

PSUP

PARTICIPATORY SLUM UPGRADING PROGRAMME
PROGRAMME PARTICIPATIF D'AMÉLIORATION DES BIDONVILLES

PPAB



UN HABITAT

PSUP Training

16th September 2022



PSUP

PARTICIPATORY SLUM UPGRADING PROGRAMME
PROGRAMME PARTICIPATIF D'AMÉLIORATION DES BIDONVILLES

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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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PROGRAMME PARTICIPATIF D'AMÉLIORATION DES BIDONVILLES

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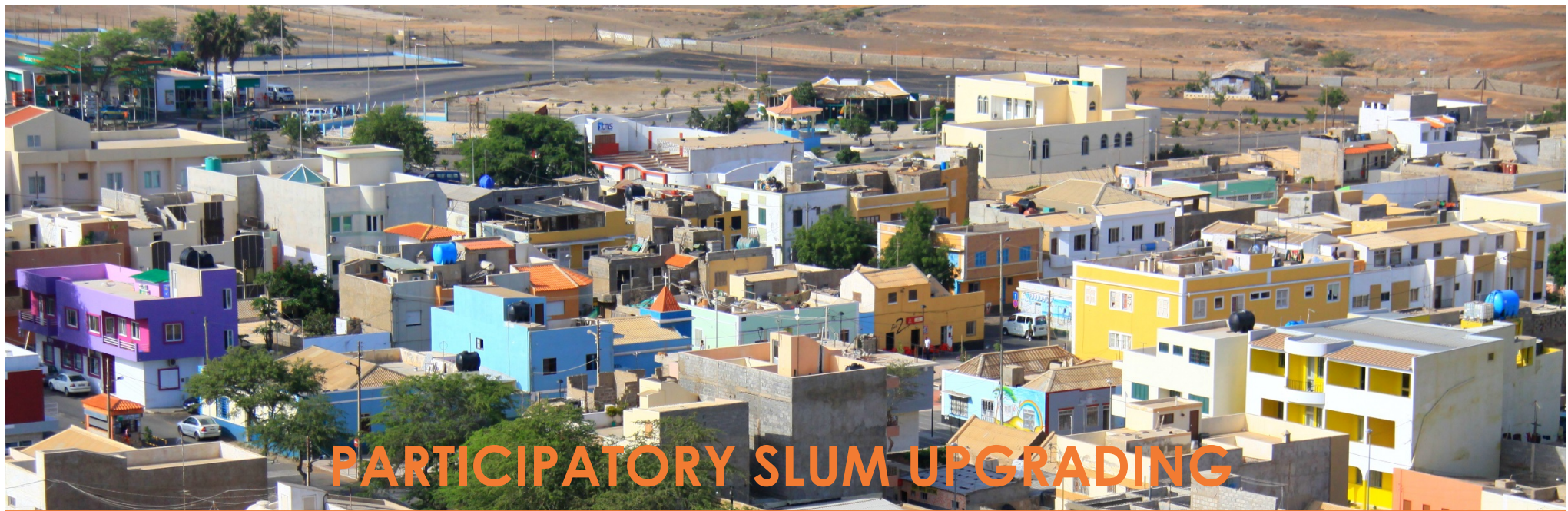
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Day 3 – Participatory Neighborhood Planning

Objectives:

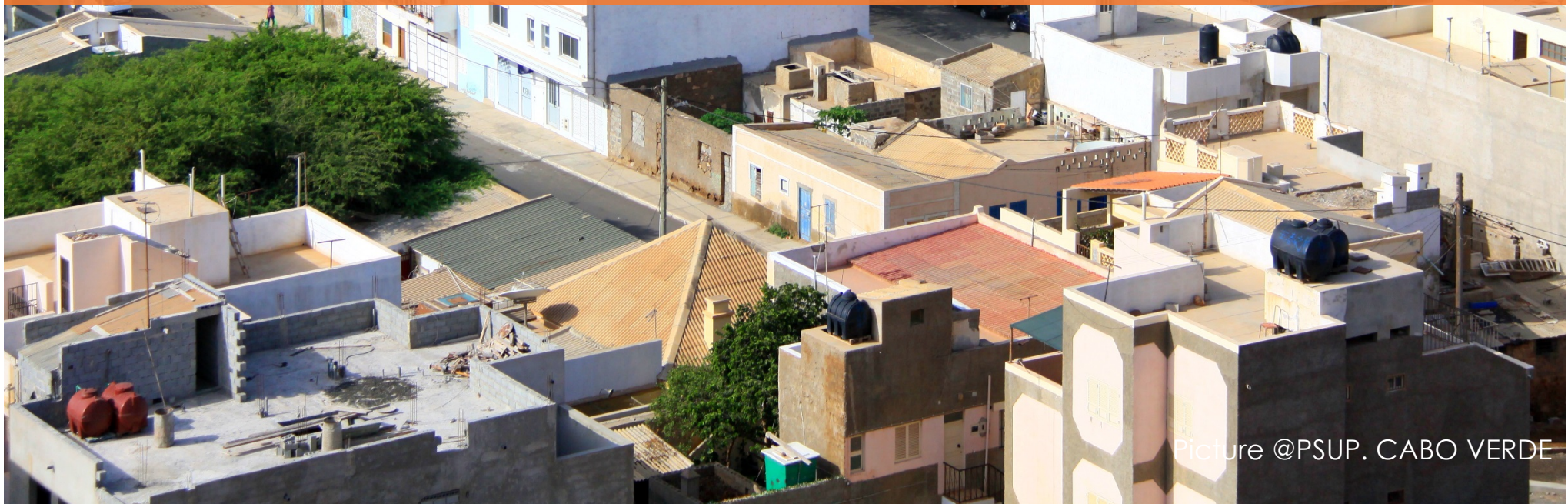
1. To present the participatory neighborhood planning methodology
2. To introduce key participatory planning tools
3. To test one tool





