

Annual report 2006-2007

Strengthening Participatory Governance in Delhi Hazards Centre, Sanchal Foundation

The Sanchal Foundation set up Hazards Centre in 1998, specifically to meet the emerging technical needs of organisations of the urban and rural poor. Since 1999, the Hazards Centre has been providing support to several community groups and social organisations in the city of Delhi. It has focussed on information dissemination through popular and attractive media, and professional support and training for community activities with advocacy centring on the “right to live with dignity”. As many of the urban processes appeared to be affecting the urban poor through the medium of the Master Plan, in 2000 the Centre began investigating it with a view to proposing a “People’s Master Plan”. In 2001, this initiative was followed up with a mass educational project, “People – Plan Interface”. Realising the need to build strong advocacy groups out of an informed population, the Centre focussed on “Building Informed Alliances in Delhi” through 2002-2003. In 2003-2004, new directions emerged for further work and a project was launched entitled “Public Debate on Urban Governance”, taking up the crucial issue of how ordinary people could have a say in formulating the policies that influence their lives. This was supplemented with a one year study on urban change and resistance in three cities, and building a dialogue with organisations in seventeen other towns and cities. In 2004-2005, the Centre continued the same process through “Carrying the Urban Debate Further”.

The current activities of the Centre fall broadly into the categories of research, training, consultations, and documentation. Under **Research** activities, the Centre takes up issues of concern to communities and organisations, and explores the potential methodology to be followed by community leaders and activists to research these issues and, thereby, find solutions. **Training** through workshops and on-site laboratories is an important component of being able to pass on requisite research, learning, and development skills to the community. Wide-ranging **Consultations** are regularly organised through symposia, conferences, and meetings with policy-makers, administrators, service providers, voluntary agencies, professional bodies, educational institutions, and mass organisations, to establish and lobby for new directions for policies and programmes of relevance to the working poor. **Documentation** provides the backbone to the entire process by periodically bringing out simple, easy-to-read-and-see literature, mainly in the vernacular, and in the form of posters, pamphlets, booklets, and manuals.

Objectives

In 2005, the Centre submitted a 3-year proposal on “**Strengthening Participatory Governance in Delhi**”, with the following objectives:

1. **Strengthen institutions and networks of citizens through the use of Right to Information;**
2. **Build capacity of local bodies on the basis of the 74th Amendment to the Constitution;**

3. ***Pursue innovative training and research to develop planning norms for the informal sector;***
4. ***Encourage public participation through mass organisations and public consultations.***

This proposal has continued to receive support from Ford Foundation (FF) and it sanctioned Rs 3644073 for the year 2006-2007. The GGF provided a grant of Rs 207326, while Action Aid India (AAI) sanctioned a year-long project for research on Urban Change and Resistance for an amount of Rs 11,46,000 out of which Rs 436550 was released this year. Furthermore, the Centre was able to raise funds to the tune of Rs 1,96,557 from its work with the Transport Research and Injury Prevention Program (TRIPP) of the Indian Institute of Technology, Delhi, and from donations and sales. This year the UNDP-Gol project on Strategy for Urban Livelihoods selected the Sajha Manch, an alliance of over 40 organisations working in Delhi, as a partner for developing the strategy and sanctioned an amount of Rs 15,34,000, of which Rs 3,75,000 has been released. Since the Hazards Centre currently acts as the secretariat for the Manch, this money has been credited to the Foundation's accounts but it has been used only for the activities of the Manch and not for those of the Centre. Thus, the Foundation collected Rs 48,59,506 distributed over the year under review for various activities from different funding agencies and donors, whose generosity is gratefully acknowledged. Out of this, the Hazards Centre has been able to generate adequate funds to meet its projected expenditures. This report provides an overall view of all the activities from May 15, 2006 to May 14, 2007, and measures them against the original objectives and targets to provide some learning experiences.

Activities

Sponsored research

The Centre has been able to develop a team of qualified and dedicated researchers who have undertaken a range of studies, mostly in collaboration with different organisations and alliances. A substantial number of studies have been completed and published in the form of reports and booklets. For this second year of the project, the Centre had set a target of **10 research studies**. As against this, **29** studies have been taken up, of which 20 have been completed while the other 9 are ongoing. The subject matter has ranged from issues concerning governance (citizenship, transportation, participation, rights, accountability, and planning), work (social security, labour markets, livelihoods, unorganised sector, health, and resistance), housing (shelter, evictions, rehabilitation, and services), and environment (soft drinks, river pollution, environmental impact, and effluent treatment) (see *Annexure I* for details). Thus, there has been significant demand on the Centre to generate new information and new ways of understanding trends in society that are not explained by mainstream news or literature.

