

PSUP

PARTICIPATORY SLUM UPGRADING PROGRAMME
PROGRAMME PARTICIPATIF D'AMÉLIORATION DES BIDONVILLES

PPAB



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Participatory Slum Upgrading Programme Training

15th September 2022



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FOR A BETTER URBAN FUTURE

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1. Day 1 – Introduction to PSUP and Slum Upgrading Principles
- 2. Day 2 – Upscaling urban upgrading**
3. Day 3 – Participatory Neighborhood Planning and tools

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Day 2 – Upscaling urban upgrading projects

Objectives:

1. To introduce the mechanisms to upscale urban upgrading
2. To look at the financing strategy
3. To explain why community participations and engagement are important
4. To present the mechanisms to build community engagement





PARTICIPATORY SLUM UPGRADING

Upscaling Urban Upgrading Projects





To meet the scale of the challenge, there is the need of moving from one-off, isolated projects to sustained programmes that address slums in a **coordinated and incremental manner**. This is, **upscaling slum upgrading**.

Upscaling Slum Upgrading

What is Upscaling?

For slum upgrading at scale, actions need to be:

- Coordinated
- Coherent
- Informed by data and experience
- Guided by a long-term vision

Click on each tab to know more.

Home  

07 of 40

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1. Creating an **enabling environment** for slum upgrading. The recommendations issued from the **policy and regulatory framework** are important to achieve this enabling environment which will multiply the impact of investments.
2. **City-wide strategies** are central for coherent and integrated action at city level, avoiding one-off interventions. These strategies can serve as a basis for the set-up of programmes for upscaling.
3. **Financing strategies** will enable to **diversify the sources of finance** by leveraging investments and mobilising further funds. These strategies ensure the affordability of solutions and the financing of the interventions.

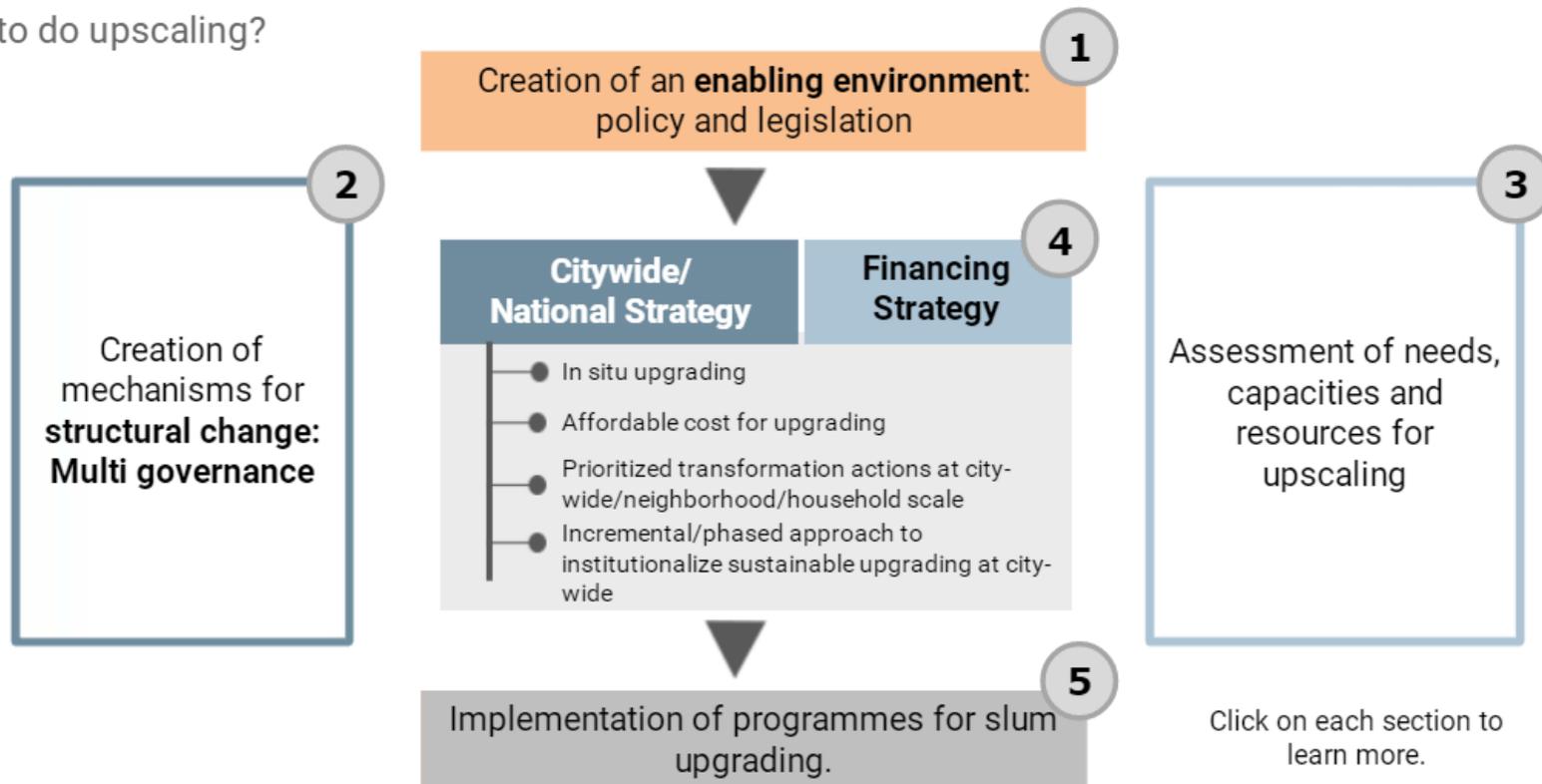
An integrated and coherent approach to slum upgrading

UN-Habitat approach to Slum Upgrading	Other approaches
Including the socio-economic and livelihoods components	VS Approach only focused in infrastructural issues
Integrated at city level	VS Localised and punctual interventions
Aligned with bigger frameworks and strategies at local, national and regional levels	VS Non strategic investments
Multi-governance framework and coordination	VS Engaging only with one group of stakeholders.
Enabling environment and institutionalization of the approach	VS No anchoring of the approach
Increased political commitment and visibility of the actions for higher resource allocation and impact	VS Reliance on external support and non integration of slums in budgets and other interventions



Upscaling Slum Upgrading

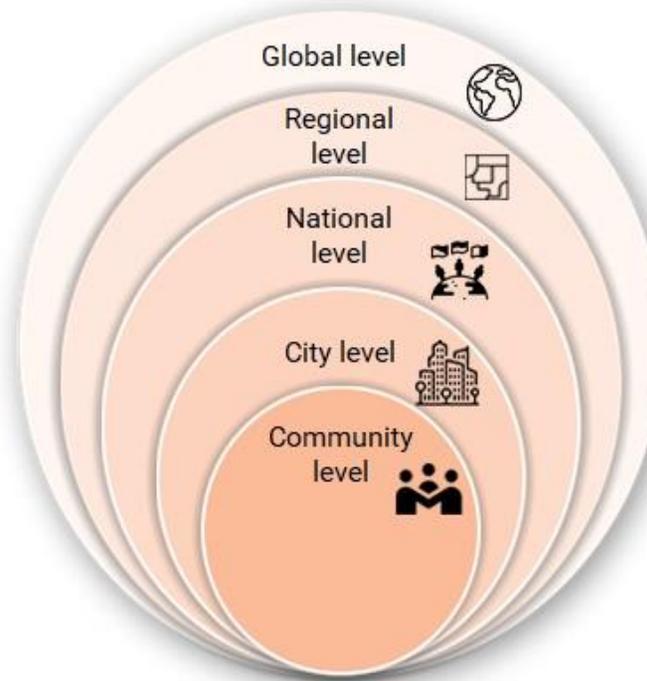
How to do upscaling?





Upscaling Slum Upgrading

Upscaling requires action from all levels



Click on each level to learn more.