PARTICIPATORY SLUM UPGRADING

Participatory neighborhood planning and tools



Picture @PSUP. CABO VERDE

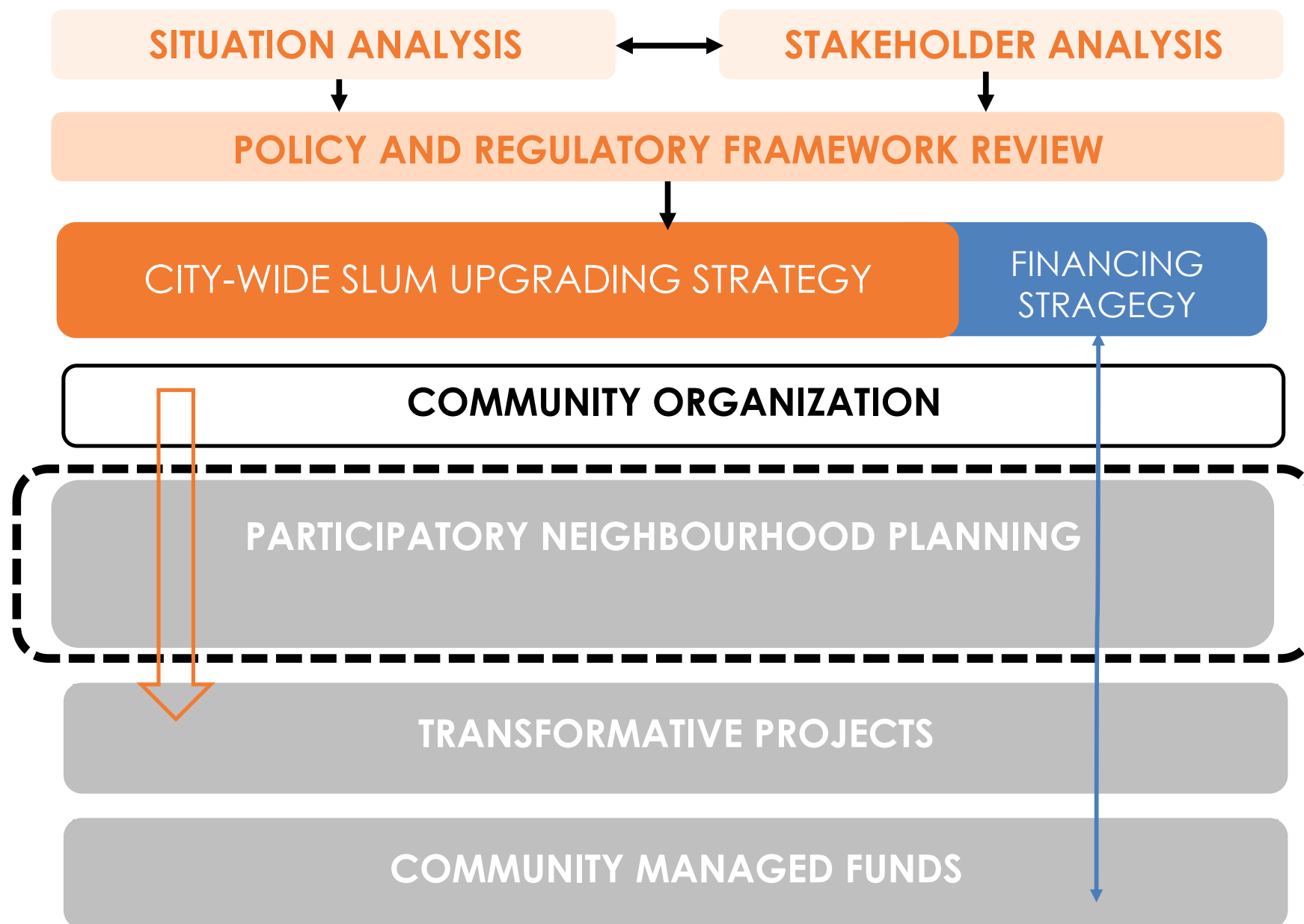


INTRODUCTION

1. INTRODUCTION: Logic description



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1. INTRODUCTION



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Picture @ PSUP. GHANA



Participatory planning that engages all stakeholders including slum dwellers, is a pre-condition for city-wide slum upgrading and inclusive sustainable urbanization. It has been identified as a fundamental approach in the Sustainable Development Goals .

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

SDG 11.3

Why we do participatory planning?

1. To ensure **community inclusion in the decision making** and **plan development**
2. To rely on **local knowledge** to collect data and ensure the plan **responds to the needs**
3. To foster **contribution in the implementation**
4. To ensure accountability in **monitoring and evaluation**



The Participatory Planning is a process which includes the following steps:



- 1 **Community organization (pre condition)**
- 2 **ASSESSMENT** (Mapping, enumeration and survey): Preparing a **base map** – physical and non-physical existing conditions, structure numbering and socio-economic survey,
- 3 **VISIONING**: Confirming the **needs and priorities** of residents and **discuss the opportunities and aspirations** to improve the neighborhood;
- 4 **PLANNING** Strategic **spatial planning and design**
 - Using data collected and analysis findings to guide planning
 - Plan informed by the community inputs and visioning
 - Accommodating existing uses, social services, throughways, infrastructure, etc.
 - Developing housing and infrastructure typologies/options
- 5 **VALIDATION AND APPROVAL**. Reaching consensus and agreeing on the overall strategic plan (all stakeholders)
- 6 **PLAN IMPLEMENTATION**. Including priority projects and CMF.
- 7 **PLAN MONITORING AND EVALUATION**. Set up mechanisms

1. Neighbourhood level planning

Target area: Akabahizi cell, including Umucyo, Ubwiyunge, and Izuba villages.



Activities

- Community Working Group Workshops
- Women Focus Group
- Tenants Discussion
- Community Management

Objectives:

Community inputs from the end-users to the settlement layout plan, especially:

- **on land uses and functions** location (blocks-private, semi-public, public, neighbourhood services, waste collection points, meeting gathering, or community attractions, etc.);
- **connectivity and movement** (system of pathways/staircase vs streets/roads planned, existing bus stations, boda-boda, parking area, attraction points, etc.)
- **green public spaces/services** (detailing uses, functions, and features, etc.)

Neighborhood Planning Activities:

1. **CWG1:** Establishment of CWG
2. **CWG2: Assessment** (transect walk + consultation workshop)
3. **CWG3: Planning** (co-design workshop)
4. **CWG4: Follow up session** to present and consolidate the results and **validate**

A photograph showing two men in a room, looking at a large map or diagram projected onto a wall. One man, wearing a blue and white checkered shirt, is pointing at the map with his right hand. The other man, wearing a patterned shirt, is looking at the map. The map features various lines, shapes, and text, including a large blue area that could represent a lake or a specific region. The scene is dimly lit, with the primary light source being the projection on the wall.