Livelihood issues continue to remain the prime concern of the working poor since renewal and development plans have been severely impacting their lives in this respect. Several development projects have also been evicting people from their homes and rehabilitation and resettlement projects are poorly planned and implemented. Much of this has been done in the name of renewal and beautification. Hence, there has also been a corollary desire to

understand how to resist these plans. This has led to a demand for research on issues of governance – in particular on how plans are made and citizenship rights are determined. Hence, the Centre has conducted dedicated research on the theme of Urban Change and Resistance in the context of revival of livelihoods, not only in Delhi, but also in other cities such as Indore and Jaipur. Furthermore, another major area of research has been on the implementation of the 74th Amendment, comparing States like Kerala, Uttar Pradesh, and Madhya Pradesh with Delhi. In addition, several proposed Bills for Social Security in the Unorganised Sector have been subjected to detailed scrutiny, strengths and weaknesses identified, and suggestions made from the perspective of the worker. At the same time, work on analysing and critiquing the Master Plans and City Development Plans of several cities continues unabated.

The other major area of research has been that of the environmental impact of development projects, whether on the neighbouring area or on the individual worker. Thus occupational cases have been documented in three industrial areas, and some follow-up care attempted with doctors in two associated hospitals. Five locations where Coca Cola has set up plants have been monitored for pollutants in ground and surface waters and in soils. It is proposed to do similar work at seventeen other sites, provided funds become available for the same. A study has also been launched of the pollution of the river Yamuna to identify the sources and to examine the scientific basis for the claim made by the authorities that it is the slums that are responsible for the degradation of the river. It is precisely this rationale that has been used by the government and the courts to evict over 30,000 families from the banks of the river. With the emerging Commonwealth Games posing a similar threat, the Centre has also completed a study on the social and environmental impact of such mega events. In the process, the Centre's researchers have been mapping the urban renewal projects and tracking the changes in the city, particularly in the transport sector, which forms the backbone of the infrastructure.

Documentation and Publication

All these studies, and other activities, have contributed to the documentation and publication efforts of the Centre. Against the targets set for the year, the Centre has been able to bring out several publications through the year. While **6 booklets** were supposed to have been published, there were **11** that were printed through the year, focusing mainly on livelihoods and planning. **17 pamphlets** were widely disseminated, exceeding the targeted **12**, and gave information on a range of rights provided by law. Instead of **3 books**, the Centre published **5**, which analysed the Delhi Metro, drinking water quality in slums and resettlement colonies, the Delhi Transport Corporation, the 74th Amendment, and the National Urban Renewal Mission in detail, providing an integrated perspective how all these contributed to the nature of changes in the city. **15 reports** and **17 papers** were also written for limited distribution and publication in the media, as against the projected **6** and **12** respectively for the year (see Annexure II for details).

The only publication that could not be brought out as planned by the Centre were the **20 posters**. This was partly because many of the groups being assisted by the Centre brought out their own campaign materials. In particular, the Centre as the secretariat for the Sajha Manch helped the Manch to bring out a dozen small posters, and at least thirty other reports and strategy papers which are not being documented here, since they are rightly the intellectual property of the Manch. However, it should be appreciated that considerable time

and energy has been devoted by various personnel of the Centre to regularly support this broader initiative. At the same time, the absence of the visual impact of the posters was sought to be compensated by the production of a documentary film titled “New Delhi Private Limited”. This documented the proposed and current changes in privatising the city from the perspective of the planners, the project promoters, and the government, and what was the counter-perspective of the urban poor and workers in the informal sector. The film was produced by present and past researchers of the Centre along with very creative and diligent inputs from others who magnanimously volunteered their time and talent. It’s unique quality is that there is no commentator but various protagonists act out their own hopes, fears, and aspirations on the screen.

In order to get this documentation out to the media for wider dissemination, it was planned to give out **6 media releases** and organise **4 media consultations**. Instead there were **15** briefings that went out to the press, and **18** consultations with and regarding media coverage. The issues covered were the same as those contained in the publications of the Centre. The Centre has thus eventually made its presence felt in the media but it has not been really able to change media policies. This unfortunate fact is evident from the continuing paucity of actual coverage in both print and visual media. Thus correspondents have regularly attended the press briefings but they have not really been able to get the stories published. This is indicative of a deliberate effort by the media owners to not allow the issues of the common man impinge on the media hype constructed around the “world class” city. The honourable exceptions have been the native language newspapers and some of the television channels.