Scaling up – FROM THE BASE

At community level:

- Community participation
- Inclusive community representation bodies in decision making processes
- Access to finance for the communities



Scaling up at the level:

Global

Sub Regional

National

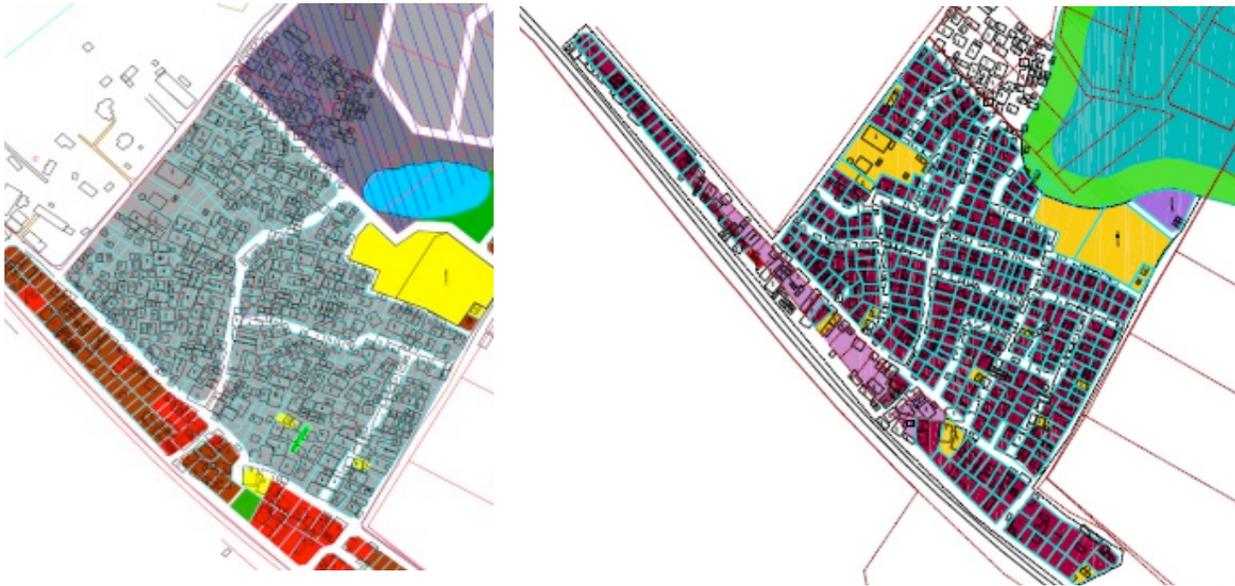
City Wide

Neighborhood /
Community

Scaling up – GUIDE BY A SHARED VISION

At city level:

- CWSUS - Strategy at the city level
- Replication in neighborhoods
- Plan for incremental approach
- Target priority



Scaling up at the level:

Global

Sub Regional

National

City Wide

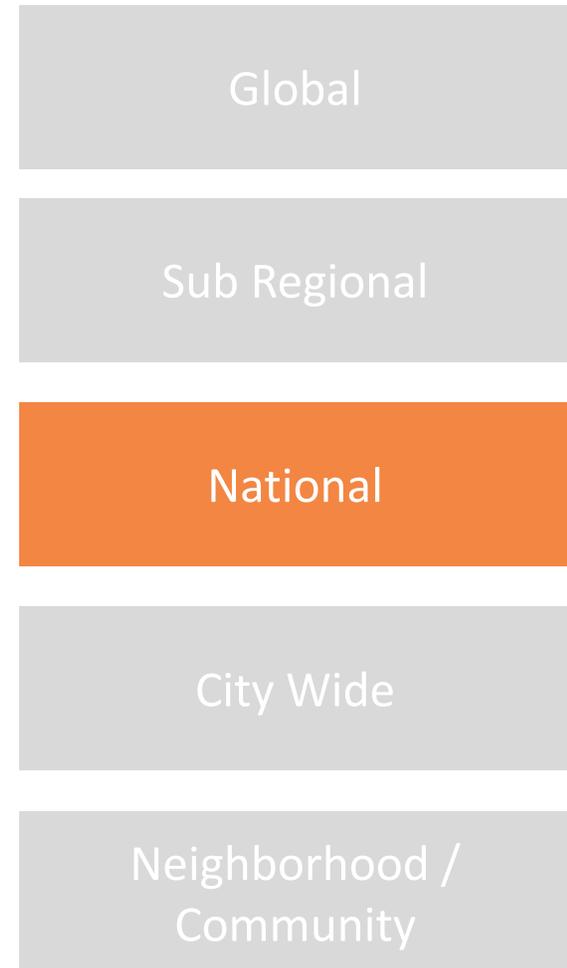
Neighborhood /
Community

Scaling up – FAVORABLE ENVIRONMENT

At country level:

- Political Will
- National approach to prevention and improvement
- National policy and legislation
- National Strategy
- Replication and demonstration projects, building on city's experience

Scaling up at the level:



Scaling up – POLITICAL FRAMEWORK

At the regional sub-level:

- A sub-regional strategy
- Exchange by sub-regional networks
- Access to regional funds



Scaling up at the level:

Global

Sub Regional

National

City Wide

Neighborhood /
Community

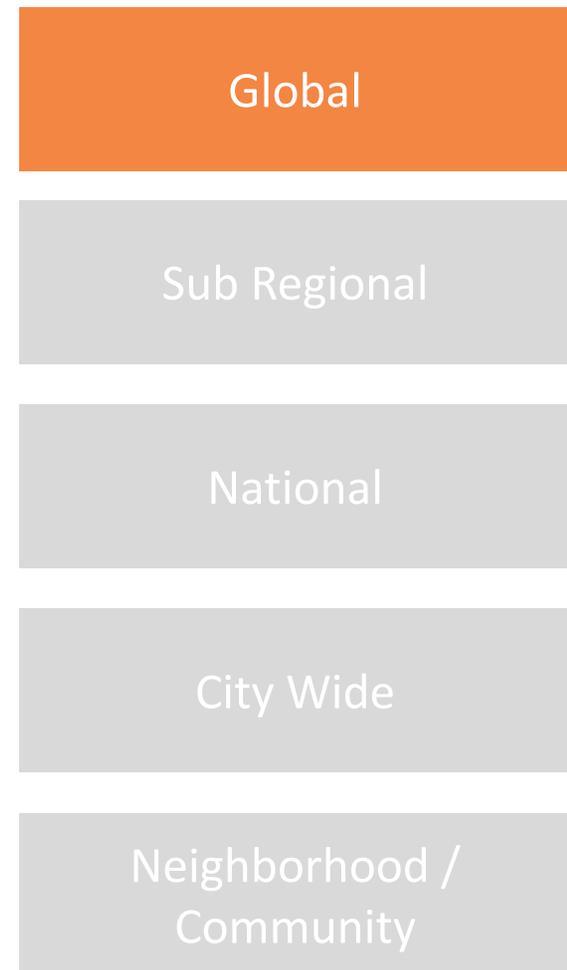
Scaling up – ADVOCACY AND KNOWLEDGE

At the global level:

- Increased visibility and mobilization of large-scale funds
- Learning and exchange and transfer of knowledge
- Global partnership
- New finance instruments
- Attract private sector



Scaling up at the level:



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ROLE-PLAYING ACTIVITY – 25'

Let's divide in 2 groups.

Each group has a cross-cutting representation of different actors: MININFRA, District, CoK, Private, NGOs, Education, development partner.

Define each role and initiatives at different levels for upscaling urban upgrading.