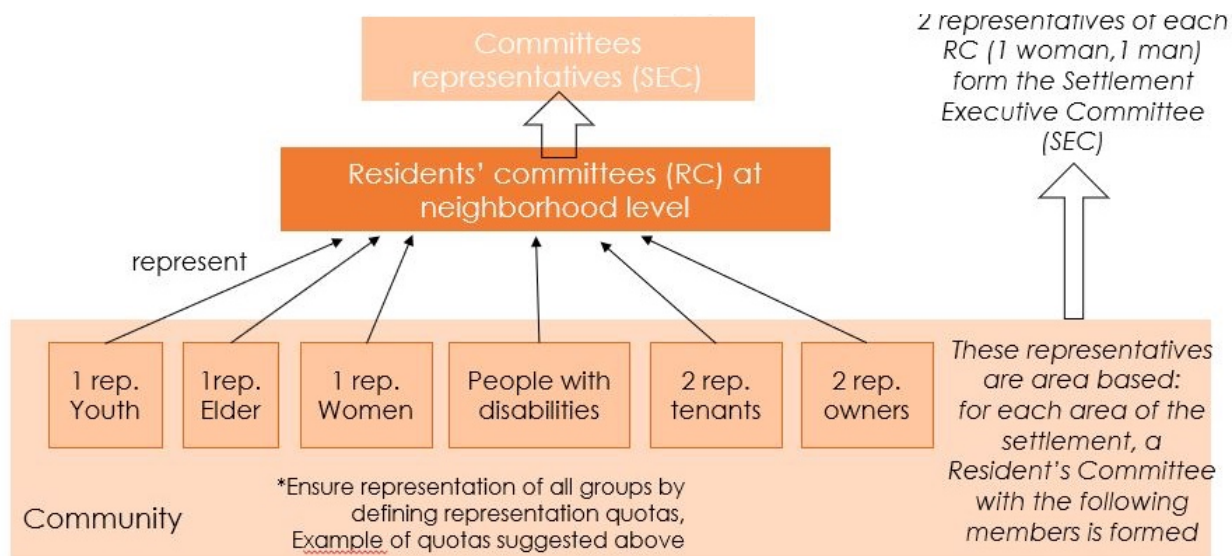
1. Stakeholder and community engagement

Picture PSUP. KENYA

1a Community engagement

IN STRUCTURED ORGANIZATION GROUP

- **Setting the needs/Data collection** --- ensure TARGETED ACTIONS
- **Decision making**, SUSTAINABILITY and CONFLICT RESOLUTION
- **Monitoring, evaluation** ACCOUNTABILITY
- **Contribution in implementation.** IMPACT



1a Community engagement

THROUGH:

- **Hold public meetings**, community forums, workshops, etc., in the community to sensitise and inform the community
- **Information materials** made available in community spaces, streets, churches, community centers.
- Consider using **electronic media** such as facebook and other social media platform which are also relevant channels for data collection and community participation.
- Household needs and priorities **questionnaire**
- **Brainstorming sessions**, focus groups, and group and one on one interviews with residents and relevant stakeholders.
- **Capacity building** of the community in key areas such as mapping, data collection, planning principles and objective, etc

1b Other stakeholders

For **data collection**, to **align interventions** at neighbourhood level, path the way for **plan implementation** and ensure **compliance with regulations and legislation**.

These include: **local and national governments, departments in charge of land survey**, enterprises in charge of service delivery (water, electricity, waste management, etc.), private sector, etc.

1c Create a technical team

WITH EXPERTISE IN:

- Urban planning
- Social
- Mapping / GIS / survey expert

The role of the technical team is to **provide support to materialise the community's vision** and ensure that the plan complies with the existing planning regulations and inputs from the community.



2. ASSESSMENT

Gathering of preliminary data

INCLUDING:

- Including soft and hard copies of topographical maps from the following national and local departments and even private sector in charge of land survey and physical planning, existing area maps, aerial pictures, existing maps and cadastral information or other land records.
- Some of the data for the survey can come from the situation analysis of the slums for the preparation of the CWSUS.

Capacity building

- Through workshops: On mapping, planning, data collection.

2. MAPPING, ENUMERATION AND SURVEY

Mapping, enumeration and survey



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Participatory Mapping

Enumeration

Survey

WHY?

It is an essential part of any slum upgrading programme, **especially when there are no official maps or data** on households in the settlements that are to be upgraded.

It provides **accurate information about the tenure status of each individual** or household.

It provides detailed **data on existing infrastructure and services**, which is particularly important for any upgrading programme to ensure the upgrading builds on what exists already.

Enumerations **can build the basis for the process through which consensus is gained** and the inclusion of all residents is negotiated.

Participatory Mapping

- The mapping objective is to provide a base map for the planning with the following data:
 - The Area covered by the informal settlement (Ha)
 - Existing structures (digitized)
 - Land ownership status (Private/public) within and around the settlement
- Is a **mapping process undertaken together with the community**. It's a development tool that aims to tap into **local knowledge and experience from the community**.
- Mapping is a great way to **identify local assets, networks and opportunities in your community**.
- It enables the community to map where they live, surrounding infrastructure, the boundaries of the settlement, etc.

Assessment – transect walk and participatory mapping



2. WOMEN FOCUS GROUP DISCUSSION



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2. WOMEN FOCUS GROUP DISCUSSION