There have also been interactions with a few of the foreign correspondents and television channels, but these do not seem to have come to the attention of policy makers in India. In one case, the information given to the interviewer has also been given a clever twist to support the opposite point of view. All this has pointed to the need for evolving other forms of communication and the Centre has given increasing attention to the production and dissemination of the monthly Samachar produced by the alliance, as well as to promoting the use of documentary films and street theatre. There was also an attempt to bring together a group of artistes from different backgrounds – film, photography, visual design, sculpture, dance, astronomy, creative writing, ham radio, etc – to develop an integrated activity around the use of media. But, though widely welcomed, the attempt fell apart because of the lack of dedicated full-time personnel and resources, and it has not been possible to revive it in the year under review. **12 presentations** and **3 visual exhibits** were planned and **16** and **3** of them respectively accomplished through the year. These included power point and other forms of presentation (including the whiteboard, chart paper, and posters) that were used for meetings and workshops, as well as visual performances that were repeated several times.

Training and Exposure

The target was to recruit **40 volunteers** for involvement in various issues that the Centre is working on. However, while the Centre has become widely known in the educational circuit and at least **19 institutions** were contacted and visited – against the **24** originally planned (see *Annexure III*), nevertheless the results have been disappointing. Only **15** student volunteers actually turned up for the four to eight weeks internships with the Centre. These included 12 law students, 1 from social sciences, and 2 from management studies. But, of the target of **30 professionals** who were to be invited to participate as resource persons for training purposes, the Centre was actually able to recruit **43** (*Annexure III*). These were in addition to the resource persons for workshops and seminars from the centre itself. In

addition, there were several exposure visits of students from different colleges and schools, both from Delhi as well as outside. The films produced during the last two years (Shehar.com and New Delhi Private Limited) were found to be very useful for both providing cinematic exposure as well as initiating lively discussions.

The Centre's personnel participated in or organised 133 workshops and 233 meetings thorough the year (Annexure IV), as against the target of **100** each. **35%** of the community workshops were related to **livelihoods**, 28% to governance issues, and 21% to development concerns; while **39%** of the public meetings addressed issues of **governance**, and 17% each concerned environment and media: giving some idea of the gap separating the people from their spokespersons. In this way the Centre has been able to access an outreach much beyond its own limited capacities by participating extensively in the activities of other organisations and groups. These workshops, consultations, meetings, seminars and conferences covered a gamut of issues covering environment, governance, development, media and work. There were 15 internal trainings of the Centre's personnel and 5 exposure visits (compared to the projected **12** and **4** respectively) to enable them to build their own capacity to deal with such a range of issues. Nevertheless, it was an extremely heavy work load and the Centre lost some its most senior and experienced researchers and managers during the year as they searched for new pastures (mainly in academics) to further equip themselves, but this time in more specialised skills. ***It is a tribute to the dedication and enthusiasm of the younger researchers that they have responded so well to the increased pressures and delivered more than projected on almost all targets.***

There has been a special emphasis on the **Right to Information (RTI)** as part of the current Project's objectives. This year the Centre was supposed to have participated in or organised 4 advocacy meetings, 4 public hearings, and 6 trainings on the subject. But, given the much wider public response to the national campaign, the Centre attended 13 advocacies, 8 hearings, and 8 trainings. Since the majority of the community trainings attended by the Centre revolved around issues of livelihoods, governance, and development, there were high expectations of the people from the RTI Act, and consequently, the Centre was able to file 59 applications of its own under the Act while assisting many other organisations to also file their applications. However, the working of the Act has not been without its problems, many of them procedural and born of the hesitation by government officials to disclose data they think will not be in their own interests. Hence, the Centre has also been forced to apply to the Information Commissioner several times for redress, but even this has not been very successful. Nevertheless, there is much potential in disclosure in the public interest, and this became clear when the government tried to shrink the scope of the Act, and the Centre was part of a large civil mobilisation to protest against this move.