LEVEL	ACTORS	ROLE	INITIATIVES
Global			
Regional			
National			
City			
Community			



PARTICIPATORY SLUM UPGRADING

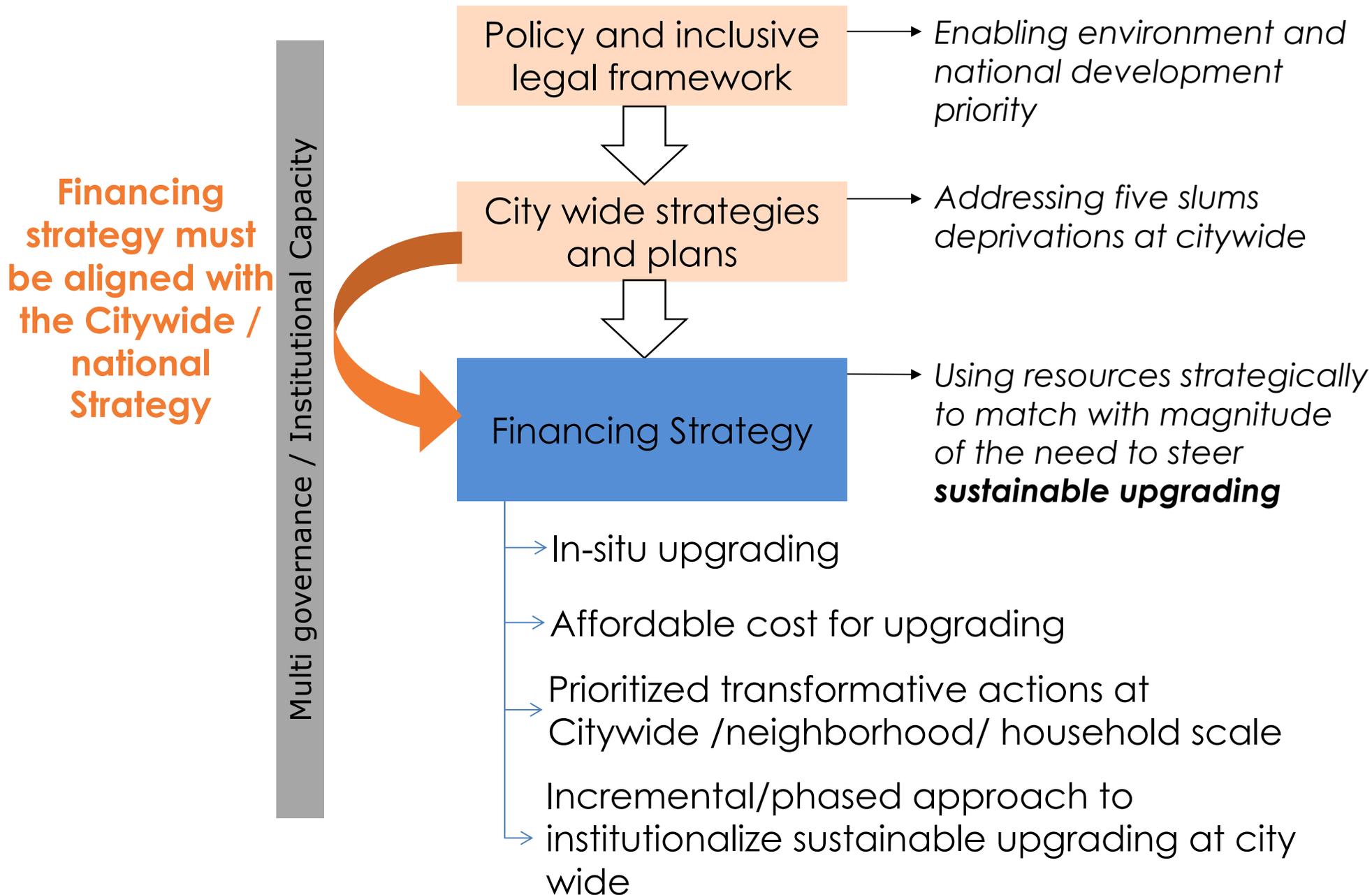
Financing Strategies for Slum Upgrading



Picture @ PSUP

1. INTRODUCTION:

Financing strategy is part of the CWSU or national strategy



1. INTRODUCTION:

Challenges for resource mobilization

At the domestic level

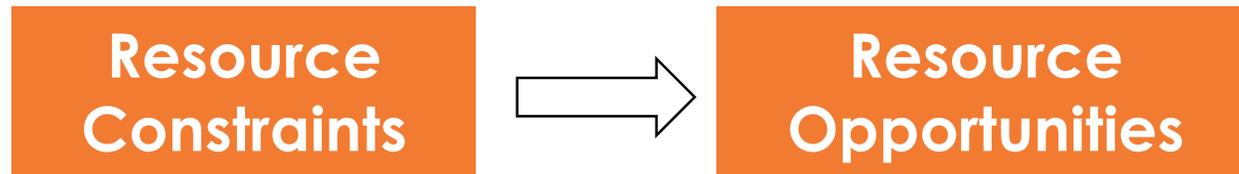
1. **Limited funding** relative to demand: the fiscal gap problem
 - Weak tax base due to inadequate sources of revenues due to inadequate financial regulations and procedures
2. Limited funding used **inefficiently & ineffectively**
 - Poor urban management
 - Inadequate public financial systems

At the international level

1. **High competition** for international funding amongst many development priorities
2. Even without competition, **not enough funding** for the North to subsidize the South
3. Funding should not substitute **developing effective local arrangements**

1. INTRODUCTION:

Opportunities for resource mobilization



Despite **constraints**, many **opportunities** exist for improving resource allocations to Participatory Slum Upgrading:

- No single funding source likely capable to fund Participatory Slum Upgrading at scale = **multiple sources** must be tapped
- Depending on particular countries, domestic and international '**resource partnerships**' are important
- **Communities** are an important resource and partner
- **Some resources are under utilized:** steps needed to enhance resource allocations to participatory slum upgrading, like for example private sector partnerships

To overcome the constraints and exploit opportunities we need a Strategy

1. HOW DO WE GO ABOUT BUILDING A FINANCING STRATEGY:

Steps for a Financing and resource mobilization strategy

Steps for building a Resource Mobilization Strategy RMS:

- a.** Analyze the magnitude of need
- b.** Evaluate the actions of the CWSUS with 4 financing entry points
- c.** Analyze the resource sources and partners
- d.** Identify recommendations/strategic objectives for enhancing resource allocations aimed at scaling up slum upgrading
- e.** Multi-governance framework and institutional roles
- f.** Action plan for RMS
- g.** Draft RMS

a. Measuring the magnitude of the need for slum upgrading

Number of slum households in the present

+

Number of slum households growth expected



Define a time-frame for planning and action ex. 5-10 years, or time frame of country's development plan/strategy

-

Number of households that can be served by the market and/or ongoing upgrading and prevention programmes

