any error during interviews and FGDs.
- The recorded data was then listened and transcribed for the purpose of analysis and interpretation.
- The transcribed text was read thoroughly to obtain a clear picture of the content and gain detailed insight of phenomena being studied
- Codes and labels were assigned to different units in the transcribed data and were evaluated.
- Codes were then compared and modified and were arranged in themes and sub-themes.
- The identified themes were reviewed and modified and were further used for reasoning and argumentation and developing conclusion.

The initial codes identified in questions are given in the following table:

How much do you involve local community in achieving the goals of the project?	Do you think that your project/programme objectives are being achieved?	How do you assess the impact of the project/programme that is currently being run?
<p>No involvement of community and their representatives in decision making</p> <p>Community concerns not taken into account</p> <p>Discouraging attitude</p> <p>Lack of motivation in community to participate.</p> <p>Try to involve local community through motivation</p> <p>Lack of awareness in community</p> <p>Participation of community by convincing them and motivating them</p> <p>Interaction with community</p> <p>Association with community</p> <p>Volunteers</p> <p>Lack of cooperation of</p>	<p>Lack of funds create problems in achievement of objectives</p> <p>Objectives are achieved successfully</p>	<p>Change in attitudes of beneficiaries</p> <p>Satisfaction</p> <p>Contact beneficiaries for feedback</p> <p>Feedback from community members who observe the project/programme</p> <p>Complaints from the community</p> <p>Improved learning skills</p> <p>Better job</p> <p>Better education</p> <p>Examination</p> <p>Taking tests before and after the project/programme</p> <p>Checking whether the set objectives have been achieved or not</p> <p>Making reports</p>

<p>community before implementation</p> <p>Hiring from community</p> <p>Volunteer work</p> <p>Appointment of educated people from community as committee members</p>		
<p>What is your source of funding?</p>	<p>Are you finding the results of the project/programme long lasting?</p>	<p>Do you think your NGO can perform better than this? If yes, explain how</p>
<p>Government</p> <p>Local donors</p> <p>International donors</p> <p>Self-finance</p>	<p>Being financially stable</p> <p>Funds granted</p> <p>Utilization of funds</p> <p>Requirement of more classrooms</p> <p>Availability of basic facilities like water</p> <p>Friendly environment</p> <p>Social development not seen</p> <p>Government is also a</p>	<p>Room for improvement</p> <p>Performing well</p> <p>More funds</p>

	<p>stakeholder</p> <p>Assistance by government</p>	
What are the internal problems you face during the implementation of project/programme?	What are the external problems you face during the implementation of project/programme?	What do you think should be done to overcome such challenges?
<p>Not financially stable</p> <p>Lack of funding</p> <p>Inflation</p> <p>Demands of donors</p> <p>Lack of qualified employees</p> <p>High turn over</p>	<p>Delays created by government</p> <p>Lack of support by government due to security reasons</p> <p>Resistance of community to cooperate</p> <p>Lack of motivation in community</p> <p>Residential problems</p> <p>Unemployment</p> <p>Lack of education and awareness</p> <p>Source of income</p> <p>Poverty</p> <p>Slums in community do</p>	<p>Proper planning while designing projects</p> <p>Budgeting</p> <p>Collaboration of NGOs with CDA</p> <p>Determination of NGOs</p> <p>Winning trust of community</p> <p>Collaboration with private sector</p>

	<p>not lag behind</p> <p>Slum community in Islamabad does not have much problems</p> <p>Facilities are provided by government and CDA</p>	
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The themes and sub-themes that emerged from the data are defined under each research question given below:

1: How Community Based Institutions with the help of local community participate in identification of slum challenges?

First research question aimed to see how CBIs and local community work together to solve a slum problem and how much there is cooperation between CBIs and local community. All the themes and sub-themes and their codes are given:

Theme: Low involvement of local community	Theme: Ensuring community participation
Sub theme 1: Lack of motivation among community to cooperate	Sub theme 1: Persuade community to participate
Codes:	Codes:
	Participation of community through by

Lack of awareness in community	convincing them and motivating them
Discouraging attitude of community	Interaction with community
No cooperation before a programme starts	Association with community
Sub theme 2: Lesser involvement of community in decision-making	Community is considered important part of programme
Codes:	Sub theme 2: Appointment from community
No involvement of community and their representatives in decision making	Codes:
Community concerns not taken into account	Hiring from community
	Volunteer work
	Appointment of educated people from community as committee members

2: How much does Community Based Projects/Programmes improve the state of slums?

Second research question is to find out how the projects/programmes implemented by CBIs change the condition of slums or whether they improve the state of slums or not. All the main themes and sub themes are described in the given table

Theme: Impact on local community	Theme: Assessment methods
Sub theme 1: Attitudes of local community	Sub theme 1: Feedback
Codes:	Codes:

<p>Change in attitudes of beneficiaries</p> <p>Satisfaction</p> <p>Improved learning skills</p> <p>Sub theme 2: Development of opportunities</p> <p>Better job</p> <p>Better education</p>	<p>Contact beneficiaries for feedback</p> <p>Feedback from community members who observe the project/programme</p> <p>Complaints from the community</p> <p>Sub theme 2: Testing the beneficiaries</p> <p>Examination</p> <p>Taking tests before and after the project/programme</p> <p>Sub theme 3: Evaluation of project/programme</p> <p>Checking whether the set objectives have been achieved or not</p> <p>Making reports</p>
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3: What are the factors which lead to sustainability of Community Based Projects/Programmes?

Third research question aims to identify the factors that lead to sustainability of Community Based Projects/Programmes and can contribute to long lasting results. All the themes and sub themes with their related codes are given in the following table.

Theme: Monetary factors	Theme: Non-monetary factors
<p>Sub theme 1: Finance</p> <p>Codes:</p> <p>Being financially stable</p> <p>Funds granted</p> <p>Utilization of funds</p> <p>Sub theme 2: Infrastructure</p> <p>Requirement of more classrooms</p> <p>Availability of basic facilities like water</p> <p>Friendly environment</p>	<p>Sub theme 1: Community response</p> <p>Motivation of community</p> <p>Change in mind sets of people</p> <p>Community is interested in skills based programmes</p> <p>Utilization of services by beneficiaries in future</p> <p>Sub theme 2: Working of NGOs</p> <p>Qualified employees</p> <p>Teamwork</p> <p>Maintaining check and balance</p> <p>Sub theme 3: Government</p> <p>Government is also a stakeholder</p> <p>Assistance by government</p>

4: What are the issues faced by CBIs in successful implementation of a Project/Programme?

Fourth research question addresses the issues and challenges faced by CBIs that create obstructions in successful implementation of project/programme. All the themes and sub themes with their related codes are stated in the given table.

Theme: Challenges and problems for NGOs	Theme: Challenges and problems for community	Theme: Overcoming problems
<p>Sub theme 1: Financial problem</p> <p>Not financially stable</p> <p>Lack of funding</p> <p>Inflation</p> <p>Demands of donors</p> <p>Sub theme 2: Hindrances by government</p> <p>Delays created by government</p> <p>Lack of support by government due to security reasons</p> <p>Sub theme 3: Employees</p> <p>Lack of qualified employees</p> <p>High turn over</p>	<p>Sub theme 1: Slum community problems</p> <p>Resistance of community to cooperate</p> <p>Residential problems</p> <p>Unemployment</p> <p>Lack of education and awareness</p> <p>Source of income</p> <p>Poverty</p> <p>Sub theme 2: Facilities for local community</p> <p>Slum community in Islamabad does not have much problems</p> <p>Facilities are provided by government and CDA</p>	<p>Sub theme 1: Effective strategies</p> <p>Proper planning while designing projects</p> <p>Budgeting</p> <p>Collaboration of NGOs with CDA</p> <p>Determination of NGOs</p> <p>Winning trust of community</p> <p>Collaboration with private sector</p>

4.2 Reviewing Themes

Following section discusses the study findings of each research question and the relevant themes and sub-themes according to each research question are discussed.

Research Question 1: Participation of CBIs with the help of local community in identification of slum challenges

During data analysis, two main themes emerged regarding participation of CBIs and local community in identification of slum challenges. First identified theme was '*Low involvement of community*'. Under this this theme, two sub themes were identified namely *Lack of motivation among community to cooperate* and *Lesser involvement of community in decision-making*. Second main theme that was identified was '*Ensuring community participation*'. This theme has further sub themes: *Persuade community to participate* and *Appointment from community*.

The thematic map (interrelationship) of main themes and sub themes is shown in the following diagram.

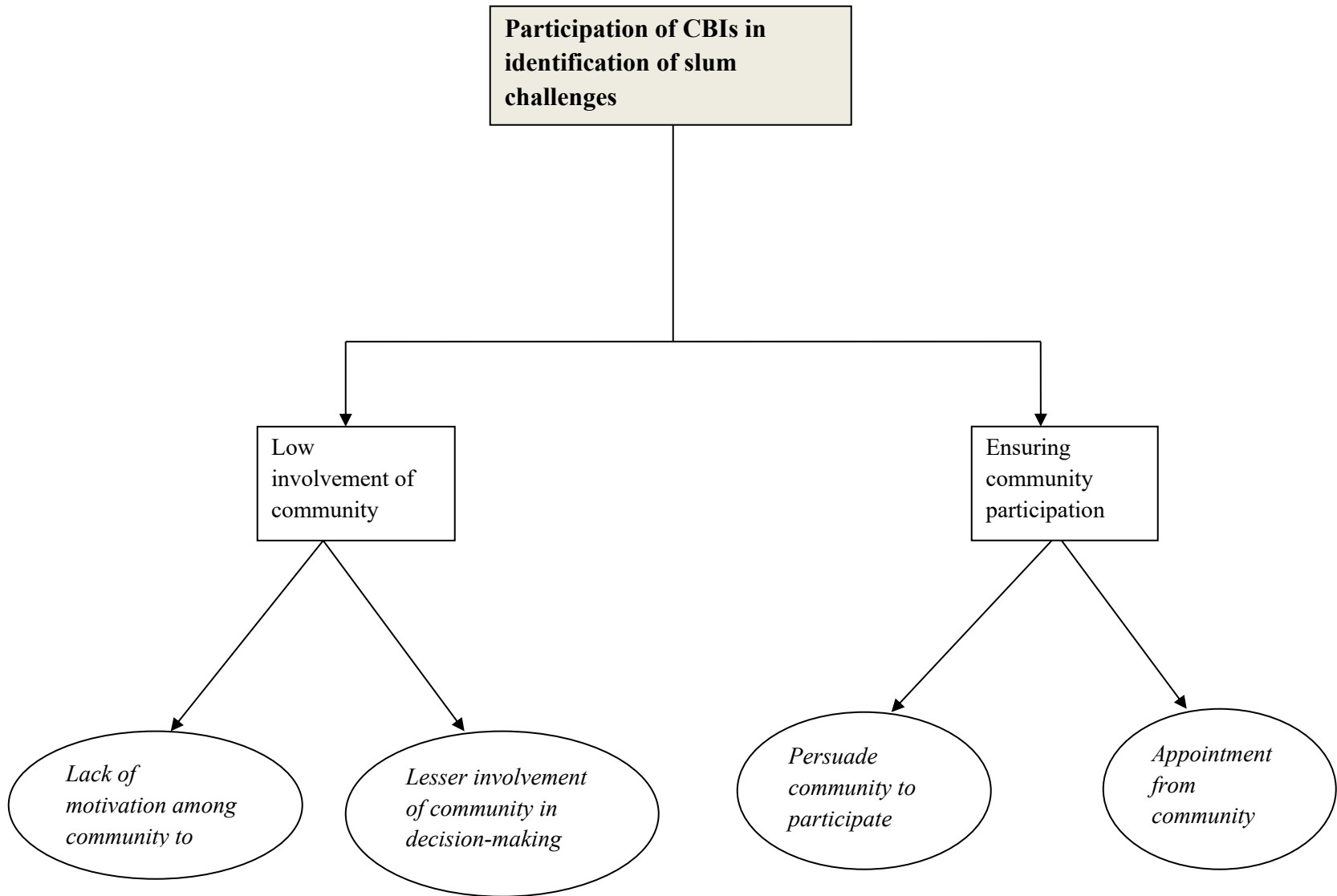


Figure no. 4.1: Thematic map

Research Question 2: Improvement in the state of slums

In order to see how the state of slums has improved, there were two ways described by the respondents that they used i.e. *'Impact on local community'* and *'Assessment methods'*. Under the main theme, *'Impact on local community'* there are two sub themes namely *Attitudes of local community* and *Development of opportunities*. Under the second main theme *Assessment methods*, there are further three sub themes, *Feedback*, *Testing the beneficiaries* and *Evaluation of project/ programme*.