Results map



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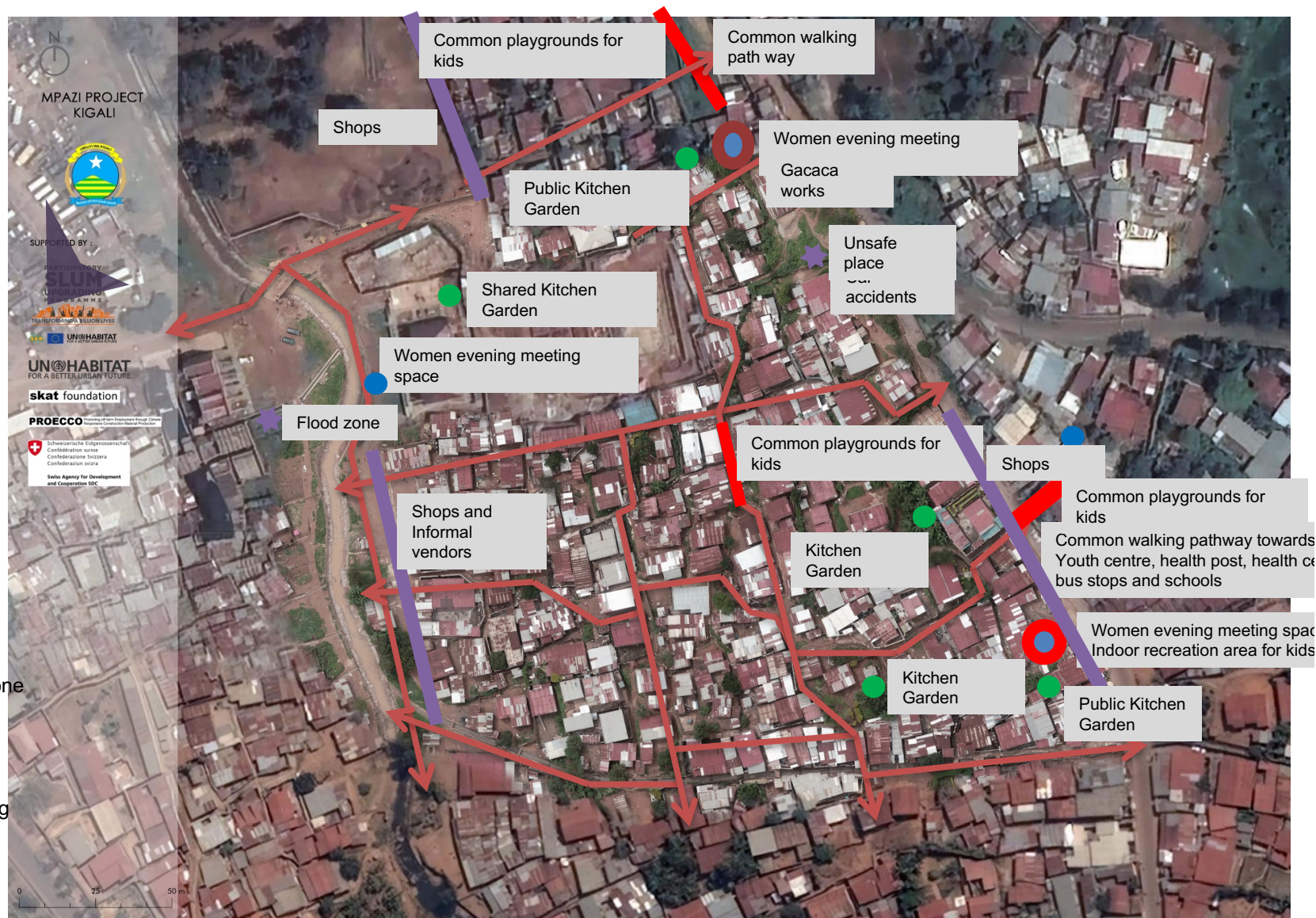
Missing places

1. Public meeting points
2. Recreational public place
3. Formal boutiques/Shops
4. Play ground
5. Day-Care
6. Safe place

Lack Connections

1. Internal connections (low quality of existing ones)
2. Safe connections to the health centres
3. Good secondary paved roads (bicycle use)

-  Pathways
-  Shops
-  Unsafe-Flood Zone
-  Playground
-  Kitchen Garden
-  Women's Evening meeting



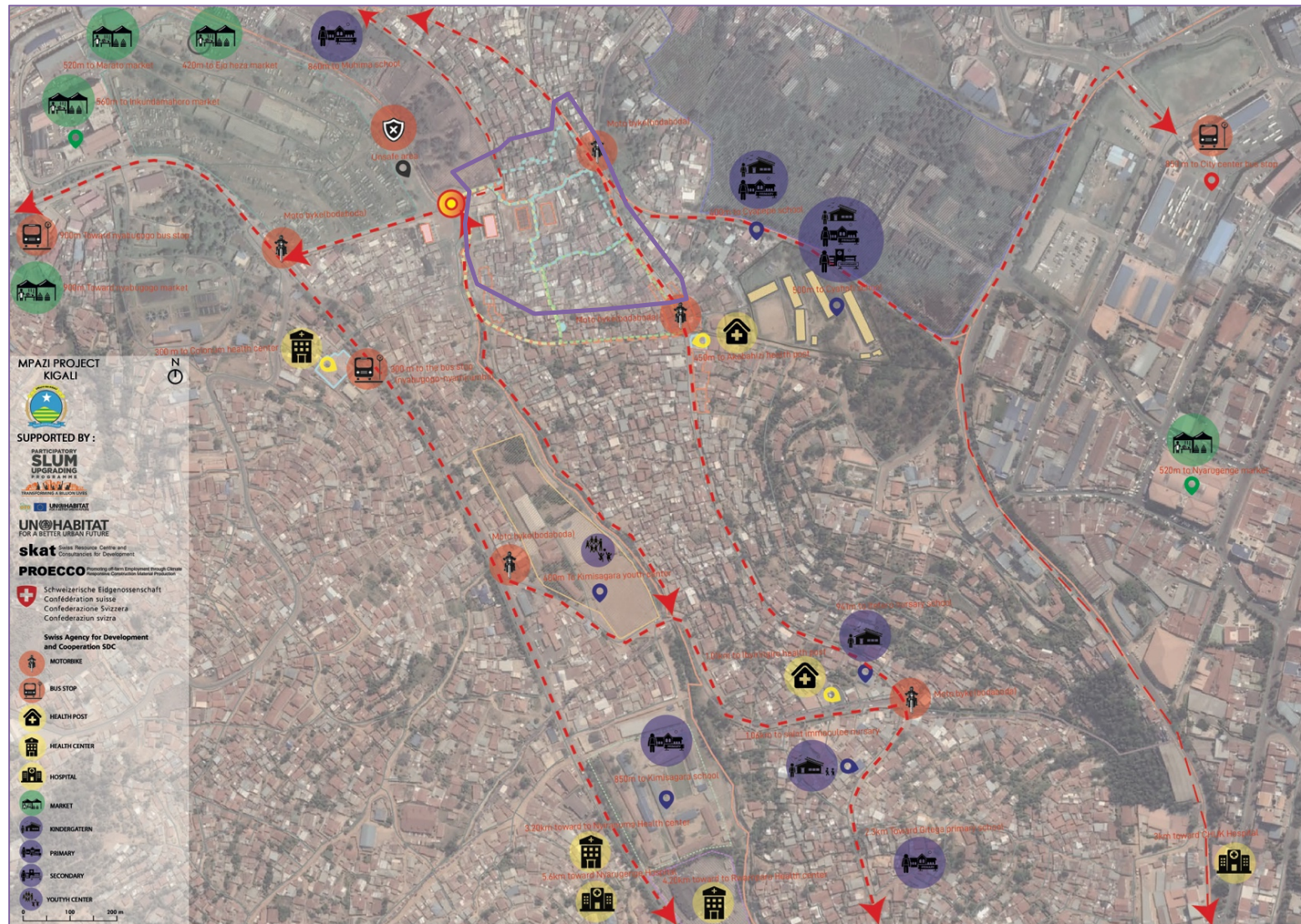
2. MAPPING, ENUMERATION AND SURVEY

Mapping



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Assessment – analysis map



2. MAPPING, ENUMERATION AND SURVEY

Mapping



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Assessment – analysis map



2. MAPPING, ENUMERATION AND SURVEY

Mapping



TOOLS:

- Participatory mapping
- GIS mapping Printed
- 'Google Earth' image, hand-drawn additions
- Transect walks; community walks
- 3D cardboard models

Enumeration

Enumeration is the process of **gathering household level information about a community**

- Participatory community enumeration is an efficient way to gather information about urban communities and involve residents in the data-gathering process.
- Data to be collected needs to be consistent between the structure number, head of household details, etc.

Activities	Participation
<ul style="list-style-type: none">▪ House/Structure numbering▪ Enumeration: Data on households and residents is collected▪ Rough community maps and use of GPS to mark structures and the settlement boundaries.	<ul style="list-style-type: none">▪ Slum dwellers▪ Resident committees▪ CBOs/NGOs

2. MAPPING, ENUMERATION AND SURVEY

Survey



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Survey

- The survey will enable to tie the intervention to the needs of the area:
 - Provide baseline information on socioeconomic conditions of a settlement for the purpose of planning for services and investments.
 - Analyze the impacts of the prevailing environmental, social, economic, demographic conditions on the socioeconomic structure of the settlements
- The survey should take into consideration:
 - income levels
 - livelihoods generating activities
 - Access to services
 - Ownership of land and structures
 - Demography and projections of evolution of population
 - Consumption patterns

Activities	Participation
Settlement Profiling: Focus on collecting information on residents, land issues, services available/unavailable, resident occupations and relation to the location and documenting settlement boundaries	<ul style="list-style-type: none">▪ Community organizations▪ Resident committees

2. MAPPING, ENUMERATION AND SURVEY

Data processing

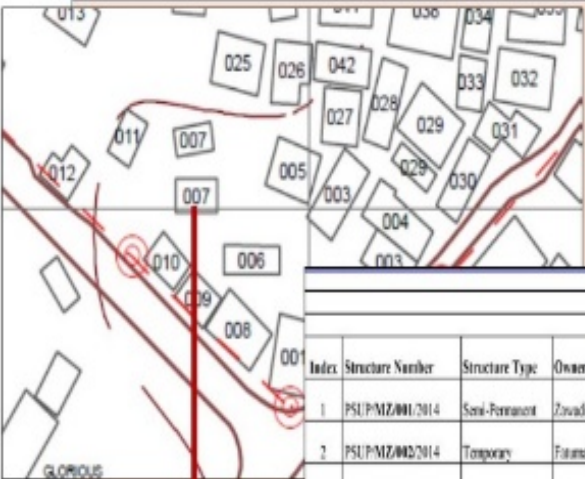


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Data processing

CREATING A DATA BASE: The enumeration permits to create the structure **owners database**/ structure numbering including the following information:

- Name of the structure owners
- Identification details like Identity card/passport number
- Structure owners' address
- The general condition of the structure permanent, temporary or semi-permanent



PARTICIPATORY SLUM UPGRADE PROGRAM							
MZAMBARAUNI SETTLEMENT MTWAPA, KENYA							
STRUCTURE NUMBERING OWNER'S REGISTER							
Index	Structure Number	Structure Type	Owner's Name	ID No.	Resident/Non-Resident	No. of Tenant Households	Respondent
1	PSUP/MZ/001/2014	Semi-Permanent	Zawadi Drida Kidanga	27327858	Resident	None	Owner
2	PSUP/MZ/002/2014	Temporary	Fatuma Kariya Karibu	11567426	Resident	None	Owner
3	PSUP/MZ/003/2014	Temporary	Kaduna Ngila Iriraguri		Resident	None	Owner
4	PSUP/MZ/004/2014	Permanent	Raymond Nguni	10235867	Resident	None	Veronica Nguni (Wife)
5	PSUP/MZ/005/2014	Temporary	Dhahabu Dado Baya	25992533	Resident	None	Owner
6	PSUP/MZ/006/2014	Temporary	Elino Zawadi Karungu	25417784	Non-Resident	8	Christine Nyinge
7	PSUP/MZ/007/2014	Temporary	Charo Masha Karisa	21940870	Resident	None	Owner
8	PSUP/MZ/008/2014	Temporary	Nyusi Kanga Masha	9963497	Resident	None	Rajah Fendo
9	PSUP/MZ/009/2014	Temporary	Future Sidi	10831639	Resident	None	Kassim Karungu

Consider the tools used for enumeration (GIS, GPS, printed maps, etc.) so they are accessible and participatory

EXAMPLE: data base in Kenya



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Map showing the layout of the Mzambarauni Settlement, with red arrows indicating the location of specific structures (e.g., 041, 050, 051, 054, 055) relative to the lake and surrounding roads.

Participatory Slum Upgrading Program
Mzambarauni Settlement MtWapa, Kenya
Structure Numbering Owner's Register