=

Need for slum upgrading at country level

3. ENTRY POINTS FOR A FINANCING STRATEGY:

4 approaches for slum upgrading

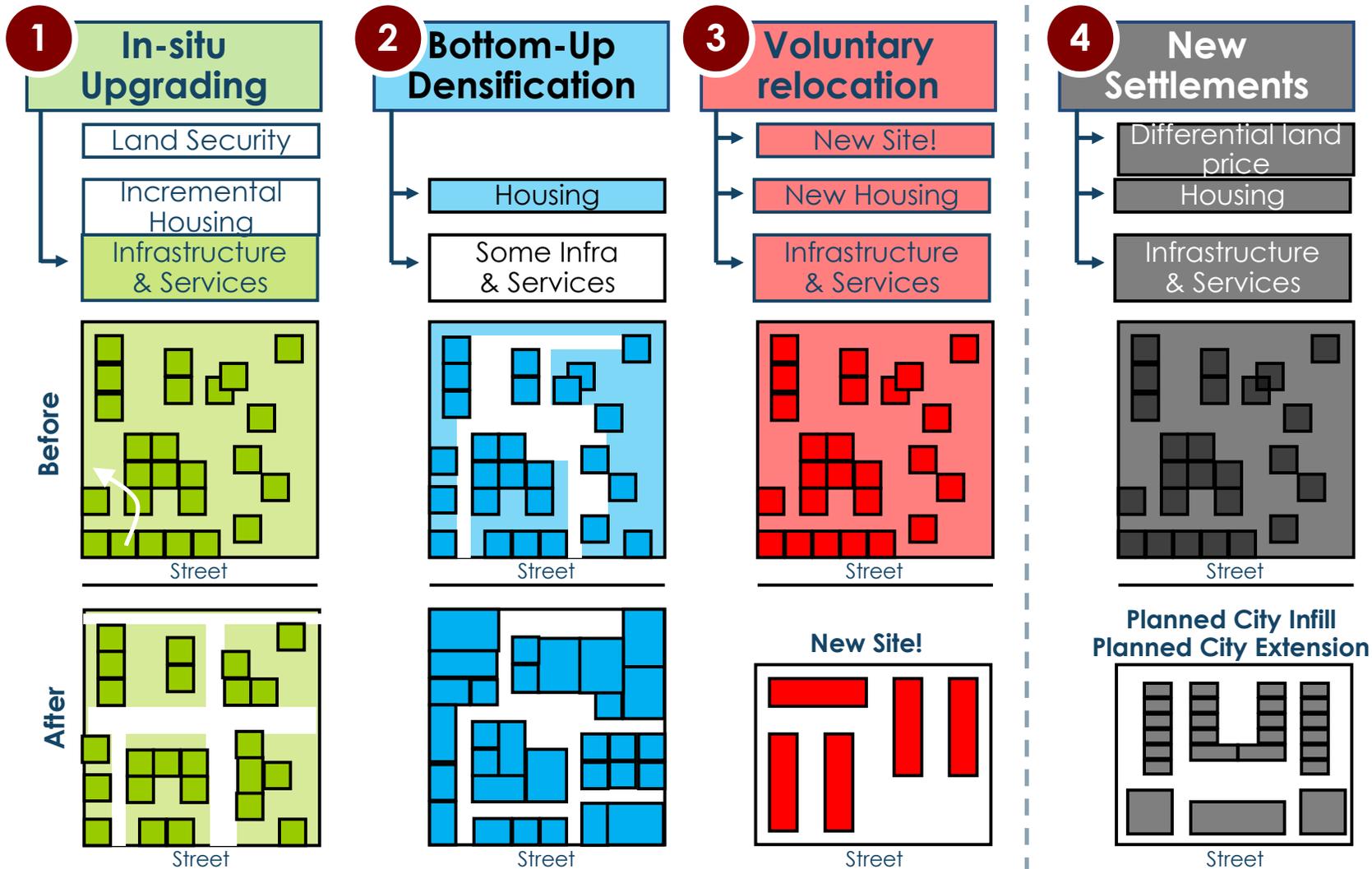


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b.

Slum Improvement

Slum Prevention



3. ENTRY POINTS FOR A FINANCING STRATEGY:

4 approaches for slum upgrading



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- b.** Identify the approach for slum upgrading and for prevention

+

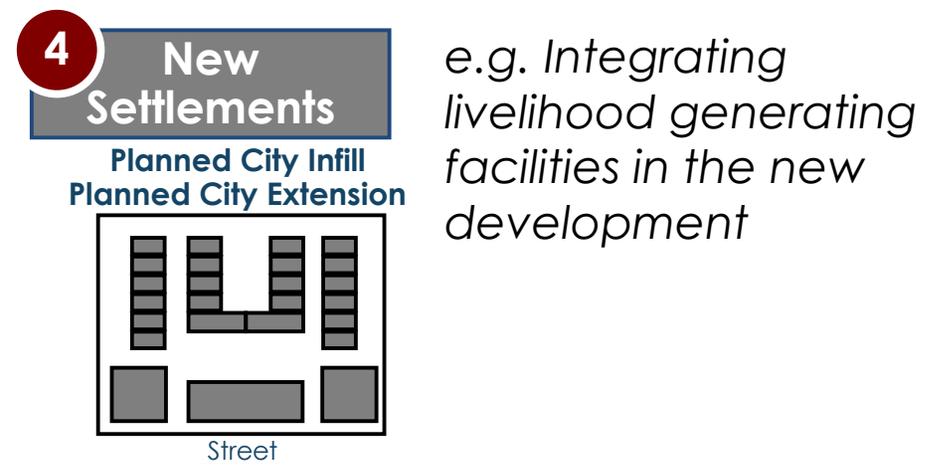
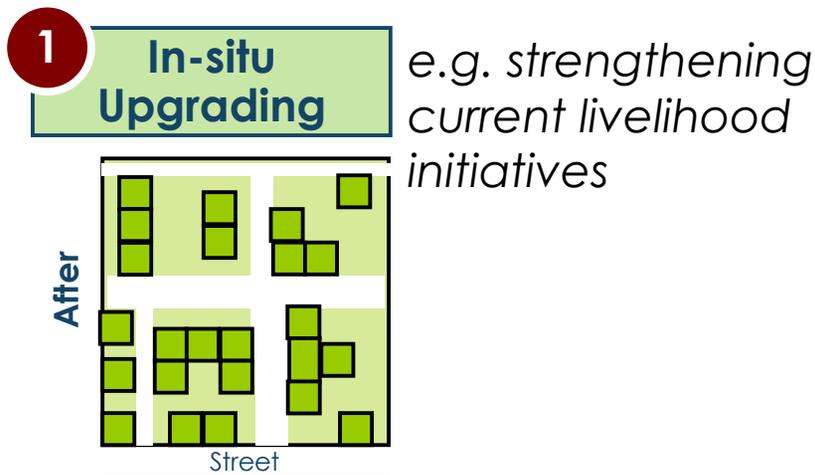
- Identify the unit cost of each approach

=

This will enable you to define the cost of addressing slum upgrading and prevention in a determined time frame.



Identify opportunities for leveraging finance and recovering costs within the different approaches



3. ENTRY POINTS FOR A FINANCING STRATEGY:

4 approaches for slum upgrading



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Which are the different planning approaches or mix of them, used in Kigali in the different upgrading projects?