The other focus of the Project is to build capacities for participation on the basis of the **74th Amendment** to the Constitution. Given that 39% of the public meetings through the year debated issues of governance, there was a larger social awareness of the importance of the subject – although this was not necessarily in favour of the poorer sections. In fact, many of the media stories and civil society initiatives during this year have emphasised the crucial nature of participation by the more affluent sections to “eradicate corruption” and bring about “good governance”. These have little to do with the critically important themes of loss and paucity of shelter, services, and livelihoods as experienced by the Centre through the community workshops. Thus, the Centre's researchers tried to bring this dichotomy to the fore in the 29 public meetings that they were able to attend (target of **4**), and to promote the cause of much wider public participation in the spirit of the 74th Amendment. However,

instead of the proposed 6 cultural events around the theme, the Centre was able to organise only 4, and the National Conference that had been planned also could not take place, mainly because of the lack of experienced organisers at this stage. These activities will, therefore, be strengthened in the coming year.

The Indian Social Forum (ISF) that was organised on the lawns of the Jawaharlal Nehru stadium, New Delhi, offered an opportunity to reach out to a national audience on the issues of governance, rights, environment, and media, and the Centre assisted the Sajha Manch to distribute pamphlets, booklets, and brochures, as well as organise and join various street campaigns on shelter and livelihoods during the entire period. Personnel of the Centre also actively participated in eight workshops on themes of land rights, displacement, waste management, gender in the urban context, housing rights, alternative perspectives on development and politics, unorganised sector mobilisation, and democratic revival. Six presentations were made on housing and land, migration, master plans, right to information, urban renewal, and governance. In order to assess the views of the people participating in the Forum, a ballot was conducted on RTI and JNNURM. Several new contacts were established during the Forum but it was also felt that the time and space were inadequate to establish any meaningful dialogues.

Co-ordination and Fund-raising

As may be seen from the statement of income and expenditure (*Annexure V*) there has been marginal over-expenditure on account of consultancies and establishment costs. On the other hand, major balances remain in the budgetary heads of audio-visuals, conference, coordinator salaries, publications, rents and utilities, and volunteers. This represents the actual activities of the Centre very well, although it should be kept in mind that performance in meeting (and exceeding) targets has been exceptional in most activities. This year, some systems have been put in place for accounting and team coordination. While amounts received from donations and sales this year have been Rs 25,314 a system is also being put into place to raise funds through appeals – two of which have proven to be quite successful, although they were on behalf of other organisations associated with the Centre. A part-time senior administrator has joined to assist in management functions, writing project proposals, coordinating publications, and raising funds.

Monitoring

The process of regular monitoring of the project and making necessary corrections and modifications was entrusted to four functional bodies, as per the plan:

- The staff of the Hazards Centre carried out a weekly review on every Monday. This has now been further improved through a regular record-keeping system of progress achieved, and a fortnightly presentation by a member of the team by circulation on some commonly agreed issue of current relevance. This has helped to strengthen intra-team coordination and to overcome the loss of senior and experienced colleagues.
- Monthly meeting of coalitions of organisations working in Delhi, many of whom are also collaborating with the Centre on issues of mutual interest, have also been an opportunity for the Centre to periodically review its own work through the perceptions of those using the results of the work, and to chalk out further areas of exploration.

- An annual self-evaluation was conducted by the Centre's staff in April 2007, and this was further reviewed by the Board of the Foundation. Unlike last year, no independent evaluation was carried out, but this is planned for the coming year.

The table below gives some idea of the performance of the Centre with respect to targets set for this year, as well as the performance index of last year. The figures in red indicate where targets have not been met and remedial action needs to be taken.

No.	Activity	2005-2006		2006-2007	
		Target	Achievement	Target	Achievement
1	Research studies	6	15	10	28
2	Media releases	6	13	6	15
3	Media consultations	2	2	4	18
4	Institutional interactions	20	32	24	19
5	Booklets	6	3	6	10
6	Pamphlets	6	12	12	13
7	Books	3	3	3	5
8	Posters	10	18	20	(12)
9	Reports	-	10	6	12
10	Papers	-	14	12	17
11	Volunteers	10	31	40	15
12	Professionals / resource	30	45	30	43
13	Presentations	10	13	12	16
14	Visual exhibits	2	3	3	3
15	Exposure visits	3	1	4	5
16	Workshops / consultations	34	115	100	133
17	Seminars / meetings	-	114	100	233
18	Internal training	4	16	12	15
19	Advocacy meetings (RTI)	4	2	4	13
20	Public hearings (RTI)	4	2	4	8
21	Training workshops (RTI)	-	7	6	8
22	Applications (RTI)	-	30	50	59
23	Cultural events (74 th Am.)	6	0	6	4
24	Public meetings (74 th Am.)	2	3	4	29
25	National conference (74 th Am.)	1	0	1	0

Overall Evaluation

The **criteria** against which the project is to be evaluated emerge from:

1. The Objectives of the project:
 - Strengthen institutions and networks of citizens through Right to Information;
 - Build capacity of local bodies on the basis of the 74th Amendment;

- Pursue innovative training and research to develop planning norms;
- Encourage participation through mass organisations and consultations.