The thematic map of the main themes and sub themes is given in the diagram

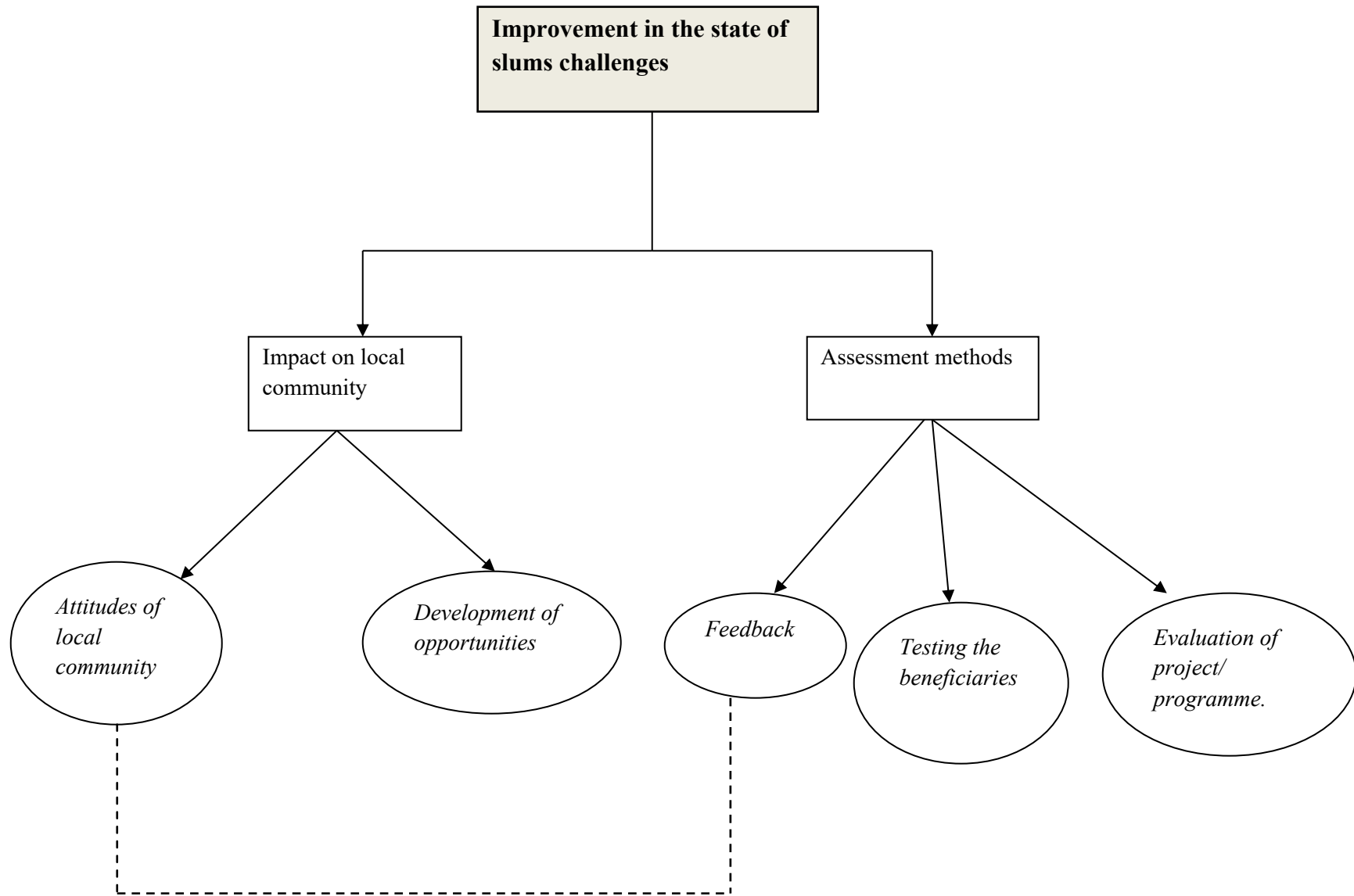


Figure no. 4.2: Thematic map

Research Question 3: Factors leading to sustainability of Community Based Projects/Programmes

According to responses by interviewees and focus groups, factors leading to sustainability of community based projects/programmes can be divided into two main themes: '*Monetary factors*' and '*Non-monetary factors*'. Sub themes under *Monetary factors* include *Finance* and *Infrastructure*. Sub themes under *Non-monetary factors* include *Community response*, *Working of NGOs* and *Government*.

The thematic map of above mentioned themes and sub themes is given below

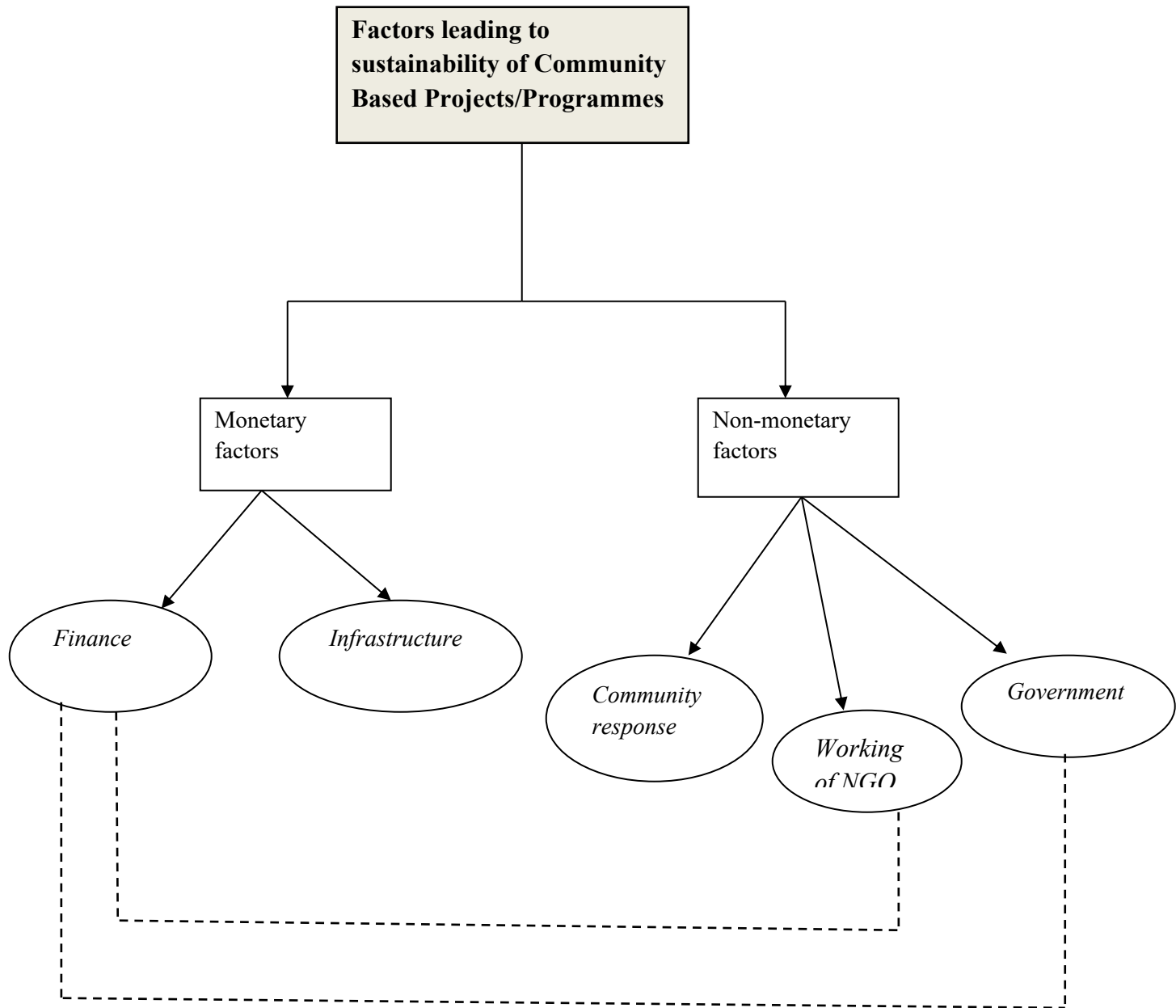


Figure no. 4.3: Thematic map

Research Question 4: Issues faced by CBIs in successful implementation of a Project/Programme

According to respondents, there are some issues and challenges faced by both NGOs and local community and they needed to overcome them. There are three main themes: '*Challenges and problems for NGOs*,' '*Challenges and problems for community*' and '*Overcoming problems*'. The first main theme *Challenges and problems for NGOs* is further divided into three sub themes namely *Financial problem*, *Hindrances by government* and *Employees*. Under the theme *Challenges and problems for community*, there are two sub themes: *Slum community problems* and *Facilities for local community*. In the same way, under the theme *Overcoming problems*, there is a sub theme *Effective strategies*.

The thematic map of all themes and sub themes is given in the diagram below

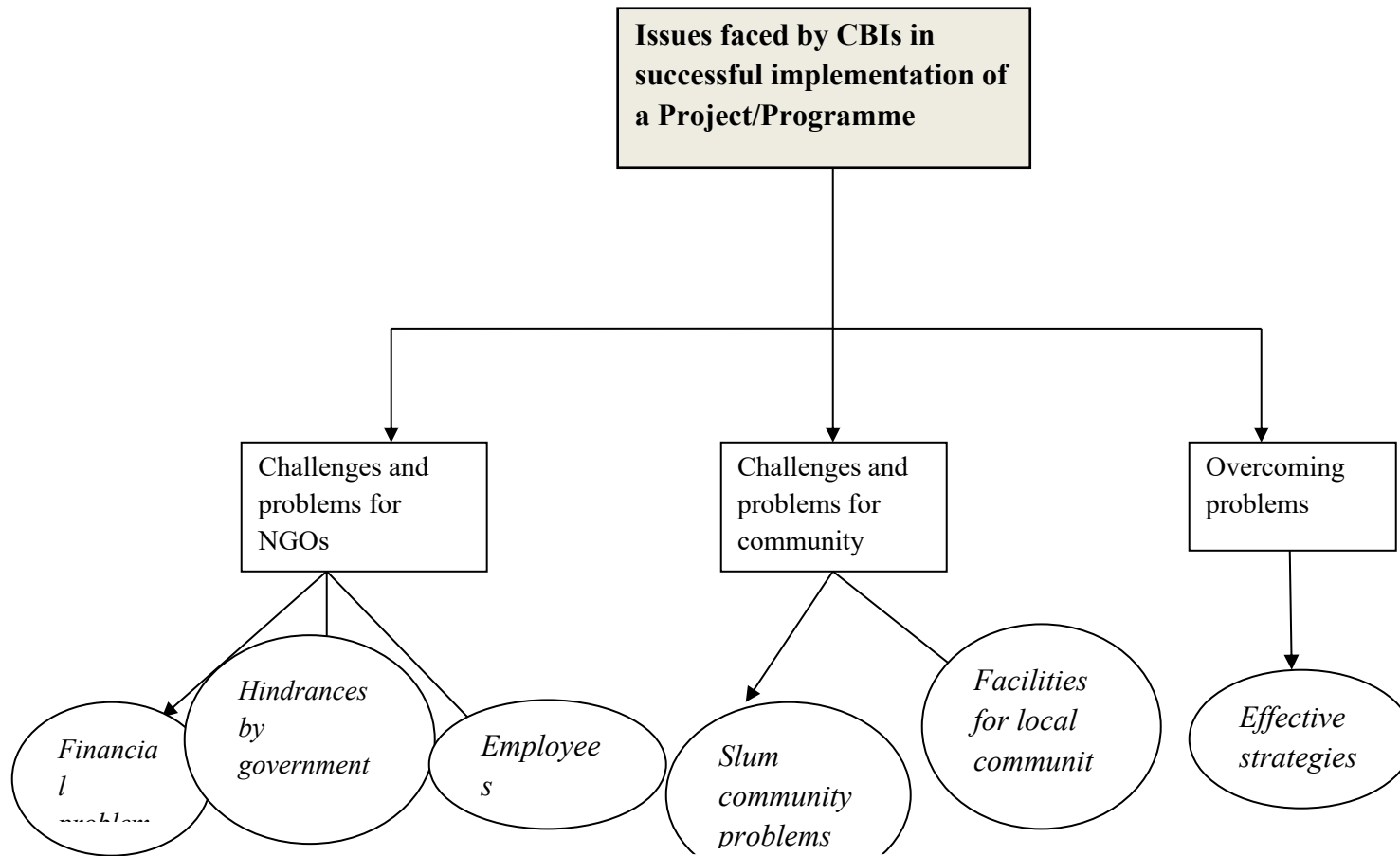


Figure no. 4.4: Thematic map

4.3 Findings

This section will discuss the findings of study in detail and the rationale of each theme and sub theme is discussed.