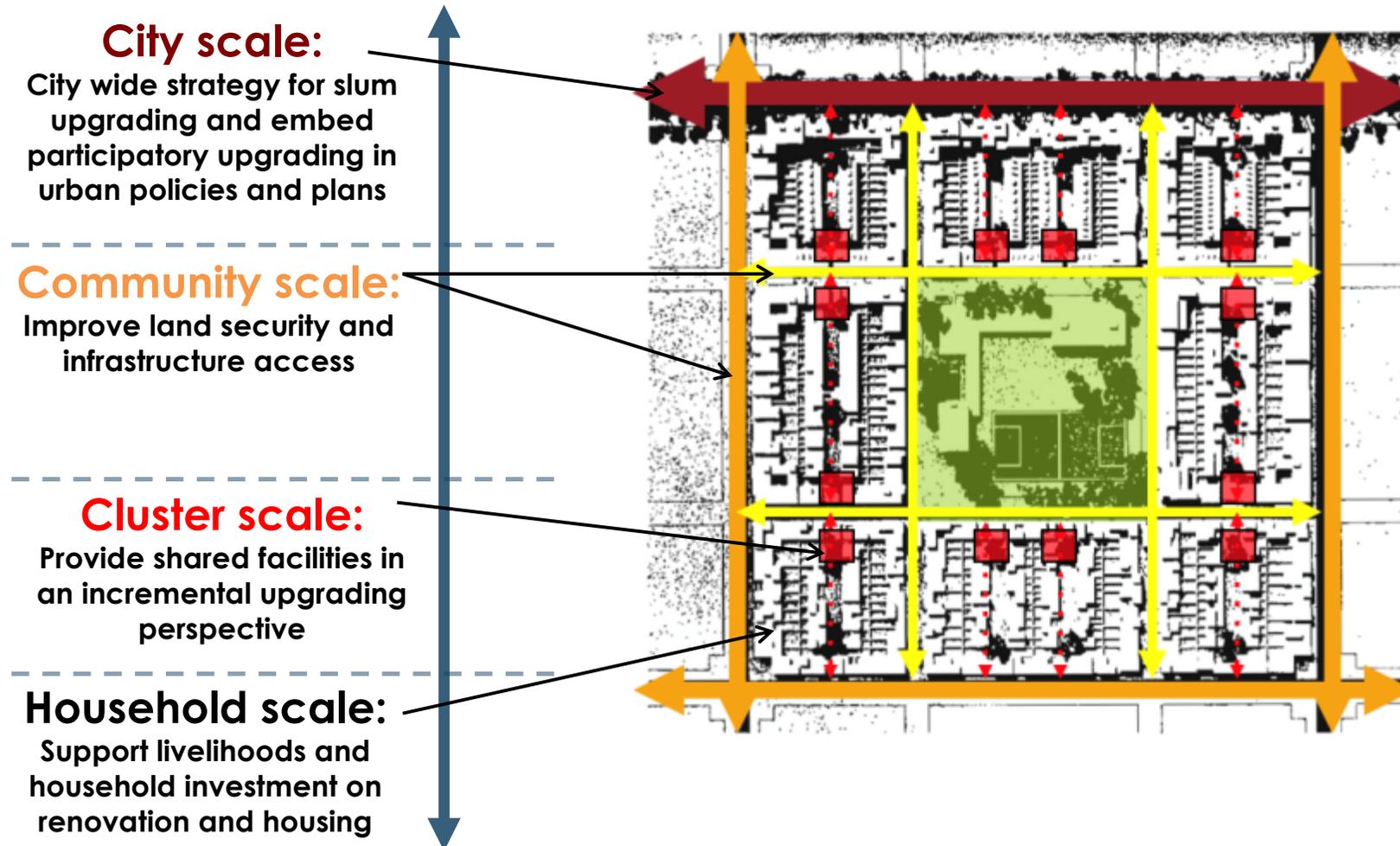
3. ENTRY POINTS FOR A FINANCING STRATEGY:

Prioritization of public intervention across 4 spatial scales



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b.



3. ENTRY POINTS FOR A FINANCING STRATEGY:

Prioritization of public intervention across 4 spatial scales



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b.

- Identify the standards at the different scales



- Identify the responsibility from the public sector to provide and the capacity for participation from the households.



Plan development in an **incremental approach** according to the different scales.

4. BUILDING A FINANCING STRATEGY:

Analysis of resource environment



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C.



Questionnaire for assessing the financial condition of the city to meeting municipal expenditure needs



SWOT Analysis of current resource mobilization strategies for allocating resources to slum upgrading

4. BUILDING A FINANCING STRATEGY:

Identify the strategic objectives



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- d. Identify recommendations/strategic objectives for enhancing resource allocations aimed at scaling up slum upgrading

Increase technical assistance from

- International agencies
- Civil society organizations

Assess capacity development needs and build institutional capacity

Establish a multi-governance framework for financing

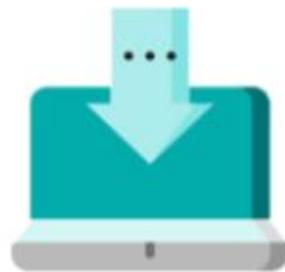
- **Business models:** partnership on transformative projects
- **Strategic use of public resources**
- Good local **governance**
- **Preventive measures:** pro active planning to cater for urbanization

e.

Multi-governance Framework

NEXT

The delivery of large scale and integrated programmes requires institutional reforms, as well as multi-stakeholder partnerships and intersectoral coordination and collaboration.



Inputs



Multi-partnership



f. Action plan

Strategic Objectives	Actions	Responsibility	Schedule
<p>A strategic objective concerning what needs to be done to enhance resource allocations to slum upgrading:</p> <p>e.g.</p> <p>Increase land-based revenue generation activities at the municipal level</p>	<p>A list of actions that are needed, describing how the strategic objective will be accomplished</p> <p>e.g.</p> <ul style="list-style-type: none"> • Mapping of properties • Strengthening land property registration • Automation of property rate collection 	<p>List the parties that are responsible for each action</p> <p>e.g.</p> <p>City Council</p> <p>Department of Works</p> <p>(or equivalent)</p>	<p>List a tentative timeline as to how long each action will take to complete.</p> <p>e.g.</p> <p>GIS property mapping update (6 months)</p>



How is developed the Financing Strategy for upgrading projects and upscaling in Rwanda?

Is it set at national level and implemented at local level? Or is it set at city-level?

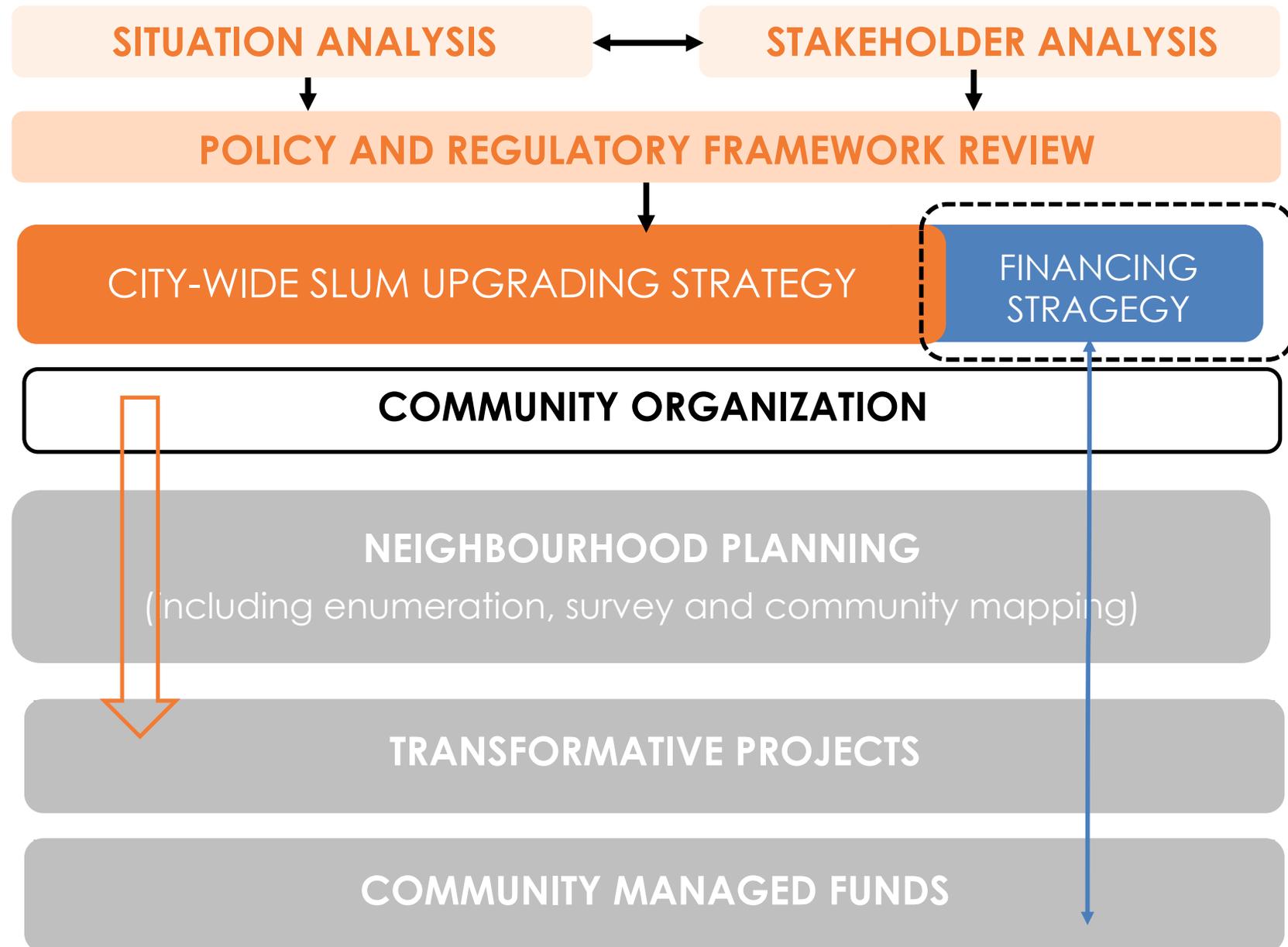
f.