2. The Monitoring parameters:

- Did the perspective of the existing organisations change?
- Did new organisations come into being to take up other concerns?
- What were the innovations adopted to make governance more democratic?
- What are the challenges that have emerged for future work?

Assessment and Problems

Sponsored Research – Livelihoods and Governance have dominated the research themes that have been suggested by collaborating organisations. This reflects the perceived needs of communities of the urban poor and the nature of the impact on them of developmental and renewal projects. Much of the material developed by the Centre has, therefore, been put to use by the sponsoring bodies. Where there are existing campaigns and alliances, the utilisation has been significantly higher. However, while the demand for dissemination has been partially fulfilled through workshops, the production and distribution of pamphlets and booklets in local languages has not been up to expectations this year mainly because of shortage of experienced staff and the larger workload on the others. At the same time, the thrust of the Centre to promote participatory research is producing results, as is obvious from the performance of the different participating groups in the UNDP-Gol project on a livelihood strategy, wherein they conducted a dozen research studies, with some assistance from the Centre in designing survey schedules and analysing the primary data. At the same time, as in the previous year, linkages with mass organisations having political clout still remain elusive. This is an issue that the Centre shall try and address with more vigour in the third and last year of the project – particularly in the context of different Bills that are being proposed for social security, work, and shelter.

Documentation and Publication – As in the previous year, most of the publications of the Centre have been sold out or distributed within six months to a year. There has been wide distribution of pamphlets and survey schedules. Many of them have again travelled to other urban centres where they have been modified and used. While this reinforces the previous observation that books and booklets, though important, have limited outreach to a non-reading public, nevertheless the Centre has continued to produce these in English because of the demand from community groups that they are useful for advocacy with policy makers. But, in the coming year, production of material in Hindi will again be reinvigorated. This year, the issue of media access has been partially resolved, particularly in the Hindi language press and television, with more press releases and interactions, but the publication of the material remains a problem. This continues to reflect the present biases of the media barons, rather than problems with the work of the Centre and its associated organisations. The Centre has tried to address this by now producing a documentary film which has been received very well by audiences everywhere, particularly since every screening has resulted in animated discussions afterwards. Hence, the Centre will try and initiate a few more visual media productions in the coming year.

Training and exposure – The enormous number of seminars, meetings, and workshops through the year (at an average of one per day), almost half of them community-based, in which the Centre has been an active participant continues to indicate the huge hunger for

informed decision-making within society. There has been an increase of the numbers by almost 150% over last year. These trainings remain useful in bringing new ideas on governance, development, livelihoods, and environment to the participants and the demand is likely to grow further as the reputation of the Centre in this regard spreads. The response from students and institutions, though, has been less enthusiastic than last year. Although many students have promised to come for internship, the drop-out rate has been alarmingly high, and this may illustrate the kind of career graphs that students are increasingly choosing and the expectations that they have from internships. While the number of resource persons has grown, their skill in mobilising students and institutions remains marginal or unused. The new user-friendly website of the Centre is under construction and will soon be on the net. Continuing dialogue with policy makers has also been insufficient. At the same time, the response from organisations in other urban centres has been growing. Hence, the Centre will have to address these concerns in the coming year through more and regular interactions with institutions and alliances, both in Delhi as well as other potential cities and towns.

Right to Information – There have been even more community applications under the Act, which the Centre has facilitated. And there is no doubt that the RTI has become an acknowledged instrument for empowerment in society. However, the Centre has not been able to organise an adequate number of cultural events to disseminate information to the communities because of insufficient capacity. The issue of different approaches to the use of RTI is also gradually being resolved through the experience with the stubborn opposition put up by providers in releasing information. Appeals to appellate and regulatory bodies have not resulted, largely, in the waving of the “magic wand”. Thus, the Centre’s approach of following the original genesis of the RTI, wherein communities are empowered to challenge official information through counter-information, leading to a wider debate on the nature of society and development itself, is gradually being recognised and debated in more fora. This provides an opportunity for future work on analysis and dissemination of studies on the actual functioning of the RTI and what needs to be done by people’s organisations.