Research Question 1: Participation of CBIs and local community in identification of slum challenges

Theme: Low involvement of community

Community is considered an important aspect of any CBO programme. It was found during research that involvement of community is not very high in community based projects/programmes.

Sub theme 1: Lack of motivation among community to cooperate

During interviews, many respondents said that community is not motivated to cooperate. Shaeffer (1992) found that the regions that are socially and economically marginalized have low degree of community participation. One of the elements he identified in such regions was that there the overall objectives of education are not appreciated. It was found in research they do not have much awareness about the importance of education. According to one respondent from an iFeel school,

“Parents were not very willing in the start to send their children to school because they thought if our children will start going to school, that would be a

cause for their loss. They thought their children will not be able to earn money and we will not get anything.”

The respondents from Al-noor foundation gave the view that community only participates in educational programmes when they are given motivation such as they will be taught some skills as well. One respondent replied,

“Whenever we ask these people to attend a seminar, they always ask for something in return such as money. They are least interested in the projects.”

The respondent further added,

“When we started adult literacy, we used to request them (women) again and again to come and participate in the programme. They used to say we cannot as it is our working time. We even changed timings for them, but they always said that we are so tired, we cannot study. Therefore, lack of motivation becomes a challenge.”

It was also seen during research that people used to discourage NGOs before a programme started. One respondent said,

“There have been times when people tried to discourage us and blamed us that our NGO is fraud and does not utilize fund. My students used to get worried and asked what will happen now. I always told them that we are working in the name of Allah so He will save us.”

Sub theme 2: Lesser involvement of community in decision-making.

Some respondents said that NGOs do not involve community in decision making. According to UC 41 chairman,

“They do not involve in any way. These are just in documents that there is involvement but in reality there is no involvement of local community or even local representatives of the community.”

Another interviewee said,

“They do not include the local communities. NGOs have to work with CDA, they sign MOUs. The local community is not involved and the interests of the local communities are usually not taken in to account. Only CDA has to see the interests of the people.”

Theme: Ensuring community participation

According to respondents from NGOs, they try their best to make sure community becomes part of the project/programme.

Sub theme 1: Persuade community to participate

Interviewees and focus groups told that NGOs have to persuade communities to become part of programme. One respondent said,

“When we started this school, we used to go to houses and convince parents to send their children to school but they were not ready to cooperate. In the same way, people used to steal our things from school. People tried everything to stop

us and create hindrance in implementation of project. But now, everything is going smoothly.”

Another respondent said,

“Mostly it depends on the issue that we are working on. If we talk to the community about job placement and connect with them then they will be motivated to participate. But if we talk to them about health and work with health care providers, the community seems to be reluctant. Once you connect with them and convince them then there is not much problem to work. Initially, when we go for surveys and information, community is reluctant.”

Sub theme 2: Appointment from community

Community is made part of projects/programmes through hiring and appointment. One respondent from NGO said,

“We take work from the community and also do hiring from the community. In other words, beneficiaries become the participants.”

Volunteerism is another method identified in the data. According to Schiff (1990) production of collective goods can be the result of volunteering. Through this, the advantages of volunteering are shared by members of the community while individual volunteers are there to bear costs. Another respondent from iFeel school said,

“When the young girls get free from here, we ask them whether they want to teach anything to the children or whether they want to teach any skill to the children as

a volunteer. We tell them it will be a kind of charity (Sadqa e jariah) from them. So, many people come and they teach many activities to the children.”

According to participants in FGD who were students of iFeel school,

“We teach other students as well. We give them lessons regarding cooking, sewing and other life skill lessons. We do not teach in school only but we also teach skills in our home also.”

Research Question 2: Improvement in the state of slums

Theme: Impact on local community

One way to see whether a programme has improved situation of the slum is by seeing how it has impacted the community. This theme is supported by further two sub themes.

Sub theme 1: Attitudes of local community

During interviews, the researcher found that if the attitude of local community has changed in a positive way, then it means the programme is able to achieve its objectives. Here attitude means satisfaction as well as cooperation of community.

According to a respondent,

“I believe if we are able to change their mindsets, then we are achieving our results. It is already evident through the behavior of parents and children.”

Another interviewee said,

“When we see a child is coming regularly to schools, he is neat and clean, his attitude is changing, his thinking is changing...all of this shows that we are successful and there is some impact of our programme. If a child who was backward, but now he is studying just like other children of our society and you can see a change in him/her then definitely there is some impact.”

This view was supported by Roy (2003) in his study. He has looked development as an idea which is done for the people and by the people. His argument was that, the essence of sustainable development is determined by the people. This can be attributed to the change of peoples“ attitudes” and it leads to a change in their habits.

Sub theme 2: Development of opportunities

Another way to see if the programme has been is through observing how much beneficiaries have got the opportunities after receiving the services of programmes. According to participants, after getting education, their students or beneficiaries were able to compete with others.

An interviewee said,

“After learning all in two and a half years, these children are able to give board papers (5th class) and get promoted in 6th class just like all other children. There are some of our students who have now reached till O-levels and A-levels.”

Theme: Assessment methods

There are different ways of assessing whether the project/programme has been successful or not. Mainly, three methods were identified for assessment during data analysis.

Sub theme 1: Feedback

Feedback is considered an important aspect of assessment. NGOs take feedback from community after completion of a project. They ask the observers whether they have seen any improvement as one respondent said,

“Feedback is taken from people who are educated in a particular area or those who have observed the project. When doing a project, we are getting monitored by people. Sometimes we ask a tailor or shopkeeper of a general store about their thoughts on the project. We sometimes receive negative feedback such as our project has not brought any improvement.”

Sub theme 2: Testing the beneficiaries

Another method to check if the project/programme is successful or not is by examining the beneficiaries. According to an interviewee,

“.....we had to identify how many of them are illiterate. To test this, we used to give them a pen and a pencil and told them to write their names, different sentences. Suppose,10 of them start writing, the remaining 5 will say we do not know how to write. We also see the how the people are writing. We tell those 5

people that you can stay here and the rest can go. Through such tests, we identify people who need education and this how we do pre-assessment. After conducting the project, we take tests of those and tell them to read or write some sentences e.g. tell us what is the expiration date on a medicine at your home or do some sort of basic calculation.”

Sub theme 3: Evaluation of project/ programme.

Project/programme is evaluated against the set targets or objectives. For this, NGOs make a whole plan through proper formats as one respondent said,

“We see if we start a project then what will be the results. We make a breakdown structure which includes objectives, major results, output and activities. We start our activities and see time by time whether we have got the outcomes and what is the impact.”

Research Question 3: Factors leading to sustainability of Community Based Projects/Programmes?

Theme: Monetary factors

Monetary factors include those factors which involve money. This theme is further categorized in two sub themes.

Sub theme 1: Finance

During data collection, many respondents revealed that finance is one of the important factors leading to sustainability of projects/programmes. According to one respondent,

“Better funding and better teamwork can lead to better results. Funding is an important part in any programme”

Therefore, financial sustainability is necessary for NGOs. Renz (2010) define financial sustainability as the ability of an NGO to create a variety of resources so that it could carry on with its work even after the withdrawal of funds from donor.

Sub theme: Infrastructure

Other than having money, there are other things that help in sustainability of projects/programmes such as buildings, furniture and other facilities. UC 41 chairman said that if children are given proper environment then they can learn better. According to him,

“The NGOs do not have enough funds to maintain environment like playgrounds, cutting of the grass and keeping it neat and clean. All of this is causing bad impact on children and environment becomes nasty.”

While conducting FGDs, parents of students said,

“The school is already performing very well, but they can make their services better by building a much bigger school with more facilities like playground and washrooms.”

Theme: Non-monetary factors

Sub theme 1: Community response

One factor of sustainability is that how community responds to a programme. Participation of local community in any programme is necessary for its successful implementation. According to Rose (2007), NGO run schools can be successful if there is a close relationship between communities and schools. If the community is not interested and is not cooperative then a project/programme may not be able to achieve its objectives. Motivation of community to be part of a project/programme is important. Sustainability of any development project can be increased through community participation. (Ali, David, & Baloch, 2015) The effectiveness, sustainability and scalability of upgradation strategies can be affected by involving, enabling and empowering communities to participate in the identification, design, implementation and maintenance of upgradation strategies as it is considered a vital factor (Kodira & Srivatsa, 2012). One of the interviewees commented,

“There are some factors, one factor is community engagement. Who are the people living in that community. They include those people whom community gives respect and listens to them. They are called community gatekeepers or community leaders. It is through them we can convince community to participate.”

Sub theme 2: Working of NGOs

How NGO is working and delivering the results is also a factor in determining the sustainability of projects/programmes. Data revealed that NGO teams play an important

role in successful implementation of projects/programmes. NGO teams can be considered as a factor in success of projects as it was pointed out by (Khan et al., 2000; Khang & Moe, 2008; Lin Moe & Pathranarakul, 2006; Shaw et al., 2002). Data also revealed that training of employees by the NGOs in relevant field is necessary for better performance of the project/programme. Qualified employees with relevant experience can help in giving better results as one interviewee said,

“Our teachers and staff are honest to their work and that is very important for long lasting result. When teachers work together as a team, it also lead to good results. So teamwork is a main factor. Workshops and training are done for the teachers so that our programme can be implemented in a better way. We do not hire teachers without any criteria. Demos, tests, interviews are conducted before hiring them. Selection based on professional criteria also leads to long lasting results.”

Sub theme 3: Government

Government can help in better implementation of programmes and lead to sustainability of programmes. If government is not helpful then it will be difficult for CBIs/NGOs to work. Respondents also told that government is their stakeholder. One respondent from Akhtar Hameed Khan Resource Centre considered government as a important stakeholder. According to him,

“Whenever we work, we work with full engagement and coordination with them (government institutions). We work in their programme extensions.”

According to ABD report 2003, government and government-sponsored institutions that provide financial grants to NGOs include, National Social Welfare Councils, Provincial Social Welfare Councils, Zakat Councils, Social Action Programs, Trust for Voluntary Organizations, National Trust for Population Welfare, National Education Foundations, Provincial Education Foundations, National Health Foundations and Provincial Health Foundations. Through government coordination, NGOs can successfully implement educational programmes. Coordination can appear as policy dialogue, contracting, facilitation, and registration and regulation and all these are inter-related (Rose, 2007)

Research Question 4: Issues faced by CBIs in successful Implementation of a Project/Programme

Theme: Challenges and problems

There are various issues faced by NGOs during implementation of projects/programmes. These challenges are either internal or external. This main theme includes three sub themes

Sub theme 1: Financial problem

The first major problem faced by NGOs is lack of funds and donations as one respondent said,

“Lack of funding can be an issue and similarly utilization of funds can be considered an issue. If they do not set their priorities, they will not be able to utilize their funds.”

Another respondent said,

“Those people; who are well to do; give us enough funds and charities. But more donations and funds can help in better implementation of programme.”

But there are factors other than lack of funds such as inflation and demands of donors that contribute to financial problems. One respondent commented,

“Inflation is affecting Pakistan and that is why it is an issue for NGOs also. When inflation is getting high our programme may not be able to bring people out of poverty line. Inflation can badly affect our programme.”

While talking about donors one respondent replied,

“Sometimes mediators or donors can create problems for us. Donors put conditions or demand something else from the programme. This causes problems in planning and implementation of programme.”

Antrobus (1987) also holds the view in his study that mostly donors have a special focus or interests which causes limitations for NGOs/agencies to work. Donors sometimes set priority in terms of geographical location and sometimes they set priority in terms of target group.

Sub theme 2: Hindrances by government

Government also causes problems for NGOs which can affect their working. They can create obstructions such as not giving registrations to NGOs. This can cause delays in implementation of a programme. According to CDA employee,

“Government may not support due to security reasons as security reasons are always present. For example you came here, I do not know your background... this is why it is important that the community allows NGO to work there.”

Another interviewee from an NGO commented,

“Government sometimes create challenges. They start putting restrictions. Because of government, work starts getting delayed.”