Structure No.	PSUP/MZ/	Year	Type	Owner Name	Passport No./TAD	Resident	Notes	Owner
47	PSUP/MZ/047/2014	2014	Semi-Permanent	Philip Bongo Chibindo	8455692	Resident	5	Pascal (RC)
48	PSUP/MZ/048/2014	2014	Temporary	Pefa Fresh Hope Church		Church	None	Eva Muna
49	PSUP/MZ/049/2014	2014	Permanent	Asantely Wilson	Passport No:TAD14	Resident	None	Owner
50	PSUP/MZ/050/2014	2014	Permanent	Khalfan Jilani Mwambonje	1014172	Resident	None	Pascal (RC)
51	PSUP/MZ/051/2014	2014	Permanent	Said H Hemedi		non resident		
52	PSUP/MZ/052/2014	2014	Temporary	Onesmus Gumbo Kai	13484523	Resident	None	Owner
53	PSUP/MZ/053/2014	2014	Permanent	Elizabeth Shida Manjama	24499668	Commercial/Residential		Owner
54	PSUP/MZ/054/2014	2014	Permanent	Katana Karisa	31655025	Resident	None	Owner
55	PSUP/MZ/055/2014	2014	Permanent	Jumwa Karisa Mryani	3905073	Resident	1	Owner
56	PSUP/MZ/056/2014	2014	Temporary	Ali Juma Mwanjama	23043598	Non-Resident	2	Sidi Karisa
57	PSUP/MZ/057/2014	2014	Temporary	Abdallah Juma		Resident	1	Sidi Karisa
58	PSUP/MZ/058/2014	2014	Temporary	Phelix Bori Rashid	31654537	Non-Resident	None	He is the trustee
59	PSUP/MZ/059/2014	2014	Permanent	Silas Kalu Mumbo	23037707	Resident	None	Karisa Kambi
60	PSUP/MZ/060/2014	2014	Temporary	Tsuma Mumbo	11139385	Resident	2	Karisa Kambi
61	PSUP/MZ/061/2014	2014	Temporary	Said Salimu Mumbo	10226542	Resident	None	Owner

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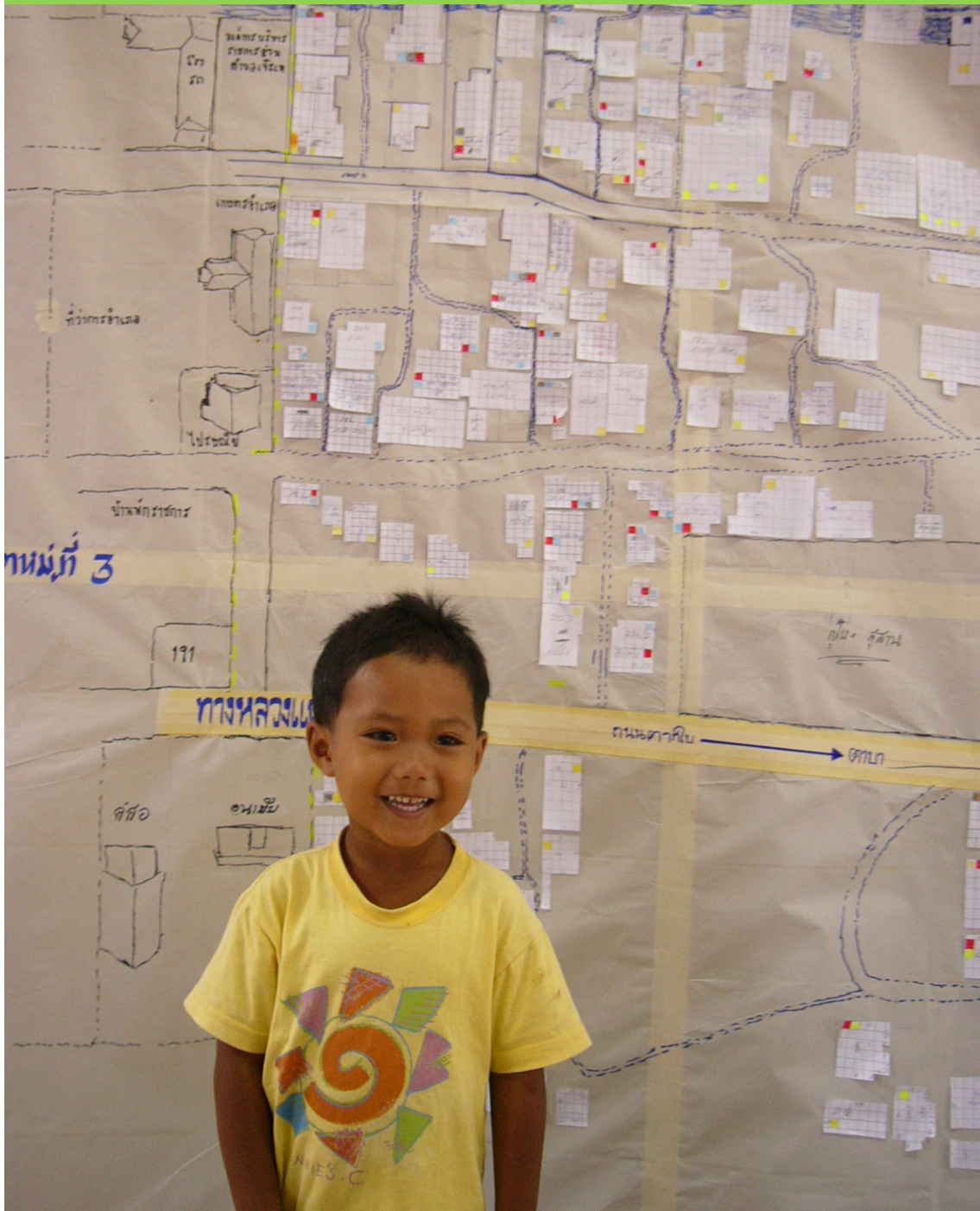


Validation

SAHRING OF RESULTS AND VALIDATION:

Once the mapping has been done, the data needs to be validated by the community, to ensure consistency of information and to ensure no conflicts.

The common agreement on the intervention area boundaries is key in the process. Data collection can build the basis for the process through which consensus is gained and the inclusion of all residents is negotiated.