A resource mobilization strategy **structure** is:

Short document, aprox. five (5) A4 pages.

RMS's Structure:

- i. introduction
- ii. Mission and statement of PSUP and RMS
- iii. Principles guiding the RMS
- iv. Resource requirements
- v. Resource environment
- vi. Strategy actions in line with the 5 steps!



15' BREAK

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PARTICIPATORY SLUM UPGRADING

Community participation
and engagement





1 . PURPOSE OF COMMUNITY PARTICIPATION

1. INTRODUCTION:

Community Participation Purposes



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Why the need for *effective and democratic* bodies for community representation in unplanned settlement upgrading initiatives?

- To ensure **residents are well represented** so they can **participate actively and democratically** in **planning and implementation**, and also monitor, enforcing **accountability**.
- To ensure upgrading activities **address the real problems** of resident, assisting the wise and efficient expenditure of funds reaching the broadest possible array of residents.
- To **minimise tensions and resolve eventual conflicts** that could arise among dwellers and other stakeholders, concentrating efforts at planning stage thus avoiding stalling.
- To allow the community to **take ownership** of upgrading programmes and their outcomes, encouraging them to **invest** time, energy and interest giving **sustainability to the initiatives**

11 SUSTAINABLE CITIES
AND COMMUNITIES



“By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.”

SGD 11.3

1. INTRODUCTION: Community Participation Purposes



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Picture@ PSUP. Kenya

‘Participation in city-wide slum upgrading provides a path for sustainable and long term success. It fosters the understanding that everyone has a stake in the development process and is a stakeholder in the needs, opportunities and challenges of city-wide slum upgrading.’

1. INTRODUCTION:

Community representation and participatory slum upgrading ?



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Why organized community representation is important to participatory upgrading ?

- Well represented communities by recognised and validated bodies are **fundamental to achieve participatory unplanned settlements upgrading goals**. It organises dwellers through a **coordinated channel of participation**.
- To consolidate the residents point of view in the **identification and prioritisation of their neighbourhood needs**, thus providing validation to activities implemented on the ground.
- To provide a **constant communication channel** to the targeted neighbourhoods, checking in real time on-going activities and contingencies that could arise.
- To increase community ownership and sustainability of activities, encouraging their **coordination with other upgrading activities**, giving continuity and a holistic approach to the entire process.
- To ensure **sustainability in the long term** as well a **financially sustainable framework** where the economic capacity of communities can be strengthened and **build trust between the community and the other stakeholders** (including Las) providing a framework for the set-up of People/Public/Private PARTNERSHIPS (PPPPs)

Empowerment and shared control

Excluded actors are empowered to contribute on an equal footing with key actors to participate and make joint decisions, and share control over implementation, results and M & E.

Shared decision-making

All relevant stakeholders participate in and influence decision-making processes.

Partnerships

Negotiation and commitment to compromise with relevant stakeholders

Consultation

Key stakeholders invite, listen to and integrate stakeholder feedback.

Information

Information is shared among stakeholders, and key stakeholders communicate decisions and results to other stakeholders.

X

Manipulation

Non-participation; manipulate secondary stakeholders to gain the benefit of key stakeholders.

1. INTRODUCTION :

The 4 pillars of participation



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Large and inclusive

Pursue not only the participation of the community, but also other stakeholder groups such as the private sector, universities, NGOs, social enterprises, community organizations, international organizations, donors, religious groups and customary, as well as local and national governments.

Participation to decision-making

Enable stakeholders to "sit down at the table" to negotiate and make consensus decisions.

Appropriate levels of participation

Not everyone should be involved in all stages of the PSUP process

Active Support

For the participation of women, youth, people with disabilities and marginalized groups.

1. INTRODUCTION:

Community representation and participatory slum upgrading



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This is the reason why the Community Working Group has been established for Mpazi Upgrading Process

Can you tell about other experiences of community organizations?



2 . STAGES OF COMMUNITY PARTICIPATION



Picture @ PSUP

2. STAGES FOR COMMUNITY PARTICIPATION: Process of community engagement



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Community Organization

Stages of Community Participation

01 Sensitization

02 Mobilization &
Organization

03 Capacity
Building

04 Engagement

2. STAGES FOR COMMUNITY PARTICIPATION:

Process of community engagement



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1 **Sensitization:**

- Preliminary research on pre-existing structures/organizations/associations and how to incorporate them
- Information sharing on the processes that will be followed

2 **Mobilization and organization:**

- Getting participation from the broader community on nominations
- Set up of interim committee/validation of initial executive committee
- General meetings on how the representative bodies should be
- Personal interviews around community to cross-correlate
- Advertise through the use of flyers/ posters/ loudhailer
- Election debates and other methods of engagement for community to evaluate nominations
- Nominations
- Actual election and tallying of votes
- Establish of Community Representative Body and office
- Drawing up and finalisation of constitution and binding agreements/ terms of reference
- Registration as a legal entity (in the long term)
- Ongoing establishment and formalization within the area/community

2. STAGES FOR COMMUNITY PARTICIPATION:

Process of community engagement



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3 Capacity building:

- On relevant issues for the community participation on the process and relevant areas for insightful decision making.

4 Engagement:

- Engagement with other stakeholders, including government
- Continuous engagement and support from and communication with the broader community
- Oversight provisions – involvement of development partners/ NGO and CBO representatives
- Community participation in several steps for community participation *see next slide

2. STAGES FOR COMMUNITY PARTICIPATION: A variety of opportunities for community participation



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TOOLS TO PROMOTE COMMUNITY PARTICIPATION



Training



Enumeration



Needs assessment



Public workshops



Mapping and
planning



Construction



Monitoring and
Evaluation

1. INTRODUCTION:

Community representation and participatory slum upgrading ?



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Can you mention some of the tools you have used in your experience?



3. STANDARDS FOR COMMUNITY PARTICIPATION

3. STANDARDS FOR COMMUNITY PARTICIPATION:

Checklist of good practices



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Characteristics of Community Representation Bodies

- ✓ Democratic, inclusive and accountable
- ✓ Effective bodies of decision-making and community advice
- ✓ Not biased to a certain group or the most powerful/wealthy in the area
- ✓ Conflict resolution structure
- ✓ Coordination body for community participation



Organisational structure

- ✓ Executive committee, whose members include villages' representatives and ex-officio members
- ✓ Number of village representatives related to population they represent
- ✓ Regulated representation for owners vs tenants proportionally correlated to figures identified in surveys/enumeration processes
- ✓ Presence of women representatives and proportional number of them
- ✓ Existence of youth representatives and other minority groups (e.g. disabled)

3. STANDARDS FOR COMMUNITY PARTICIPATION:

Checklist of good practices



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Terms of office, election periods

- ✓ Community representatives/executive committees should be in office for determined renewable terms (e.g. 1 year), no permanent positions; interim
- ✓ Provisions for office-bearers to be voted off if they are not performing



Participatory decision-making

- ✓ Hold general community meetings before each high-level decision is made
- ✓ Establishment of systems of participatory decision making



Monitoring and evaluation

- ✓ Creation of monitoring systems (e.g. timeline/quality of activities)
- ✓ Keep authorities and activities accountable



Regulatory framework

- ✓ Participative self-development of constitutions and rules
- ✓ Production of agreements with other stakeholders

3. STANDARDS FOR COMMUNITY PARTICIPATION:

Checklist of good practices



Voting process

- ✓ Clear rules on who qualifies (e.g. one person one vote/one household one vote)
- ✓ Broad strategies for notifying the community
- ✓ Feasible and effective voting systems



Roles and responsibilities

- ✓ Clear definition of the different roles and responsibilities of members/executive committees
- ✓ Penalization provisions



Record-keeping

- ✓ Organised record keeping with members specifically dedicated to it
- ✓ Public archive of records for community consultation



Dissemination of information

- ✓ Efficient communication strategy, broad and fast; multimedia
- ✓ Public communication and reporting of high-level meetings that the executive committee could have

3. STANDARDS FOR COMMUNITY PARTICIPATION:

Checklist of good practices



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Conflict resolution

- ✓ Establish a structured conflict resolution department
- ✓ Avoid bias and, when dealing with local conflicts, remain neutral



Physical office

- ✓ Make provision for the establishment of an office
- ✓ Make documents and reports available to the community
- ✓ Encourage the development of other activities for multiple use of the space



Proactivity

- ✓ Capacity to generate different activities
- ✓ Learn how to apply for funds



Managerial skills

- ✓ Develop capacities to handle and manage funds, highlighting accountability



Can we now look back at the check list, and read it through your experience?