Sub theme 3: Employees

Inefficient and unskilled employees can badly affect working of an NGO. Untrained and unskilled employees do not know how to manage work within limited time. One respondent said,

“Hiring of inexperienced employees through someone’s recommendation can also cause bad effect on working. If you have a good experienced team then there are less chances of problems. There have been times that we got some less experienced people in our team.”

Theme: Challenges and problems for community

There are several problems identified by respondents. This main theme has further two sub themes.

Sub theme 1: Slum community problems

These problems are those that are related to slum community. Data revealed that one main problem of slum communities is poverty as Githinji, (2013) points out that Most of the communities in which community based projects are run are characterized by social problems, such as poverty, unemployment and other social evils. One respondent said,

“There is lack of education among people which is why they do not understand the importance of education. This is the reason many parent are not ready to send their children to school. Other than this, poverty and over population are major problems in slums. There many children in one family. There are families where fathers are not doing any kind of jobs but send their children to earn money. That is why there is lack of responsibility among them as well.”

One main problem of community is that they are not ready to cooperate with NGOs. This is the reason that it becomes difficult for NGOs to implement a project/programme successfully. According to Githinji (2013), due to the existence of the socio-economic problems and geo-physical characteristics, the people in such communities have lesser number of options for their development needs. That is why these people remain backward and those people who live in backward areas are socially and physically affected.

Sub theme 2: Facilities for local community

Respondents also held the view that these slum communities do not have much problems. Government and CDA are providing them all the basic facilities. One of the interviewees said,

“They do not lag behind in any way. There is an area known as Farash society. People are given plots there by CDA. Although they have plots, they do not move from their places. They are taking all the benefits of being poor.”

UC 41 chairman commented,

“These slums are just fraud. I believe slums should be removed from Islamabad. These poor people do not work hard. Instead of trying to earn money through some respectable means, they look for shortcuts. They become robbers and thieves. In fact these people are not poor, they just pretend they are poor. They are getting so many facilities. CDA is also involved in this fraud. The concept of slums should be finished.”

Theme: Overcoming Problems

All the problems that create hurdles and obstructions in the ways of smooth implementation and running of programmes need to overcome. It was found in the data that various strategies can help in this regard which is discussed in the following sub theme.

Sub theme 1: Effective Strategies

Strategy can be defined as plan to achieve long-term goals or aims or solution to a problem. Researcher found through data that various measures can help in better implementation of NGO projects/programmes. Data showed that proper planning while designing and managing projects is necessary for its success. They need to keep in mind

certain constraints. It was seen in data that NGOs made budget before running a program as it helped them in planning how to utilize their resources. Wysocki (2009) identified in his research five constraints that are interrelated and found in every project. They include scope, quality, cost, time, and resources. If there is change in any one of these elements then it affects one or more constraints. One of the respondents explained,

“When we design a project, we plan it according to the funds given. We see how much time we can get, how much staff is required, how many resources can we get. When we do project budgeting, we keep all of this in mind.”

Secondly, if NGOs are able to win trust of community then it becomes easier for NGOs to cooperate with them. NGOs not only need to see what type of programme is beneficial for community but also what type of programme community will prefer. as one respondent said.

“My opinion is that those programmes which are skills based are more successful than other educational programmes. If you are teaching something that is in physical work then people are more motivated to participate. People can learn something which is practical.”

This showed that the local community preferred non-formal education over formal education, Non-formal education is any “organised, systematic, educational activity carried on outside the framework of the formal system to provide selected types of learning to particular subgroups of the population, adults as well as children. Thus defined, non-formal education includes, for example, agricultural extension and farmer training programmes, adult literacy programs, occupational skill training given outside the formal system, youth clubs with substantial educational purposes, and various

community programs of instruction in health, family planning, cooperatives and the like.” (Coombs and Ahmed, 1974).

Data also showed that employees must be given proper trainings so that they learn about the organization as well about community based programmes. Gong (2009) had seen in his research that employee’s creativity is built through training and development by creating conditions for the learning orientation. Through better learning, employees are able to hold and bring out creativity in their work. Evans, Pucik and Barsoux (2002) argue that due to globalization impact as well as changes in the technology, political and environments, there is increased competition that organizations have to face. Such impacts force organizations to train their employees. In this way, they can prepare them in adjusting with such situations and thus improving their performance.

Another way of better implementation is through partnership or collaboration government as well as with private sector. Tri-sector i.e. NGOs, government and private sector partnerships can help in bringing success by utilization of mutual strengths and skills, promotion of community participation, local capacity-building, self-help and empowerment, efficient resource mobilization, and diffusion of best practices (Otiso, 2000).

4.4 Discussion

In this section, the analysis of data is discussed. The study found that CBIs/NGOs can play a great role in tackling the challenges of slums if the community is ready to participate and NGOs are given proper aid. There are various factors identified through

data that can help in successful implementation of community based development projects as well as their long lasting results.

4.4.1 Role of CDA

As the study focused on the slums of Islamabad, therefore, it was seen that CDA was already providing slum communities with many basic facilities like residence, water, schools. This fact was also highlighted by the respondents in the interviews. Due to provision of facilities by CDA, many NGOs do not operate in urban areas, though their offices are located in the city. Such observation was also made by Habib (2009) in his research which was based in Dhaka, Bangladesh.

4.4.2 Trained Employees

Furthermore, the research has also found that properly trained and skilled employees and workers who have good knowledge and information can help in sustainability of community based projects/programmes as suggested by Weinberg (2008). There were respondents who agreed that lack of skills in employees can have impact on the NGOs performance.

4.4.3 Attitude of Beneficiaries

The researcher found that beneficiaries were quite satisfied with the services and they have hope for better opportunities but there was a group who did not seem interested in getting education as they thought it will not be useful for them or they are not going to

have access to many opportunities. This finding is also confirmed by Cameron (2009) in his study.

4.4.4 Collective Action

The research confirms that through collective action, sustainability of community based projects/programmes can be better achieved. Literature review shows that collective action can help in better decision-making and information sharing. This was also seen in the study that if community and leaders are involved in decision-making then it becomes easier for the NGOs to plan out the project and achieve their objectives. But in reality, many NGOs do not involve local leaders in decision-making. Participation of community is limited to the implementation phase in which community is just the receiver of services. While running a project, community members become dependent on NGO employees and their decisions. (Tsigas, Hofisi, & Mago, 2016)

4.4.5 Trust Issues

Community is not motivated to be part of educational programme. The reason is that community does not have trust on NGOs. Community feels that their cultural values may be violated or they do not believe on the working of NGOs and their impact as observed by Jamal & Baldwin (2017). But at the same time, community prefers non-formal education where they learn skills, In this way, they will be able to utilize their skills and start earning for their families.

4.4.6 Role of Private Sector

It was observed by the researcher that private sector can also assist in implementation of programme. Tri-sector i.e. NGOs, government and private sector partnerships can help in bringing accomplishment by use of shared qualities and abilities, promotion of community engagement, local capacity-building, self-help and empowerment, efficient resource mobilization, and through sharing of best practices (Otiso, 2000).

4.4.7 Inflation

Other than internal problems of NGOs, there were external factors as well which were causing hindrances in implementation of programmes. One of them is inflation. As Pakistan is a developing country with unstable economic conditions, it becomes difficult to manage with limited budget and resources. Because of inflation, people prefer to send children to work rather than to schools. (Sajjad & Lee, 2016). Inflation not only affects community but also NGOs. Due to inflation, an NGO can face trouble to manage resources and thus decrease NGOs effectiveness. Thus it can be said that political factors such as policies and inflation rate can impact NGOs working as identified by Adekunle et. al (2020) in their study.

4.4.8 Cooperation of Government and Local Community

It was observed during research that cooperation is needed by government and local community to implement any project/programme. When puts restrictions or cause delays such as in registration, this causes difficulty for the NGOs to to deliver in timely manner. Similarly, when local community start opposing a programme, it becomes

difficult for NGOs to run a programme. Thus, lack of cooperation by government and local community can cause a programme to fail.

Chapter 5 Conclusion and Recommendation

The purpose of this study was to examine how community based institutions (CBIs) play the role in addressing the issues present in slums and fulfill the demands of the slum community in Islamabad. Various factors of success and issues have been in this study. This chapter discusses conclusion keeping in view the data analyzed as well as literature review. The chapter also presents recommendations for CBIs/NGOs, government and community and gives suggestions for further research.

It was seen during research through observation that those programmes that aimed to educate young children and youth were seen to be more successful than those that aimed to educate adults. Young children/youth are more motivated than adults. The reason is that adults may not have interest in getting education as they feel they do not need it at old age.

As this research aimed to study top-down and bottom up approaches of participation, it can be concluded that both the approaches are effective if implemented in a proper way. When government starts a project, it needs help of NGOs to connect with the community. Similarly, NGO also needs help of government such as in funding and coordination so that their project can be successfully implemented. Such an application of both approaches is called mixed method approach. In the same way, it was found that NGOs do not fully involve local community in all the phases of the project/programme. They involve them at the phase of implementation and evaluation at the end. Inclusion of other options for participation can also yield better results. Other than local community, those people who can work for charity and can volunteer to work for projects can also

contribute to better performance of CBIs/NGOs. Similarly, private sector can also help in this regard beneficiaries can have more opportunities and better services as well.

Other factors leading to better results include properly trained staff and feedback from community. If the staff is properly trained and employees are qualified then CBIs/NGOs are able to provide good services. Timely feedback from community and beneficiaries is necessary to evaluate a project/programme. In this way, NGO members will be able to better assess the impact of project/programme. The research also showed that beneficiaries start taking the free services by NGOs for granted and did not value them. With the provision of basic education, NGOs need to teach skills as well to the community i.e. non-formal education. It was seen in the research that community takes part in those educational programmes where they see they are learning something practically also.

As long as the urbanization and urban growth continues the slums will remain a part of urban landscape in one form or the other. Demand of the time is to consider this spatial unit as an integral and inclusive social entity of the city and appreciate their role in the economic development at large. People living in slums in Islamabad have multiplied over the time both in term of proportion of population and in terms of the number of slums. The market is unable to provide an opportunity of owning a house to these people. This is the reason that people with middle and lower income groups are flowing towards slums of Islamabad. Hence, the number of slums from two has reached to 52 slums in Islamabad per statistics of CDA. The NGO's selected in the present study are playing constructive and positive role towards the socioeconomic progress of these slums by focusing their efforts in the education and skill development. Proper funding to

these CBIs for this purpose is the foundation for expansion and sustainment of their efforts. If there is a single conclusion from such a complex web of concerns and responses, it is that cities and countries that have admitted what the problems of slums are and that have come to a social consensus about how to solve them with a clear vision and consistent strategy have generally found that the problems can be solved and will partly solve themselves through the efforts of everyone involved in meeting that vision.

5.1 Recommendations

- Key economic, social, and environmental issues need to be integrated to confront the challenges of slums in Islamabad. So an integrated approach by public and private sector can provide sustainable solutions to the issues of the slums.
- Government can help NGOs by keeping check and balance and at the same time, government should try to do their duties in timely manner so that CBIs/NGOs can implement the projects/programmes within the limited time effectively.
- Local representatives should also be involved in decision making by the NGOs. Local representatives can help in recognition of problems and can also play role of connection between NGOs and local community.
- Although NGOs have set criteria for hiring people, they further need to see what can be done to hire better employees who are qualified, trained and ambitious at the same time.
- NGOs can involve private sector in their programmes when needed. They can be a good assistant in better implementation of programmes.

- NGO's can enhance programme effectiveness by ensuring participation of the civil society, elected representatives and the community.
- Local community should be given some briefing before starting a project/programme so that they get an idea how beneficial a programme can be. This can be done by involving local leaders.
- Unfortunately due various reasons mainly cultural and economical, education is not a priority for the families living in slums. Usually parent participation is at a very low level. Awareness, incentive strategies and integrated participatory approach by the NGO's to increase the parent involvement will also help in making programme beneficial and sustainable.

5.2 Suggestions for Future Research

This research attempted to increase understanding regarding the role of Community Based Institutions in tackling the challenges of slums in Pakistan. The programme chosen for the study was educational programme by different NGOs. Only three NGOs were chosen for the study in the light of the fact that many NGOs work for rural areas rather in urban slums. There is a need to explore how other development projects by CBIs and NGOs can impact slums and what are the barriers in the implementation of those development projects. Secondly, this research is case study of only one city i.e. Islamabad. More research is needed on how CBIs solve the issues in slums of other cities of Pakistan. As this was generic in nature, therefore, an in-depth study is required to see how the issues identified in this research can be solved.