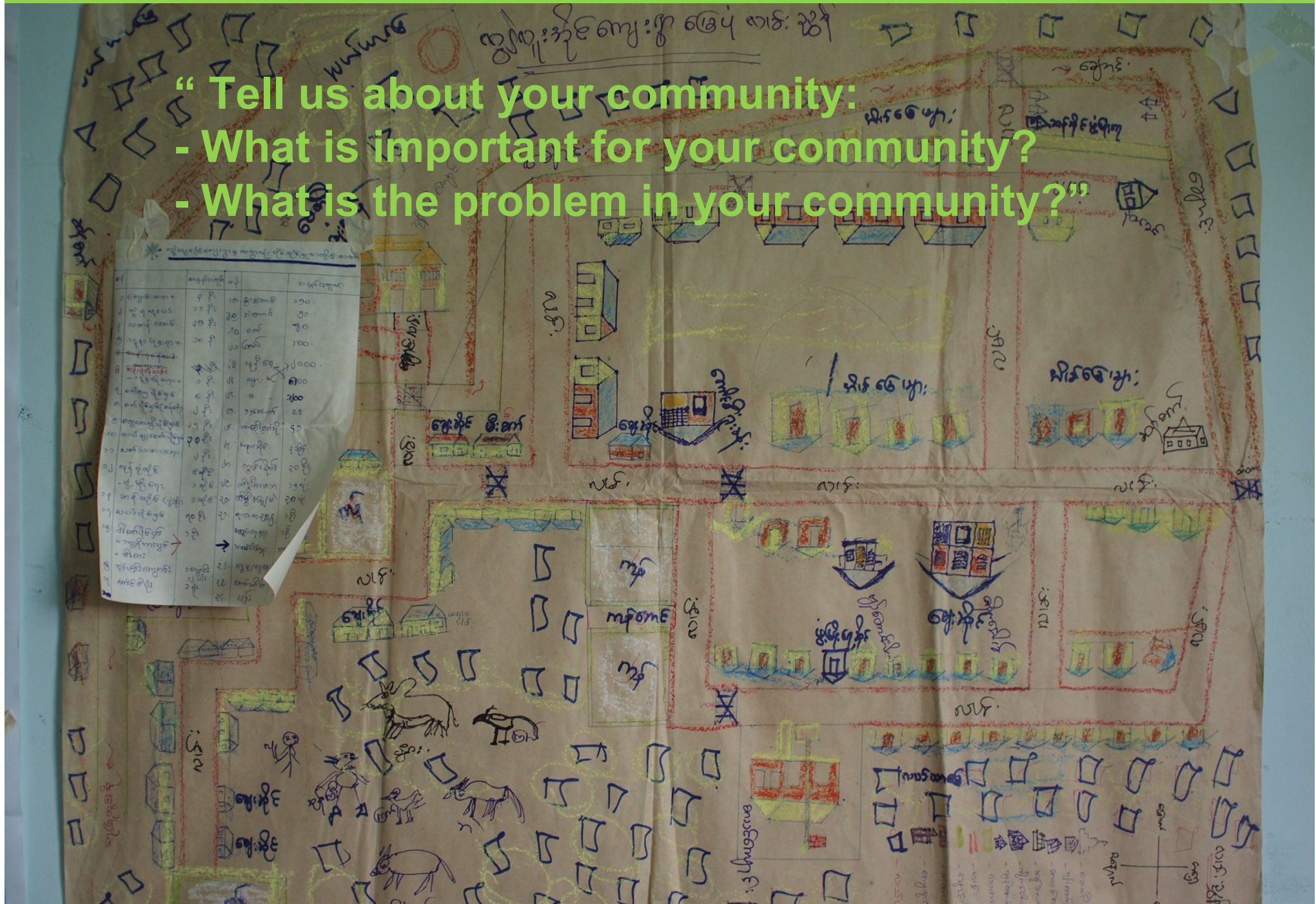


Make it simple, fun and use it to **build community, strengthening relationship, share information**

- Where is poor/informal settlement and how can we know where they are what kind of map we can start with?
- City level let make a trip to visit all communities and discuss
- may need to know more information around their community what is important area for them/what make the problems and where
- community level survey
- Land owner, household information ,infrastructure.

“Tell us about your community:
- What is important for your community?
- What is the problem in your community?”

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၂၀	ကျွန်းသား	၃၀	ကျွန်းသား	၁၀၀



Community Survey Form

Community Name: _____ Location: _____

Date of Survey: _____ Recorder: _____

Brief about city: _____

No.	Owner Name /house no.	Family member	No. of children	job	Saving amount	Settled year	Prioritized problems	Possibility & solution



Ensuring participation:

- To let every one in community participate and make community map together
- To see whole information and Interrelation of information



Using mapping to tell the situation of the community and gather important information



And sharing with other communities



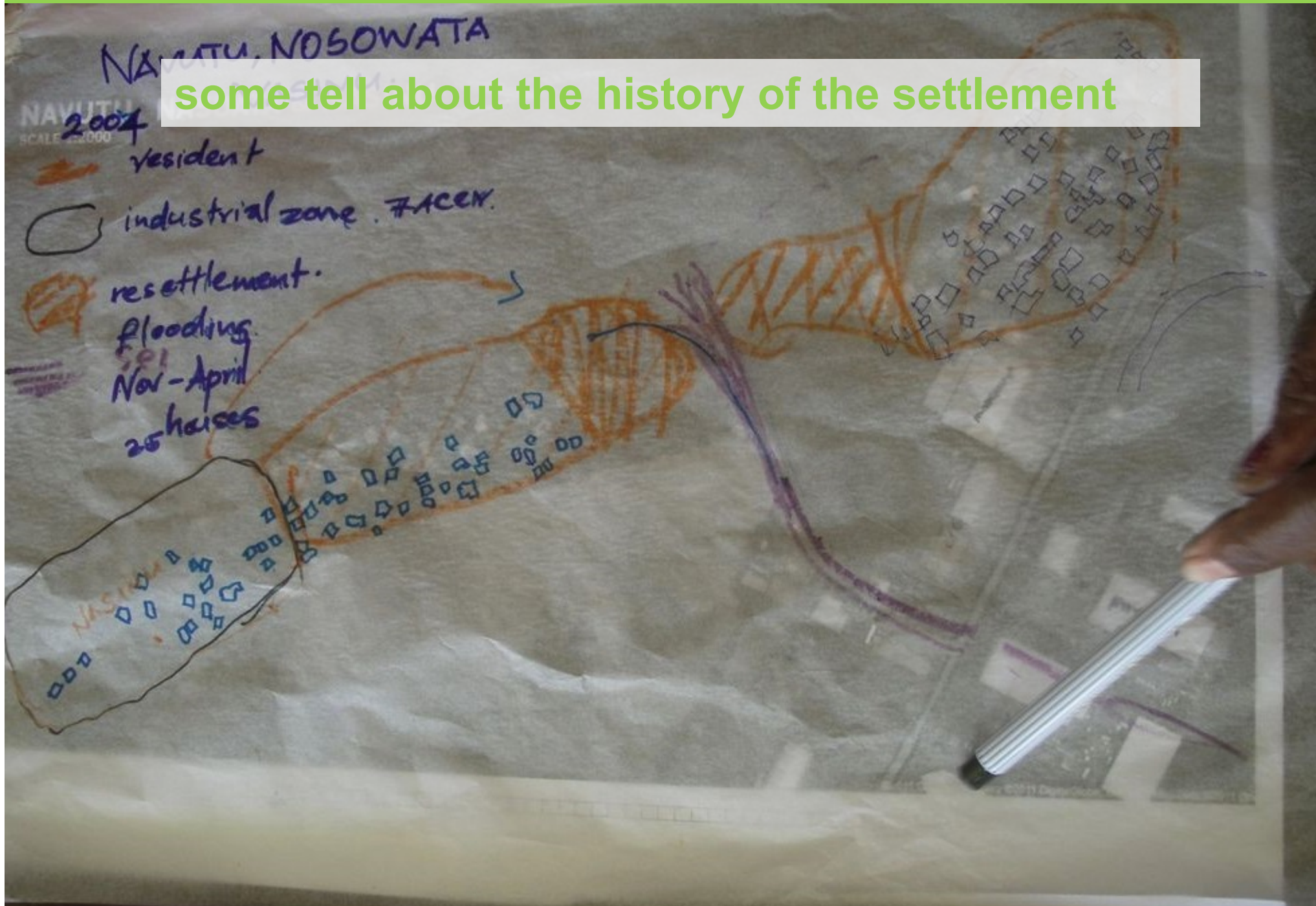
some maps are very detailed...