- Characteristics of Community Representation Bodies
- Organisational structure
- Terms of office, election periods
- Participatory decision-making
- Monitoring and evaluation
- Regulatory framework
- Voting process
- Roles and responsibilities
- Record-keeping
- Dissemination of information
- Conflict resolution
- Physical office
- Proactivity
- Managerial skills



GROUP WORK

INDICATORS AND TARGETS

Could you define 4 indicators and their corresponding targets to measure if community participation has been inclusive and effective?

INDICATORS AND TARGETS

Indicators and targets for participation need to be developed

- E.g. What would be the gender ratio target for 'good participation' at events?
- E.g. What percentage of the community would be deemed acceptable to 'sign off' the participatory settlement plan?

Could you define 4 indicators and their corresponding targets to measure if community participation has been inclusive and effective?

Examples:

- 40%. In the PSUP at least 40% of attendants need to be women to consider that participation is successful
- 100% - consensus. In the PSUP implementation in Mtwapa, Kenya, the neighborhood plan was adopted by consensus, not through a vote count



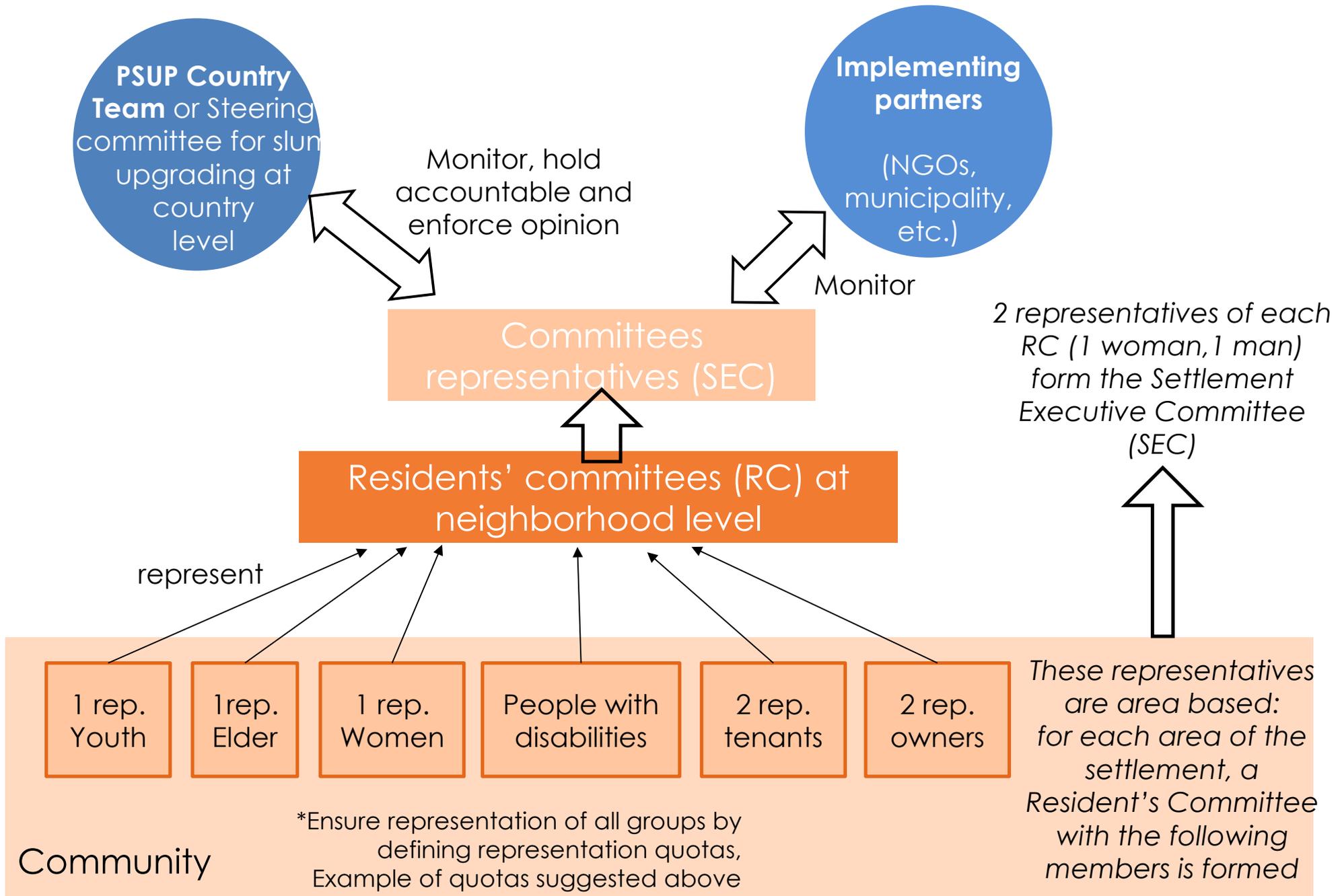
4. STRUCTURES FOR COMMUNITY PARTICIPATION

4. STRUCTURES FOR COMMUNITY PARTICIPATION :

Entities for community participation



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3. STANDARDS FOR COMMUNITY PARTICIPATION :

Relationship between actors



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Defining the relationships between the different structures including the community representation bodies includes agreeing on:

- The role of the community representation bodies in relation to the residents and other community organizations and groups
- The role of the community representation bodies in relation to other stakeholders present in the neighborhood or relevant to slum upgrading including the private sector, government and other institutions present in the Country Team or project steering committee
- The role of Implementing Partners in relation to the community representation bodies

4. STRUCTURES FOR COMMUNITY PARTICIPATION :

Roles



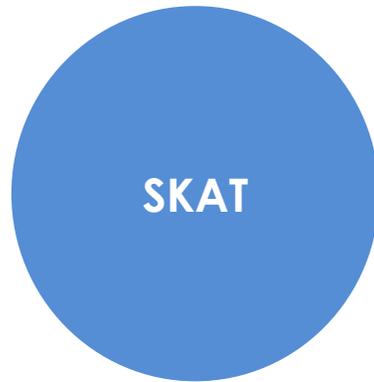
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Promoter

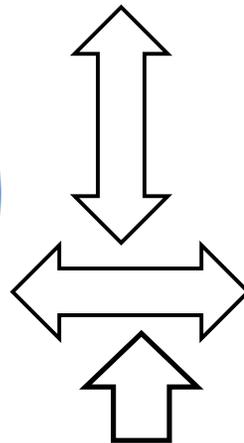


MPAZI COMMUNITY WORKING GROUP

Implementing partners



SKAT



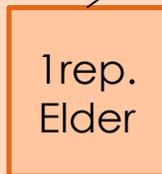
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Community Working Group