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Annexure

Interview guide

Name of the organization: _____ Interviewee's position: _____

Department: _____ Date: _____

The topic of my research is 'Role of Community based institutions in tackling the socio-economic challenges of slums. A case study of slums in Islamabad.' This research seeks to explore the following questions.

- 1: How Community Based Institutions and local community participate in identification of slum challenges?
- 2: How much does Community Based Projects/Programmes improve the state of slums?
- 3: What are the factors which lead to sustainability of Community Based Projects/Programmes?
- 4: What are the issues faced by CBIs in successful implementation of a Project/Programme?

The interview will take not more than 30-35 minutes. The interview will be recorded as well so that there is lesser chance of missing any point. The information will be kept confidential and will be used for research purposes only. If you do not feel like answering any question then the question can be skipped.

Opening Question		
What is the purpose of your organization?		
Indicators	Follow up questions	Specific questions
	Why did you choose this particular issue for the project/programme?	What else does your organization do?

Module 1: Participation of CBIs and local community in identification of slum challenges		
Indicators	Follow up questions	Specific questions
Participation of local community in the running project/programme	1.1. How much do you involve local community in achieving the goals of the project?	1.1.1 Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Module 2: Improvement in the state of slums		
Indicators	Follow up questions	Specific questions
Achievement of objectives	2.1 Do you think that your project/programme objectives are being achieved?	
Assessment of the project/programme	2.2 How do you assess the impact of the project/programme that is currently being run?	2.2.1 Do you regularly get feedback from the effected community? What is their response?

Module 3: Factors leading to sustainability of Community Based Projects/Programmes?		
Indicators	Follow up questions	Specific questions
Results of the project/programme	3.1 What is your source of funding? 3.2 Are you finding the results of the project/programme long lasting? 3.3 Do you think your NGO can perform better than this? If yes, explain how?	3.2.1 What factors do you think can play role in better and long lasting results of the project/programme?

Module 4: Issues faced by CBIs in successful implementation of a Project/Programme		
Indicators	Follow up questions	Specific questions
Internal problems	4.1 What are the internal problems you face during the implementation of project/programme?	4.1.1 Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?
External problems	4.2 What are the external problems you face during the implementation of project/programme?	
Measure to overcome challenges	5 What do you think should be done to overcome such challenges?	4.2.1 Is the funding enough for the project/programme to be successfully implemented? 4.2.2 As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Focus Group Discussion Guide

1. Does this NGO involve you people in the running project?
2. What kind of help do they ask for?
3. How much do you think this programme has improved your situation?
4. Do you people give feedback or tell your problems to teachers?
5. Do you think that the results of this program are long lasting and will help you in future?
6. What do you think this NGO should do to make the results long lasting?
7. In your opinion, what are the challenges/issues faced by the NGO in successful implementation of the programme?
8. What should be done to overcome challenges?

Interviews

Name of the organization: Union council 41 **Interviewee's position:** Chairman

Department: _____

Date: 24th Sep 2019

Profile of the interviewee:

The interview was taken from Sardar Mehtab Ahmed Khan. He is the chairman of Union Council 41 which is I-9 and H-9 Islamabad and belongs to the political party Pakistan Muslim League (N). He is also an advocate.

Interview:

Question: What is the main purpose of your organization i.e. your union council?

Answer: The main purpose is to provide municipal functions to people such as water supply, sewerage, sanitation, environment, parks, street lights, roads etc. To check and look after all these facilities and solve such problems is the main function of our organization.

Question: Now let's talk about NGO's, do you think that NGOs; particularly iFeel school, involve local people like taking help from them?

Answer: No, they do not involve in any way. These are just in documents that there is involvement but in reality there is no involvement of local community or even local representatives of the community.

Question: Is the community ready to cooperate with NGO's?

Answer: Yes, we all are ready to cooperate. We, representatives, are here to serve people. But these NGO's do not ask for any kind of help. There is no consultation of community representatives. They do not ask for information like who is more deserving among poor.

Question: Do you think that iFeel school is achieving their objectives like providing education to poor children?

Answer: From the time education has been made free everywhere, it has made a bad impact on schools. There used to be fee like Rs. 50 or Rs. 100 but now this system is finished. The bad impact caused by free education is that expenditures such as furniture, tube lights, water cooler etc. were managed by the principal of the school because they received 50 or 100 rupees as fee (per child). From the collection of fee, schools used to take out expenditure of maintenance of different facilities such as chairs, tables, lights, bathrooms, building etc. But now unfortunately, the education has been made free and federal government does not even pay a single penny for education. Due to this, children are suffering. The NGOs do not have enough funds to maintain environment like playgrounds, cutting of the grass and keeping it neat and clean. All of this is causing bad impact on children and environment becomes nasty. Therefore, for the time being not much is achieved by such NGOs and government is also not providing enough funds.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: We, elected representatives from union councils go to such schools as we see admissions of children. Teachers contact us and ask for help such as cleaning of the playground or help in maintenance of other facilities. That's why I go to schools, involve community, talk to them, get their feedback and meet teachers. This is how I come to know about the problems.

Question: Do you think the results of the project/programme are long lasting? What factors do you think can play role in better and long lasting results of the project/programme?

Answer: Long lasting results can be achieved by NGOs if the local representative of that area is involved in decision making. Local representatives can keep check and balance. Check and balance is necessary so that we can come to know whether the needs of local people are being met or not. We need to see whether these NGOs are performing their work well or not. Unfortunately, the system of check and balance is not good.

Question: What can be the problems faced by such organizations during implementation of a program?

Answer: Lack of funding can be an issue and similarly utilization of funds can be considered an issue. If they do not set their priorities, they will not be able to utilize their funds.

Question: What do you think should be done to overcome such challenges?

Answer: Again, as I said before, NGOs should involve local representatives as well. They can help them in providing better services. Local representatives will also help in pointing out the problems of people.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: These slums are just fraud. I believe slums should be removed from Islamabad. These poor people do not work hard. Instead of trying to earn money through some respectable means, they look for shortcuts. They become robbers and thieves. In fact these people are not poor, they just pretend they are poor. They are getting so many facilities. CDA is also involved in this fraud. The concept of slums should be finished.

Capital Development Authority

Name of the organization: Capital Development Authority **Interviewee's position:** Deputy director

Department: Ministry of interior

Date: 17th Oct, 2019

Interview

Question: What does your organization do??

Ans. We are working for the benefit of the residents of the Islamabad. We are interested in people. We want to provide basic facilities to the population, namely electricity, water, gas. We also aim to maintain the beauty of Islamabad. This is our responsibility. We also work with different departments such as road, steel, railway, environment directorates, etc.

Question: Do you think NGOs are actively working in Islamabad?

Ans. yes, they are working. We are working with some NGOs like Saylani who are doing good work.

Question: How much do NGOs involve local community in achieving the goals of the project??

Ans. No they do not include the local communities. NGOs have to work with CDA, they sign MOUs. The local community is not involved. But the interests of the local communities are usually not taken in to account.

NGO is only independent when it signs an MOU with a CDA or NCI; that they will start a water supply scheme, construct roadwork, or do planting. The NGO will not take permission form the local community for this. There is nothing in Islamabad that can be done without permission. For

example, an NGO sent out 4 workers to move around the city and advertise. Even for that they had to get permission from the directorate of municipal administration. Even if any public university wanted to conduct a program a public place, they would need permission from the relevant authorities. If a foreign NGO comes to work, it needs to sign an MOU with the CDA.

Question: Do you think the NGOs currently working for the poor are successful in achieving their objectives?

Ans. I don't have much knowledge about the NGOs in Islamabad working for the poor. But I have heard of good NGOs like the Sultana Foundation. If you generally look at it, if an NGO is working for the poor instead of its own self-interest, then it is a good NGO.

Question: When you collaborate with an NGO, for any project, do you get feedback from the local community?

Ans. Yes. For example Saylani has operated and cleaned water filtration plants in G-6, as have other CBIs. They get feedback based on complaints. Like when there is no electricity, you complaint to WAPDA. When there is, you don't. Similarly Saylani monitors its success based on the frequency of complaints i.e. the lesser the complaints the more successful it has been.

Question: In your opinion, what are the factors that contribute to the success of any program taken out by an NGO?

Answer. In Pakistan, the basic issue NGOs face is financial problem. If they are financially stable, with financial resources accounted for, that is what makes it successful

Question: What are the external problems an NGO might face while implementing any program?

Answer. It depends on how well the people are cooperating with them. Secondly, government may not support due to security reasons as security reasons are always present. For example you came here, I do not know your background... this is why it is important that the community allows NGO to work there, and the people within the NGO should be willing to work for people rather than blackmailing or taking advantage of them

Question: Have you seen any example where NGO has begun work but did not get the permission to continue?

Ans. Yes. I was working with USAID, and their operations were stopped. (*shows letter and narrates incident where permission was given by one chairman but later withdrawn by another*). There are internal factors, such as people within the NGOs collaborating with departments to further their own financial interests. Also is the NGO itself is not financially stable, it cannot work on long term projects.

Question: In your opinion, what is the major area (lack of water, hospitals) where Islamabad is lacking?

Answer. There is no lack of water, nor a lack of hospitals. There is however, a residential deficiency (for the poor). Residential areas are scattered some live in G7 or g8, someone lives in H9. Wherever these people get space, they reside in it. There should be proper planning for housing, proper sewage systems etc

Question: I have also heard stories that even when the poor are allotted land, eg the kachi abadi in I9, they do not move and tend to create houses in the allotted land and put those houses up for rent...

Answer. There are no rules, no law. I am a head of CDA and I can't put up a rally. We should give the poor however much we can afford, even if it is 1 rupee.

Question: How can NGOs overcome the problems they face?

Ans. I have not worked with many NGOs, and therefore do not have much knowledge about this. If you speak from the perspective of CDA, the CDA can collaborate with NGOs (like the water filtration system incident). CDA can save costs, and NGO can fulfill its main objective which is welfare of the people.

iFeel Foundation

Name of the organization: iFeel Foundation
branch

Interviewee's position: Coordinator of the

Department: _____

Date: 30th Sep 2019

Profile of the interviewee

Ms. Samina is coordinator of the I-9/4 branch.

Interview

Question: Kindly tell what is the purpose of your organization?

Answer: Basically our main purpose is to serve mankind. As Allah has said that whoever serves my people, I will be happy with him/her. Allhamdulillah, it is true and we have also felt that by serving people, Allah has bestowed us with so much. Otherwise we are nothing without His help.

Question: Why did you choose this particular issue for the project/programme?

Answer: When I personally visited the slum (*basti*), I saw that children are very keen to get education; they want to study. But because their parents are not able to provide them with necessities such as uniforms, books etc. and they are not able to educate them that is why they do not send their children to school. As their basic necessity is food, that is why they send their children for work. They think food is what we need most, so they get money in this way and make ends meet. This is what I noted that children should not only get education but food as well. This was our NGO's aim that children should get food also because when they will be healthy then they will be able to learn properly. This is why we give lunch to children five days daily. We give them fruits three days, rice one day and eggs one day.

Question: What else does your organization do?

Answer: We give them uniforms, shoes, copies books etc, all those things which are required for school. Sometimes we tell children to purchase small items such as pencils, erasers so that they know that these things are important for and not other things like candies.

Question: How much do you involve local community in achieving the goals of the project? How much do they cooperate?

Answer: We try to motivate people to help us. Sometimes, volunteers who come to work with us give donations as well when they see us working with so much effort. They say whenever you need our support, we are always ready to help you. So we tell them that we need stationary. These people provide us with notebooks sometimes, they provide us with uniforms sometimes, some people pay electricity bills. In other words, different people try to help us in one way or the other. When the young girls get free from here, we ask them whether they want to teach anything to the children or whether they want to teach any skill to the children as a volunteer. We tell them it will be a kind of charity (Sadqa e jariah) from them. So, many people come and they teach many activities to the children. As far as the parents of the children are concerned. They were not very willing in the start to send their children to school because they thought if our children will start going to school, that be a cause for their loss. They thought their children will not be able to earn money and we will not get anything. That is why our Head decided that those children who are orphans will be given rations on monthly basis. Besides this, we give rations to all children in Ramzan or we try to help them financially either through funds or we tell people to sponsor them. In other words, we try our best to motivate parents to send their children to school. And fortunately, we are able to help them in one way or the other. Now that their parents are seeing that their children have positively changed, their behavior is different, so now they are themselves ready to send their other children to school. Whenever parents want to admit their students to our school, we make a waiting list and tell them when admissions will open then we will let you know.

Question: Do you think that your project/programme objectives are being achieved?