74th Amendment – This component of the project was projected to begin from this year, although some preliminary cultural activities and a national convention had been planned for the first year. The Centre built its own capacity and published a document on the functioning and implementation of the Amendment in different States and this has enabled it to participate in and organise numerous public meetings on the subject and put forward an alternative perspective to facilitate informed discussion. Additionally, this has sparked off another debate on who is the citizen and how can they participate in governance? - particularly amongst the poor who are gradually being side-lined from the democratic process, while democracy itself is being eroded. The Centre has, therefore, undertaken an international study on the definition of citizenship and how is it related to work. This has wider implications for other legislations, such as the Social Security for Unorganised Sector Workers Bill, the Domestic Workers Bill, and the Construction Workers Bill. In the coming year, therefore, the Centre needs to disseminate the findings of this research to as wide an audience as possible through many more cultural events and a national convention.

Participatory evaluation – There has been a growing concern within the Centre and the Foundation that internal monitoring or external evaluations by professionals does not fully capture the strengths and weaknesses of the Centre. So an idea that has been emerging, in the true spirit of participation and empowerment, is that those organisations and groups who have collaborated with the Centre or accessed its services should be the best institutions to reflect on what they have gained or lost by virtue of the Centre’s work. At the same time,

many of the community groups may not be able to express themselves through the traditional mode of survey schedules or interviews or written submissions. **Hence, it has been proposed that as many of these groups as possible should be invited for a three-day festival at a central place to reflect on their own experiences as well as the role, if any, played by the Centre's activities in refining that experience.** Space will be provided at the festival to both present their views through the verbal discussions as well as all possible art forms, such as theatre, dance, song, posters, films, etc. This will provide a rich opportunity for the Centre to learn about its own work. In addition, it is also hoped that the participating groups and other invitees will be able to enrich their own experiences and find common ground for joint work in the future.

Action plan for the next year

It seems probable that most of the activities of the past year have been useful and are relevant for community organisations, as well as for larger mass organisations. What the performance indicates over the past two years is that the Centre has massively exceeded the projected targets for workshops and meetings, as well as for research studies and media consultations. Other activities of publications and dissemination remain well on course. Poor performance has marked the interactions with institutions and recruitment of volunteers, the organisation of cultural events and national conferences. This means that the Centre has served its base constituency well but has had problems in reaching out to other support strata in society. Hence, all of the previous activities will continue for the next year, with increased emphasis on extension into the larger public domain. Independent fund-raising and evaluation will also get a special fillip. Clearly, therefore, the Centre will have to look for additional sources of funding as well as expand the capacity of the Centre's staff to deal with more responsibilities and organisational work beyond the community interactions which lie at the core of the Centre's mandate. In this effort, it will have to give primacy to the needs of the community and mass organisations, and design its operational and funding strategy accordingly.

Special importance will be given in this coming year on:

- linkages with mass organisations
- production of documents in Hindi and more visual media presentations
- more dialogues with policy makers
- increased interactions with institutions
- dissemination on the use of Right to Information through cultural events
- events and a conferences on the 74th Amendment, and
- participatory evaluation of the Centre's work

The following table sets out the proposed targets for the second year, as compared to last year, for different activities under the project, and the budgetary requirements shall have to be modified accordingly:

No.	Activity	2006-2007		2007-2008
		Target	Achievement	Target
1	Research studies	10	28	6
2	Media releases	6	15	12
3	Media consultations	4	18	4
4	Institutional interactions	24	19	24

5	Booklets	6	11	6
6	Pamphlets	12	17	6
7	Books	3	5	4
8	Posters	20	(12)	10
9	Reports	6	15	6
10	Papers	12	17	12
11	Volunteers	40	15	10
12	Professionals / resource	30	43	30
13	Presentations	12	16	10
14	Visual products	3	3	10
15	Exposure visits	4	5	5
16	Workshops / consultations*	100	133	60
17	Seminars / meetings**	100	233	120
18	Internal trainings	12	15	12
19	Advocacy meetings (RTI)	4	13	8
20	Public hearings (RTI)	4	8	8
21	Training workshops (RTI)	6	8	6
22	Applications (RTI)	50	59	50
23	Cultural events (74 th Am.)	6	4	12
24	Public meetings (74 th Am.)	4	29	4
25	National conference (74 th Am.)	1	0	2
26	Fund-raising events	-	-	4
27	Evaluation festival (additional)	-	-	1

Figures in **red** represent shortfalls

Figures in **blue** represent over-performance

* the target for this year according to the original proposal was 12

** the target for this year according to the original proposal was 26

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