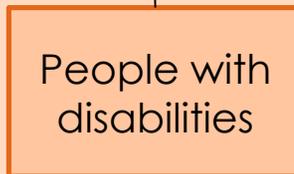
1 rep.
Youth



1 rep.
Elder



1 rep.
Women



People with
disabilities



rep.
tenants



rep.
owners

SEE NEXT SLIDE

Mpazi Community

4. STRUCTURES FOR COMMUNITY PARTICIPATION :

Roles



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MPAZI COMMUNITY WORKING GROUP

	Member Criteria	Role
1	Community/Opinion Leader Umucyo Village	To represent Umucyo Village
2	Community/Opinion Leader Ubwiyunge Village	To represent Ubwiyunge Village
3	Community/Opinion Leader Izuba Village	To represent Izuba Village
4	Youth representative, (18-30, can be women)	To represent youth and their needs in the neighborhood
5	People with disability	To represent a vulnerable group and provide insight on the difficulties and challenges of leaving in the area
6	Women representative	To ensure balanced representation of the different gender-needs (as a women, mother, worker, care-giver, etc.)
7	Community mediator (ABUNZI)	A trusted person of the community, considered a “wise” person, who can help in solving conflicts.
8	Community health worker	To provide inputs regarding the hygiene of the public spaces, blocks, and sanitation
9	Local business and/or cooperative representative	To give insight from a market vendor and/or informal vendor, living in the area and get the perspective of a person doing business in the area
10	Representative from the Committee of Owners already established (block A)	To inform the other members of the CWG on the process conducted in the other blocks, facilitate the understanding, the expected outcomes, the challenges and opportunities.
11	Representative of local group organization	Represent a local organization, could be an NGO, CSO, CNF (women group), or similar, active in the neighbourhood, which can help in mobilization and understanding the community.
12	Religious representative	To support in community mobilization and active information sharing. Trusted and known person
13	Tenant	To provide the perspective of the renters in the area (70%) and support to find mediated solutions to avoid the eviction from the area.

- one of the member should represent the elders.
- ensure balanced representation from the 3 villages
- At least 50%
- 20% tenants (2)

MPAZI COMMUNITY WORKING GROUP

THE STRATEGIC ROLE OF THE COMMUNITY WORKING GROUP

Objectives:

To engage the community in the project target area (Akabahizi cell) in neighbourhood planning, ensuring that different interests expressed by representatives of all segments in community are taken into consideration

To establish a group for the Mpazi II phase to support in planning exercise and liaise with partners.

To raise sense of ownership and engagement towards the project implementation

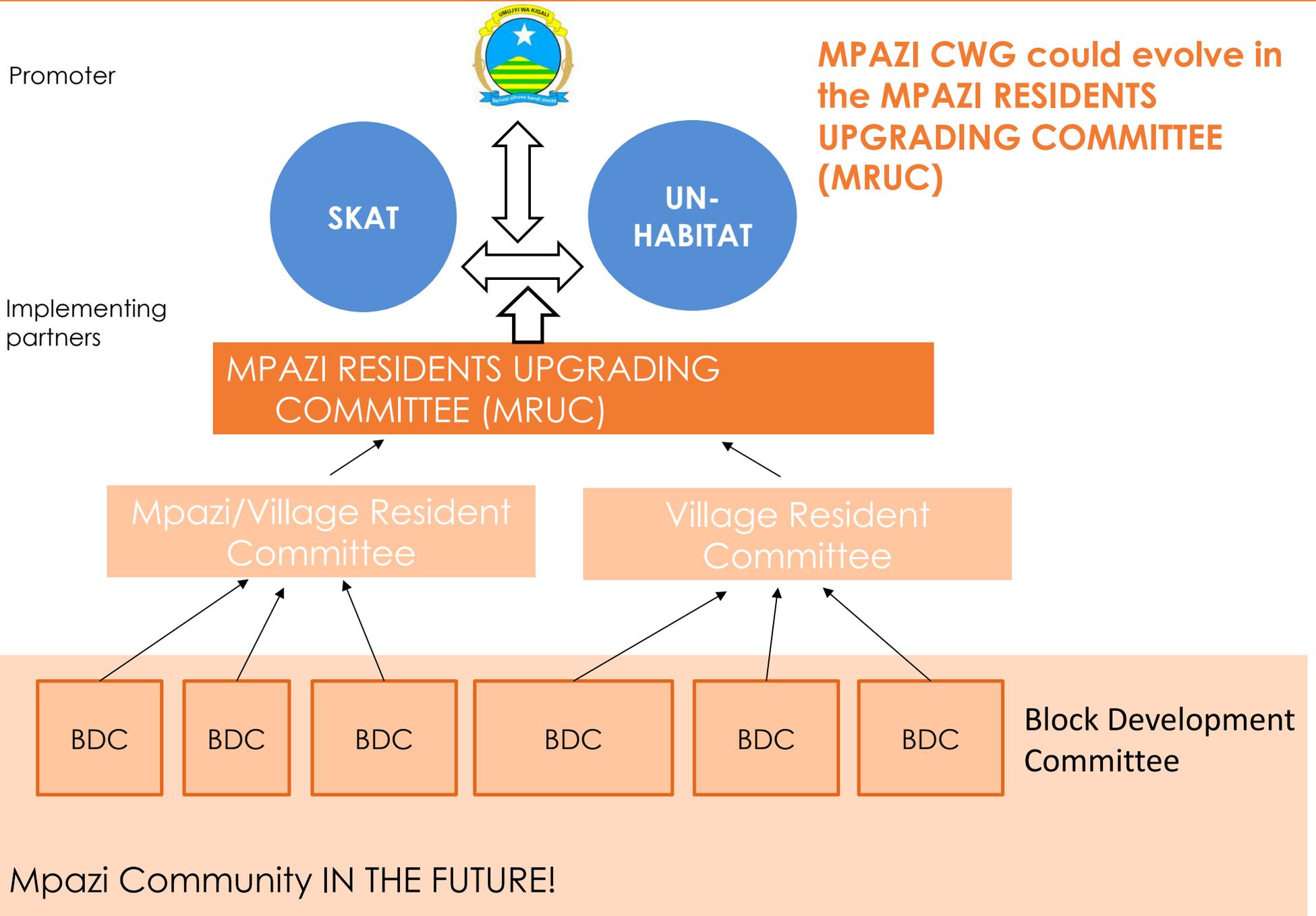
Activities:

1. Set the criteria for members selections
2. Agree on profile, roles and level of engagement
3. Mapping the community
4. Identify the candidates, assess the availability
5. Form and establish the CWG

Evolution of CWG to PSC in next phases



4. STRUCTURES FOR COMMUNITY PARTICIPATION : IN THE FUTURE



DEFINE ROLES AND RELATIONSHIPS BETWEEN DIFFERENT STRUCTURES

- Roles of Community Representative Bodies in relation to residents and other stakeholders
- Roles of Community Representative Bodies in relation to on-going PSUP process
- Roles of Implementation Partners in relation to Community Representative Bodies
- Roles of UN-Habitat PSUP team in relation to Community Representative Bodies



TERMS OF REFERENCE FOR RESIDENTS' COMMITTEES

Terms of reference for Slum Upgrading Residents Committees need to be elaborated according to the country specificities ensuring that the SURC are aware of their responsibilities and right in the process.

HOW WAS MANAGED WITH THE CWG?

- Clarified the CWG engagement at beginning of the process
- Defined the objectives
- Defined the role
- Clarified the activities to attend
- Set the communication fee



LETTER OF ENGAGEMENT

Explained the objectives and role, ensuring that the CWG's members are aware of their responsibilities and right in the process.

KEY POINTS:

- Community participation is needed from the starting and along the entire process
- Participation goes beyond information and awareness
- For effective participation the community must be organized
- The organizational structure can be incremental, and adapted to the upgrading process. Interim solutions are welcome
- It is important to set targets for participation and keep monitoring the achievement of the targets

THANK YOU FOR YOUR ATTENTION!

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