Answer: Yes absolutely, this is because what other schools teach the children in five years, we teach them in 2 and a half years. Those children who are not able to cope up may take a little more time but those who are intelligent do it on time. The main reason is that children get admissions at a little older age. That is why they are able to catch up with their other school

fellows on time. After learning all in two and a half years, these children are able to give board papers (5th class) and get promoted in 6th class just like all other children. There are some of our students who have now reached till O-levels and A-levels.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: As I live near the settlement, I have interaction with these people and therefore, I have a good relationship with these people. As I told earlier that my basic aim was to educate people, that is why I started contacting parents. We also do Dora e Quran (Quranic lessons) in Ramzan in this branch parents do come from the settlement. Last year, fifty four parents took part in Quranic lessons. They used to come and listened to the lessons. I could see change in them. Their minds had changed. They learnt how they can raise their children. For the last three years I have been doing this and I can see that they are very happy and satisfied. Whenever I meet them, they give so much respect and honour. This is how I see that we are successful in achieving our aim.

Question: Do you regularly get feedback from the effected community? What is their response?

Answer: Parents do not give much feedback but we try to get their feedback. For example, there have been times that children stop coming to school. In such a case we contact parents and ask the reasons for their absence. That is when they give us feedback. Other than this, on result days, we call parents and ask them what difference have they seen in their child or sometimes they tell us what are their challenges. We try to provide them with monthly rations especially to the orphans and also provide them with notebooks and books.

Question: What is your source of funding?

Answer: As such there is no special source of funding and we are not being donated by some other organization. But as I told earlier, people give us donations in various other ways. People also give us Zakat. Government does not give us any funds but government schools give us their spare rooms so that we can use them as classrooms. We have fourteen branches in total and twelve of them are located in government schools. All the furniture and other facilities of the school are then given by government.

Question: Are you finding the results of the project/programme long lasting?

Answer: When you are doing something in the name of Allah then you should expect good results. I believe if we are able to change their mindsets, then we are achieving our results. It is already evident through the behavior of parents and children.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: Honesty. If teachers are teaching students honestly then our programme is successful. We believe that we should spend our time in serving people and Allah. When you are doing something for Allah then you do it happily and with honesty. Secondly, motivation is also necessary. There have been times when people tried to discourage us and blamed us that our NGO is fraud and does not utilize fund. My students used to get worried and asked what will happen now. I always told them that we are working in the name of Allah so He will save us.

Question: Do you think your NGO can perform better than this? If yes, explain how?

Answer: Yes, it can perform better. We are trying our best to provide children with better health facilities. Similarly, infrastructure is needed to be improved; more funds and more volunteers are needed, cooperation of local community is needed.

Question: What are the internal problems you face during the implementation of project/programme?

Answer: As such there have been no internal problems. We are successful in implementation of our project. Sometimes, hiring becomes an issue.as many people are not able to work here.

Question: Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?

Answers: Yes, our teachers are fully responsible and they do their work well.

Question: What are the external problems you face during the implementation of project/programme?

Answer: When we started this school, we used to go to houses and convince parents to send their children to school but they were not ready to cooperate. In the same way, people used to steal our things from school. People tried everything to stop us and create hindrance in implementation of project. But now, everything is going smoothly.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: Those people who are well to do give us enough funds and charities. But more donations and funds can help in better implementation of programme.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: There is lack of education among people which is why they do not understand the importance of education. This is the reason many parent are not ready to send their children to school. Other than this, poverty and overpopulation are major problems in slums. There are many children in one family. There are families where fathers are not doing any kind of jobs but send their children to earn money. That is why there is lack of responsibility among them as well.

Question: What do you think should be done to overcome such challenges?

Answer: If one has belief in Allah then all the challenges can be overcome. One should just work hard and everything will become easier. We have also seen many challenges but due to faith in Allah, we were able to overcome them.

Name of the organization: iFeel Foundation

Interviewee's position: Teacher

Department: _____

Date: 30th Sep 2019

Profile:

Ms. Shehla Parveen is a teacher and has worked in OPCS for five years.

Interview

Question: Kindly tell what is the purpose of your organization?

Answer: The main purpose is to provide those children who are deprived by the society. It is a fact that education is a basic right for every child, but due to some reason such as poverty; these children are not able to get education. Sometimes, because children are overaged, parents do not give much attention on getting them educated. That is why we are trying to make these marginalized children of society as a part of our society. I can see there has been improvement in the situation now. I have taught in schools for last twelve years. After coming to this school, I have realized that these are the children who need us most.

Question: What else does your organization do?

Answer: Other than this, our organization provides rations to the children on monthly basis. We are trying our best to support them financially so that none of our students leave studies because of any financial reason. Lunches are also provided to them. On Saturdays and Sundays, we arrange classes for technical for boys. Cooking classes and stitching classes are arranged for girls. Whatever they make, we sell them and give the profits to these girls. Therefore, we try to teach them life skills as well so that they can earn some pocket money.

Question: How much do you involve local community in achieving the goals of the project? How much do they cooperate?

Answer: Mostly, the coordinator is the one who interacts with the parents. We teachers do not have much interaction with the parents. We try to brief them to continue their children's education. The coordinator along with some other teachers go door to door whenever a new session is starting. They try to convince parents to let their children study.

Question: Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Answer: Yes, they are very cooperative. Whenever we meet them, they feel happy and pray for us. We feel so pleased by their reaction. The satisfaction we get by their happiness cannot be defined.

Question: Do you think that your project/programme objectives are being achieved?

Answer: Yes, we are achieving our objectives successfully.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: When we see a child is coming regularly to schools, he is neat and clean, his attitude is changing, his thinking is changing...all of this shows that we are successful and there is some impact of our programme. If a child who was backward, but now he is studying just like other children of our society and you can see a change in him/her then definitely there is some impact. Secondly, we make profiles of every student in which all the information of the student like his favourite colour, his problems, the medicines he is taking etc. are written. This is also part of the assessment.

Question: Do you regularly get feedback from the effected community? What is their response?

Answer: Yes obviously because we have a frequent contact with the parent so we come to know what is needed to be done. This is because parents and children are observing and that is why they are telling us what is needed.

Question: What is your source of funding?

Answer: The local people who can afford give us Zakat and Sadqa as donations. The salaries come from head office. We receive our salaries on time.

Question: Are you finding the results of the project/programme long lasting?

Answer: Yes absolutely. As I told you earlier, our students when they reach to 12th grade, start taking technical courses. One of our batches has started taking IT courses. And we are supporting them as well. We try to see where our students need help, what are their problems etc. So there are long lasting results that are visible.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: Our teachers and staff are honest to their work and that is very important for long lasting result. When teachers work together as a team, it also lead to good results. So teamwork is a main factor. Workshops and training are done for the teachers so that our programme can be implemented in a better way. We do not hire teachers without any criteria. Demos, tests, interviews are conducted before hiring them. Selection based on professional criteria also leads to long lasting results. A proper system of check and balance also leads to good results. Our organization has a good system of check and balance, therefore teacher evaluation and programme evaluation is done within the organization.

Question: Do you think your NGO can perform better than this? If yes, explain how?

Answer: Yes it can perform better and our organization is improving day by day. We are also making a new team so that our programme is implemented in a better way.

Question: What are the internal problems you face during the implementation of project/programme?

Answer: As such there is no problem. If there are any internal problems, they are managed at the head office. Whatever we need is provided on time. Therefore, our work is going smoothly.

Question: Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?

Answer: Yes they have, training and workshops are conducted. Selection and hiring is done on professional criteria.

Question: What are the external problems you face during the implementation of project/programme?

Answer: We can see improvement in the attitude of the parents so there is not much problem. As told earlier, all the problems are dealt at head office. As a teacher, I have never seen any problem.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: Day by day, inflation is rising. We are trying our best to provide children as much as we can so that society accepts them. In order to do this, more resources are needed. Therefore, more funding is needed so that students can be given more facilities and organization works better.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: First major issue for them is source of income. Second is awareness about importance of education. Although during last five years, improvement is seen. Parents are changing their minds now. When we first started this school, there were lesser number of children, but now we have a good strength. The students also put stalls as way of earning income. We had to make their timings flexible so that they get enough time put stalls and sell their things. Therefore, timings used to be a big issue as students were not regular. We have to be flexible according to need of the community.

Question: What do you think should be done to overcome such challenges?

Answer: If there are any internal challenges like funding then funding should be increased. Although it has never happened that teachers have never received their salaries or their salaries

have been cut. More cooperation is required from parents. As we live near the community, we do surveys and see what are the challenges that can stop the child from coming to school.

Akhtar Hameed Khan Resource Centre

Profile of the Interviewee

Nizar Ali is Monitoring, Evaluation & Research Manager at the NGO. He is MBA graduate.

Interview:

Question: What does your organization do?

Answer: We are working on livelihood i.e. we are working on income generation. It has major components. We work on job placements, give trainings, work on professional development, and fourthly we give micro loans to people. And we also work on skills development and we particularly focus on women. Suppose there are women who can be beauticians or they know stitching, they can open their own shops by taking micro credit or loans. They can buy things

necessary for their business. This is micro finance. There is a business called “Ghar per” who give home based beauty services. We connect the women who are beauticians to this business. They give them trainings. As they are successfully working in Lahore and Islamabad ,the women go to homes and give their services. There are many success stories also. Other than this, we work on health sector i.e family planning. We have a digital education academy. We work on computer literacy and English literacy. There is a proper classroom setup with teachers.

Why did you choose this particular issue for the project/programme?

Answer: Whenever any organization starts working, it sees primary core issues. We also saw primary core issue in Pakistan. Poverty in Pakistan is 46%. Now if you see the reasons behind poverty, you will find that people do not have much skills, they do not have much opportunities. Even if someone has skills, he does not know how to utilize his skills. To make living standards better, one needs to have earning hostess. We call it supported activities. When it comes to livelihood, computer literacy has become very important. UN has 17 Sustainable Development Goals. They had discussed worldwide issues. One of the issues was education, especially in developing countries. Livelihood was their main part as living standard and improvement in quality of education is related to it. That is why we work in alignment with SDGs. When you discuss poverty, every society has its own dynamics. You see the opportunities for people in those dynamics. Urban dynamics are different and rural dynamics are different. If you go to urban communities, you will find that they do not have any land though which they can earn, in rural side ,they depend on agriculture, Here (in urban) the case is different, you need to have business, skills and jobs as they are very important. As agriculture is not seen at urban side, therefore, working on agriculture is of no use. That is why what’s important is that people should be taught skills, they should be given micro finance and a platform so that these people can start their own business and can utilize their skills.

Question: How much do you involve local community in achieving the goals of the project?

Answer: We work on participatory approach. These people are our stakeholders. Community plays a very important role in our programmes. We associate with them.

Government is also our stakeholder. When we get registered, we get a certificate. It's a permission from government that we can start our work now. We work with government of Punjab and coordinate with them. We hold meetings with relevant organizations and work with different departments of government. If you will not work with government, your programme will not be sustainable. For example, we run a project for three years and after three years it stops. Now who is stopping it? There are two options, one is government and the other is community structure. When we see activities of a programme, we see what will be the outcomes and how can they be sustainable. Sustainability is very important for each project and government plays an essential part in it. For sustainability in health care programmes, we have health care providers who can give contraceptives. We link the target population to them.

Question: Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Answer: Mostly it depends on the issue that we are working on. If we talk to the community about job placement and connect with them then they will be motivated to participate. But if we talk to them about health and work with health care providers, the community seems to be reluctant. Once you connect with them and convince them then there is not much problem to work. Initially, when we go for surveys and information, community is reluctant. We take work from the community and also do hiring from the community. In other words, beneficiaries become the participants.

Question: Do you think that your project/programme objectives are being achieved?

Answer: Yes we are achieving our objectives as we trace them. I am in monitoring department. We have our own system and whatever we do, it is result based.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: We see if we start a project then what will be the results. We make a breakdown structure which includes objectives, major results, output and activities. We start our activities and see time by time whether we have got the outcomes and what is the impact.

Question: Do you regularly get feedback from the effected community?

What is their response?

Answer: Yes, feedback is taken time by time. It is part of our monitoring system. Whenever we do a programme or there is some kind of decision making, we go to community and meet them. We take their interviews. We meet them on regular basis. Some people have comments, some have complaints. We take their opinions and get ideas.

Question: What is your source of funding?

Answer: Mostly we search for donors. They can be local as well as international. For example' corporate sectors have CSR programmes and we work with them. One international donor is US embassy as it works on education.

Question: Are you finding the results of the project/programme long lasting?

Answer: Yes. When we talk about sustainability, it is part of our projects. Our work is result based managed. When we do an activity, we will already know what will be its result. We also see how can they be sustainable as I told you earlier its process.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: Yes there are some factors, one factor is community engagement. Who are the people living in that community. They include those people whom community gives respect and listens to them. They are called community gatekeepers or community leaders. It is through them we can convince community to participate. Other is government institutions. Whenever we work, we work with full engagement and coordination with them. We work in their programme extensions. In Pakistan, government has many departments. There is social welfare department, population control department, training institutions like TEVTA. We extend their programmes. They have low outreach that is why we extend their outreach.

Question: Do you think your NGO can perform better than this? If yes, explain how?

Answer: We are already performing well but there is always room for improvement. We have now opened our field office in Rawalpindi also because we are trying to reach other communities as well.

Question: What are the internal problems you face during the implementation of project/programme?

Answer: Sometimes it happens that when we involve local community to work with us, they have lack of skills. Therefore it takes time to understand the community. Secondly, hiring of new people after turnover also becomes an issue.

Question: Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?

Answer: When we hire new people, we make standards and set criteria. When we start a work, we see what activities are required and do those activities which skills are required, what education is required, how much experience is required and what is the understanding (of new employees). We also see the communication skills because they have to work with community. Different communities speak different languages and it is necessary to understand them. We keep all of this in mind when hiring people. After seeing their relevant experience, they are given orientation and are given training for a week. Although people have experience but they should know what is our approach in a project conducted in a particular area. We train them on the system of how to reach people.

Question: What are the external problems you face during the implementation of project/programme?

Answer: The factors that can affect affect our programme includes inflation and then migration. Inflation is affecting Pakistan and that is why it is an issue for NGOs also. When inflation is getting high our programme may not be able to bring people out of poverty line. Inflation can

badly affect our programme. Migration also has a bad impact as it also brings changes in our planning. As rural urban migration is high, we have to see the time period also.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: When we design a project, we plan it according to the funds given. We see how much time we can get, how much staff is required, how much resources can we get. When we do project budgeting, we keep all of this in mind.

As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: When we did baseline survey, we found out that 35% of people are unemployed. Either people are unemployed or under employed. People have income ranging 5000 to 35000. Therefore unemployment is the biggest issue.

Question: What do you think should be done to overcome such challenges?

Answer: Our projects are mostly designed on need based. When we make our objectives, we do need based assessment, core issues are identified, problem analysis is done. From problems we make objectives and we set targets against those objectives.

Akhtar Hameed Khan Resource Centre

Profile of the Interviewee

Works as the coordinator at Islamabad branch.

Question: What does your organization do?

Answer: Our NGO works for income generation and livelihood. We teach skills to poor people and people with low income and provide them with resources so that they can earn for themselves. We give trainings to people. We try to find sustainable solutions to poverty related problems.

Question: Why did you choose this particular issue for the project/programme?

Answer: This issue is chosen because our organization believes that everyone has the right to have basic facilities and in order to have basic facilities, one needs to have enough money to

afford. By teaching skills, people can have opportunities for earning their own income and live a decent life.

Question: How much do you involve local community in achieving the goals of the project?

Answer: We try to promote development through participation by communities. We try to involve community during the implementation of a project as well as after it has been implemented. We try to utilize their skills and whatever we have taught them in other projects. In this way, their skills are not only utilized but it also becomes easy for us in hiring.

Question: Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Answer: Sometimes yes, they are very cooperative but sometimes we have to convince them. There are times when we try to do survey but community is not ready to participate. As I told you, we involve community in project by hiring them and this is how they participate and help us in implementation of the project.

Question: Do you think that your project/programme objectives are being achieved?

Answer: Yes we are achieving our objectives successfully. This can be seen in the attitudes of the students.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: We have developed a whole system of check and balance. Our monitoring department keeps a check on our progress. They see whether the expected outcome has been achieved or not.

Question: Do you regularly get feedback from the effected community? What is their response?

Answer: Feedback is taken timely. We consider feedback necessary as it gives us idea how the community has felt about the program, whether we can further improve it or not.

Question: What is your source of funding?

Answer: We get donations from different sources. Public can also contribute. Our organization also searches for funders and donors.

Question: Are you finding the results of the project/programme long lasting?

Answer: Yes because most of our beneficiaries can be seen working and using their skills. Our programs have led them to do something productive and useful. We try to create sustainable result so that its impact is long lasting.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: One of the most important factors is how community responds to your program. Attitudes of the community is necessary in making any project successful. If community is not interested then implementation becomes difficult. Secondly, funds and donations are also very important factors. So far we are getting good amount of donation, that is why we have been able to implement our projects with sufficient resources.

Question: Do you think your NGO can perform better than this? If yes, explain how?

Answer: Yes, if we try to reach other urban slums and such settlements and give opportunities to the less privileged in other areas then our performance can become better. In this way, many poor communities like women and youth will be able to earn.

Question:What are the internal problems you face during the implementation of project/programme?

Answer: Resistance of community to participate in projects is an issue sometimes. We have to persuade them. Secondly, although we try our best to hire qualified people but sometimes it becomes difficult to find someone suitable for the job.

Question: Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?

Answer: Yes, our organization hires people with relevant skills and experience. We take their interviews and check their qualifications. All the hiring is done keeping in view the necessary qualification for the program.

Question: What are the external problems you face during the implementation of project/programme?

Answer: Sometimes, economic conditions can affect working of a program. If inflation is high then we have to see what can best done with the allocated budget.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: Mostly funding is enough for a program to be successfully run. Our organization plans everything according to the funds given. We set priorities keeping in view what is our budget.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: I believe poverty is the biggest challenge for the people. Due to poverty, people cannot afford basic facilities such as education, healthcare, food etc. In other words, poverty is the root cause of many other problems. Our NGO is trying best to provide people not only education but also healthcare facilities like family planning programs.

Question: What do you think should be done to overcome such challenges?

Answer: Government can help us in better ways by giving us resources and providing us assistance. And the second thing is that if we win trust of the people then many people will be ready to participate in our projects. Thus, we will also be able to get more donations and provide better resources and services.

Al-noor Foundation

Profile of the interviewee:

Mr. Zafar Saleem Bangash is founder and chairman of Al-noor foundation.

Question: Why did you choose this particular issue for the project/programme?

Answer: Basically our registration is related to education, health, skills and awareness sector. These are called thematic areas and we are registered with these thematic areas. Agriculture sector is not included yet that is why we were not able to work in that sector. Now our executive council has recently held a meeting and after the approval from government, we will be able to add agriculture in our thematic areas and start working on it as well.

Question: What else does your organization do?

Answer: We are organizing hiking as part of awareness program on trial pack. We have started a new programme which is first time introduced in Pakistan. One is recycling bio waste and secondly, we are trying to increase a particular species i.e. is organic feed chicken. Forty years ago, people used to breed chicken at home, we are producing that chicken. Although it has started happening all over the world, in Pakistan it happen for the first time. Regarding this, we have done meetings with Marriot hotel, Serena hotel, Amaada, CDA and Ministry of Environment. I have met their directors and experts. This project is running in collaboration with CDA. They give us the waste and we recycle them.

Question: How much do you involve local community in achieving the goals of the project?

Answer: If we do not involve community in any project then it is unfortunate for us as well as for the community. It is necessary to involve community. There are two types of involvement: financial involvement and non-financial involvement. When I did survey back in 2002, I used to ask people that I want to build a school and your kids will be able to study at home and it will be easy for them. People did not support this idea much. But we have to spread this awareness. If we do a project in which financial matters are involved, then mostly NGOs do it in the ratio of 20:80 percent. The NGO contributes 80% and the community contributes 20%. For example; suppose we have to make a street or a sewerage system. Obviously, it is government's duty and community's need for such facilities but sometimes, government is not able to reach that area. What we do is, we go to that area and make a small organization. We make coordination with the elders and the educated people and hold a meeting with them. We discuss with them about the problem and tell them about the expenses like the expenditure can be worth Rs, 10 lacs. We tell them that NGO can give Rs. 8 lacs and the community can contribute Rs. 2 lacs by forming a community. If the committee consists of 100 people then each household can contribute this particular amount. Similarly, when it comes to non-financial matters, we adopted somewhat same strategy. A committee was formed for example; for education centers; which consisted of

atleast five members. The main aim of forming committees is to gather people. The teacher was appointed as the head and all the educated people in the neighbourhood such as doctor or lawyers can become part of the committee. We appoint a woman who is known as PBC khatoon. She is given 50 households. If we have to spread some information regarding free books and notebooks, then she will communicate this message to all those households in one hour. Secondly, committees are formed so that educated and professional people are easily able to convince people to send their children to school rather than someone who is illiterate or a housewife. We have made such committees in Rawat and Sihala. Meetings are held by committees that discuss issues such as increase in the number of students.

Question: Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Answer: If we tell community that we are giving you money, then they will definitely come forward. When we used to go to various communities and tell them that we are opening education centers for adults, the women used to say that what will we do with education as we have grown older now. We used to tell those women that we will not only provide you education but teach you some skills. At that time, they agreed to take part in the project as they thought they will learn some sewing and stitching. Sometimes we were able to give them basic education but were not able to teach them some skill. But we had to give them motivation by saying that we will teach them some skills. In other words, our community is not very supportive. Whenever we have to start a project, we take one month in which we make baseline. In that time, we have to see mobilization and do hiring, hold meetings with community leaders and Imam of the masjid. We have to keep in view other NGOs and volunteers as well. This how the implementation of the project becomes easy. If community is not cooperative then project will not be successful.

Question: Do you think that your project/programme objectives are being achieved?

Answer: I have gained 100% success in the projects I have done up till now. So yes, whatever projects we have done, we were able to achieve our objectives.

Question: How do you assess the impact of the project/programme that is currently being run?

Answer: We have a proper format for evaluation of the projects. Sometimes, government also provides us with such formats and when we are making proposal, we make evaluation formats at that time also. For example, we have to give education at a particular area, we will gather data beforehand such as population, salaries of people, number of males and females, number of literate and illiterate people. We do a project of 6 months and after we come to know that 30 people are illiterate now. We do another cycle after 6 months and come to know 40 more people are literate now. And to check this, we take their tests. A pre-assessment is done which is a formal way to identify needs. Usually people are appreciated after passing the test. We used to appreciate people when they failed. We used to go to a community and one teacher gathered almost 15 women at a place. Now we had to identify how many of them are illiterate. To test this, we used to give them a pen and a pencil and told them to write their names, different sentences. Suppose, 10 of them start writing, the remaining 5 will say we do not know how to write. We also see the how the people are writing. We tell those 5 people that you can stay here and the rest can go. Through such tests, we identify people who need education and this how we do pre-assessment. After conducting the project, we take tests of those and tell them to read or write some sentences e.g. tell us what is the expiration date on a medicine at your home or do some sort of basic calculation.

Question: Do you regularly get feedback from the effected community? What is their response?

Answer: Yes, feedback is taken from people who are educated in a particular area or those who have observed the project. When doing a project, we are getting monitored by people.

Sometimes we ask a tailor or shopkeeper of a general store about their thoughts on the project.

We sometimes receive negative feedback such as our project has not brought any improvement. But all of this depends on the donor. If your donor is good financially as well as experience wise, then any NGO will be able to get good results. But if the donor such as a project director is a fresh graduate who has recently completed his studies, then he will not be able to assess the project. He may not be ambitious.

Question: What is your source of funding?

Answer: Particularly, when it comes to our funding, we take monthly fee from our executive council. Secondly, we take fee from our general council as well. Thirdly, as we work on projects, we submit the proposal to the government and take funding from them. For almost 20 years we took funding from government but now for the past one year, we have started projects on self finance. We are trying that next time, whenever we start a project, we do not have to submit any proposal. We want that we give people training within our own resources. In sha Allah we'll be able to do that in near future.

Government gives funding to the NGOs because it is through NGOs that government is able to connect to community. Government cannot perform with community like NGOs do. NGOs have resources that government doesn't have. This technique is also done by big NGOs and they contact the smaller NGOs. They say to smaller NGOs that in order to increase your profile, you should come to us. The smaller NGO in a particular area will be more connected to the community and that is why the any awareness program can be easily conducted. They are called community partners.

Question: Are you finding the results of the project/programme long lasting?

Answer: As I told you earlier, social development is not seen. I have given education to many women but when you ask them, they will not be able to tell you anything clearly about the project. That is why such projects are not very long lasting as people forget what they had learnt. Even if it is long lasting, it cannot be seen. I have started to plan that whenever we do a project such as some production, then we would put stickers on the products with our logo on it. For example, we have a stitching centre, and we make clothes. You may see someone wearing our clothes, you will be able to recognize that these clothes are made by Al-noor foundation. But if you see ten women who are educated by us, it will be very difficult for you to recognize who had given them education.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: Motivation among people is very important.

It is seen that when you give people monetary benefit like money, they will ask for more and more which is useless. If you teach people skills, that will be more useful as they can later utilize them.

Question: What factors do you think can play role in better and long lasting results of the project/programme??

Answer: Better funding and better teamwork can lead to better results. Funding is an important part in any programme. Your team has to be good and ambitious. If your funding stops then this creates a problem. Hiring of inexperienced employees through someone's recommendation can also cause bad effect on working. If you have a good experienced team then there are less chances of problems. There have been times that we got some less experienced people in our team. We wanted to hire a male person but we hired a female. This caused a problem for us because then we had to arrange transportation for her.

Question: Do you think that your employees/workers have enough skills to carry out the tasks for implementation of the project/programme?

Answer: If we hire someone has experience and knowledge then implementation becomes successful. But as I told you, someone is a fresh graduate who has taken a position through requests then project does not get required results.

Question: What are the external problems you face during the implementation of project/programme?

Answer: There is an institution known as NACTA (National Counter Terrorism Authority) which works for security. Although it is working good but there have been problems because of this. NACTA does not have enough staff. When NGO is registered, it gets checked by twelve

different agencies. Suppose various workers in an NGO belong to various cities. These agencies will go to that worker's house address that is written on identity card. That is why NACTA is performing good but because of this funding has been affected. Secondly, the requirement of NOC (No Objection Certificate) in recent years has been a problem also. Once I wanted to start a programme in three different areas but could not.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: We see all of this in starting of the programme. We see all of the things while making budget with the help of budget director and assistant project director. If the budget is not managed properly while making proposal then it can be a problem.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: They do not lag behind in any way. There is an area known as Farash society. People are given plots their by CDA. Although they have plots, they do not move from their places. They are taking all the benefits of being poor. What they do is, when one of their sons grow older, they make his son's room outside their house in such a way that it is considered another house. In this way, they can take benefits from government. If such people are sitting freely in an area then tell me what kind of problem can they have? They have community centers, health centers. Many people are willing to help them such as Master Ayub who gives free tuition to children. So as such, they are not lacking in anything. They are actually rich.

Al-noor Foundation

Profile of the interviewee:

Ms. Zainab is coordinator at Al-noor foundation.

Question: What does your organization do?

Answer: We provide education to poor children and give trainings and basic education to women so that they empowered and are able to live a good life in future. We basically work for community development.

Question: Why did you choose this particular issue for the project/programme?

Answer: We chose this because we believe in when individuals learn something then they can also earn. In modern times, it is difficult to survive without any education and skills. Economic conditions of Pakistan are not very good. Therefore, it is a need in today's time to have skills and be able to earn money.

Question: What else does your organization do?

Answer; We are working on environmental protection programs. Other than this, our NGO has started tourism development programs.

Question: How much do you involve local community in achieving the goals of the project?

Answer: We try our best to involve community as much as possible. But community does not seem to be interested in programs especially in educational programs. When they were given basic education, they were not ready to participate in the first place.

Question: Is the local community cooperative and assist in the implementation of the project/programme? Kindly explain how?

Answer: When we used to tell parents who were domestic workers to send their children to school. They had no interest in it. They have lack of motivation. When we started adult literacy, we used to request them (women) again and again to come and participate in the programme. They used to say we cannot as it our working time. We even changed timings for them, but they always said that we are so tired, we cannot study. Therefore, lack of motivation becomes a challenge. These people do not know the importance of education. We used to tell them that at least you will be able to read and calculate. But they were not ready to cooperate.

Question: Do you regularly get feedback from the effected community? What is their response?

Answer; Yes we get feedback timely. As we have started we school, we take fee from students which is Rs. 500. Now we are accountable to these people as they now understand and value what we do. People take those things for granted that is given free to them. As we are taking 500 rupees from them, the parents ask us every little detail and we are answerable to them. They ask us if any problem is occurring with their children. They tell us their complaints or whatever that is bothering them regarding their children's education.

Question: What is your source of funding?

Answer: We are trying to generate our own funds. But executive council and government also give us funds.

Question: Are you finding the results of the project/programme long lasting?

Answer: Depends what type of program or project we are talking about. We used to give basic education to women. If they are utilizing their education then I consider that our project has long lasting results. But if they are not utilizing their skills then project did not long lasting results.

Question: What factors do you think can play role in better and long lasting results of the project/programme?

Answer: My opinion is that those programmes which are skills based are more successful than other educational programmes. If you are teaching something that is in physical work then people are more motivated to participate. People can learn something which is practical.

Question: Do you think your NGO can perform better than this? If yes, explain how?

Answer: If we get better funds and a good team then we can definitely perform better.

Question: What are the internal problems you face during the implementation of project/programme?

Answer: Sometimes mediators or donors can create problems for us. Donors put conditions or demand something else from the programme. This causes problems in planning and implementation of program.

Question: What are the external problems you face during the implementation of project/programme?

Answer: Government sometimes create challenges. They start putting restrictions. Because of government, work starts getting delayed.

Question: Is the funding enough for the project/programme to be successfully implemented?

Answer: We conduct a proper survey while making budget. If a programme is made for four years then the budget will be made keeping in mind the time period.

Question: As most of the slums lack life's basic facilities/commodities i.e. food, education, medical and shelter. So while running a project, what is the biggest challenge you are facing or what is the major area where people are lagging behind?

Answer: They just have lack of education; otherwise; they are given enough facilities from CDA as well as NGOs like us.

Focus Group Discussions

FGD 1

Taken from students of iFeel school

Question: Does this NGO (school) involve you people in the running project?

Answer: Yes, they ask for help from us.

Question: What kind of help do they ask for?

Answer: They take help from us as needed. We help teachers such as in cleanliness, class management and discipline. We teach other students as well. We give them lessons regarding cooking, sewing and other life skill lessons. We do not teach in school only but we also teach skills in our home also.

Question: How much do you think this programme has improved your situation?

Answer: We are able to read and write now. Our parents are happy with our education. They think we will be able to do something better in future.

Question: Do you people give feedback or tell your problems to teachers?

Answer: Yes, we do give feedback. We tell them that we need teachers for subjects like maths. We also tell the coordinator that teachers need to improve in teaching. Our coordinator tries to help us and gives response to our feedback in timely manner.

Question: Do you think that the results of this program are long lasting and will help you in future?

Answer: Yes, we do feel satisfied that we are getting proper education. We can see many benefits. We had never thought that one day we will get education, and now that we are getting education, we are planning to for further studies. We feel more motivated now. We feel like we have to try harder in order to succeed in life. We have got an aim in life now.

Question: What do you think your school should do to make the results long lasting?

Answer: There is need for more classrooms and the number of teachers should be increased. Qualified teachers should be appointed so that we better understand the lessons. The infrastructure of school also needs to be improved such as having playgrounds.

Question: In your opinion, what are the challenges/issues faced by the NGO (school) in successful implementation of the program?

Answer: When children get failed in government schools and then are dropped out, they feel demotivated. They do not feel like getting education at all. Thus, their parents start sending them

out in order to earn money which gives rise to child labour. This becomes problem for the NGO as parents and their children are not easily convinced to get education.

Question: What should be done to overcome challenges?

Answer: We (girls) can help overcome challenges by convincing our family and other people to educate their children in order to have a better life. In future, when we will grow up, we will encourage our children to get education. And now that we are ourselves educated, we will be able to help our children in their studies. In this way the program can become successful.

FGD 2

Taken from parents of iFeel school students

Question: Does this NGO (school) involve you people in the running project?

Answer: Yes, they tell us to bring our kids to school. They say we will provide them lunch as well if we send our children.

Question: What kind of help do they ask for?

Answer: They just request us to send our children to their school. But we also try our best to cooperate with them and we are satisfied with their system. Other than this, they guide us on how we can help our children so that they can perform better.

Question: How much do you think this programme has improved your situation?

Answer: We can see our children can read and write. They have become passionate about studying. They are now concerned about their personal hygiene. Overall, our children are getting better day by day. And we as parents are satisfied.

Question: Do you people give feedback or tell your problems to teachers?

Answer: We give feedback when parent teacher meeting is held. We tell them about the problems our children have. We also receive feedback from teachers on our children's performance and how we can help them in studying.

Question: Do you think that the results of this program are long lasting and will help you in future?

Answer: Yes we feel that when our children will get education, they can become better human beings and better citizens. In future, they will be able to get better jobs and lead a much better life. If the staff of the school continue their work and improve their performance, they can change lives of many children living in poor conditions.

Question: What do you think your school should do to make the results long lasting?

Answer: The school is already performing very well, but they can make their services better by building a much bigger school with more facilities like playground and washrooms.

Question: In your opinion, what are the challenges/issues faced by the NGO (school) in successful implementation of the program?

Answer: Sometimes, parents are not ready to send their children to school. Even we were not ready to send our children to school. This is what causes unsuccessful implementation of the project. Other than this, if they may have problems related to electricity.

Question: What should be done to overcome challenges?

Answer: Cooperation of parents and children is required. Secondly, government can also them in providing then facilities and building

FGD 3

Taken from women who were beneficiaries of Al-noor foundation

Question: Does this NGO (school) involve you people in the running project?

Answer: We were not directly involved in implementation They had only given us a little education.

Question: What kind of help do they ask for?

Answer: They have not involved us much as far as help is concerned. They told us to attend the classes arranged for us. But they used to involve the educated people living in our area.

Question: How much do you think this programme has improved your situation?

Answer: We are able to read and write a little bit. But at this (old) age we are not able to study and remember well.

Question: Do you people give feedback or tell your problems?

Answer: No but we when to approached us to attend their classes, we had told them that it would be of no use because we are old now and we are just housewives or domestic workers. Education is of no use for us.

Question: Do you think that the results of this program are long lasting and will help you in future?

Answer: To some extent yes but there are many other women do not feel like that this programme has helped them in long run. Though we are now able to read urdu and are able to understand things.

Question: What do you think this NGO should do to make the results long lasting?

Answer: It must fulfill its promise. They had told us yjey will provide us with skills education but they did not. If they will do this then people would consider them liars and will not participate in future. Even if they had shortage of staff, they shouldn't have lied in the first place.

Question: In your opinion, what are the challenges/issues faced by the NGO in successful implementation of the program?

Answers: We do not know much about these NGOs but what we have seen is that people are not ready to take part in projects. People only participate when they are given financial motivation.

Question: What should be done to overcome challenges?

Answers: NGOs must deliver what they promise. They should also see whether a community really needs a particular service or not. Although we have got basic education but we were okay even without it as we have spent most of our life being an illiterate.

FGD 4

Taken from beneficiaries of Akhtar Hameed Khan Resource Centre aged 20 to 25

Question: Does this NGO involve you people in the running project?

Answer: Yes they do. We help them regularly.

Question: What kind of help do they ask for?

Answer: We help them by going to communities and engaging them. We also help them in conducting surveys whenever needed.

Question: How much do you think this programme has improved your situation?

Answer: We have learnt a lot about computers. It has improved our skills as we can now go for jobs and with time we are learning new things because our base has become strong. When we started working with computers, we were afraid that we might do something wrong but now we feel confident.

Question: Do you people give feedback or tell your problems to management?

Answer: Yes we do. They themselves ask us if there is any problem. They have successfully resolved our issues or have accommodated us in some way.

Question: Do you think that the results of this program are long lasting and will help you in future?

Answer: Yes it will help us in future. We are already seeing improvement in ourselves. We are trying our best to make our computer skills better. We are getting better job opportunities now.

Question: What do you think this NGO should do to make the results long lasting?

Answer: This NGO should extend its programmes in other areas as well. Secondly, although they have contacts with private sector but they should try to increase their contacts so that people who are newly trained can get more opportunities. In this way, they would be able to see how their efforts have given results.

Question: In your opinion, what are the challenges/issues faced by the NGO in successful implementation of the program?

Answer: Sometimes, people are not ready to participate. So one difficulty is that NGO has to persuade people to be part of the programme. Secondly, when it comes to getting education like digital learning, it becomes difficult for people to commute from their areas. That is why even those who are willing to participate cannot be part of programme or project.

Question: What should be done to overcome challenges?

Answer: As far as when it comes to persuading people, NGO tries its best to make sure people get motivated. But when it comes transport problem of the participants, NGO can try to provide transportation facility so that people are able to commute and in this way, more youngsters can get opportunity to study.