some maps are very large...



some tell about the history of the settlement



EXAMPLE: MAPPING in Fiji



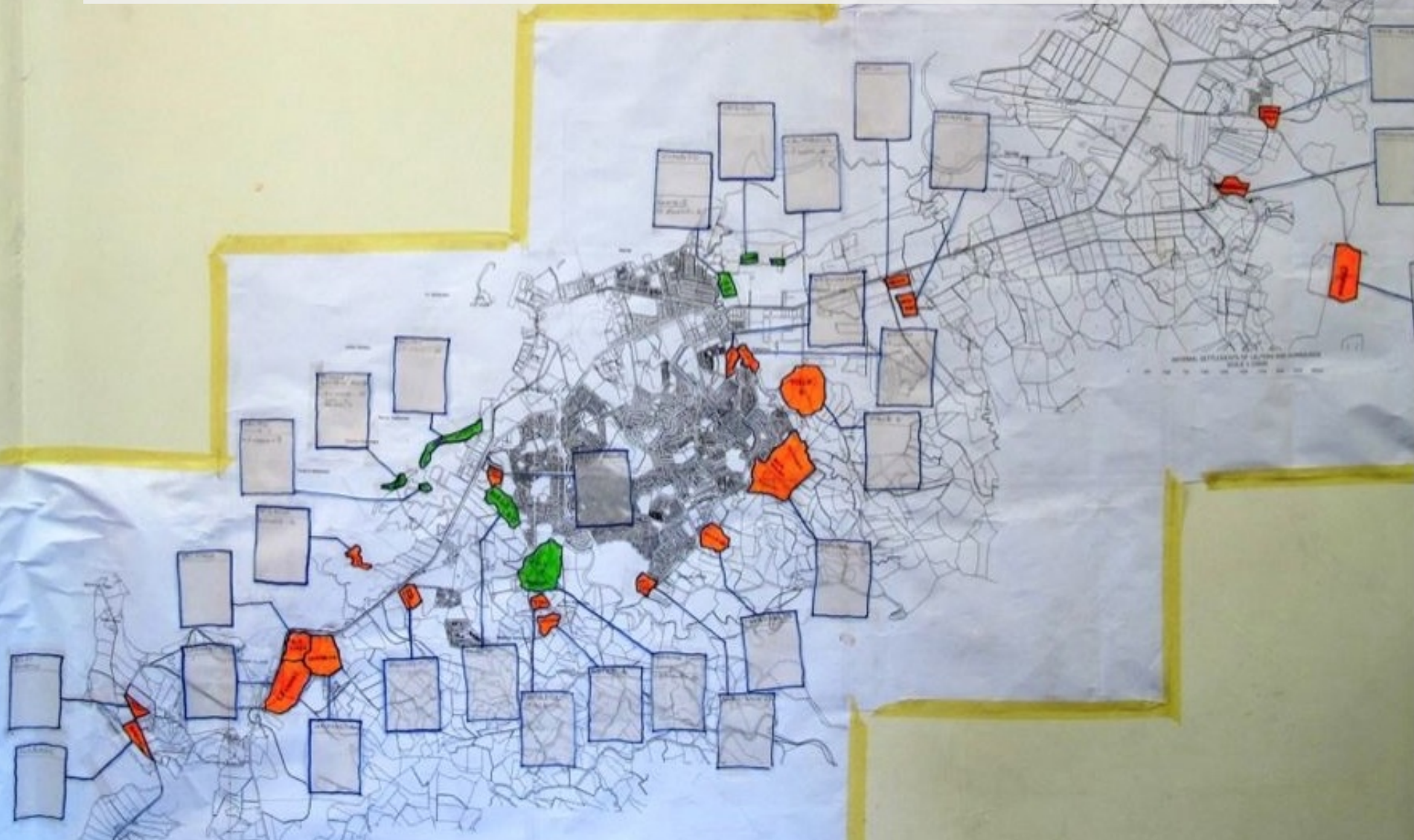
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Use aerial pictures to guide you...



5.

together we made a map of all the settlements in the city





3. Visioning

Picture PSUP. KENYA

3. VISIONING:

Visioning, identifying needs and priorities



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Visioning provides the community an opportunity to envisage their situation **now and in the future.**

Where are we
now?

Where do we
want to be?

How do we get
there?

A **vision** is the overall image of what **the community wants to be at some point in the future.**

The **vision** highlights what is **unique about the neighborhood and its identity.**

3. VISIONING:

Visioning, identifying needs and priorities



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Visioning provides the community an opportunity to envisage their situation **now and in the future**.

**Where are we
now?**

**Where do we
want to be?**

**How do we get
there?**

Share and validate the information gathered in the enumeration and survey and identify with the community the main challenges in the area. Visioning involves identification of the major planning issues and **opportunities**, and **strengths** highlighted during base mapping and socioeconomic survey.



Choosing the technical answer: The technical team role is to provide support to the community and **from the results of the visioning provide scenarios** and technical answers to fulfil the vision by the community. Including technical feasibility and assessment of the ideas shared by the community with the existing planning framework



**sketches of the concept plans on
topographical maps**

People participated in planning and upgrading idea



together we planned the arrangement of lots



and the arrangement and types of common spaces



we combined the ideas into one plan



EXAMPLE: Mpazi, co-design planning



EXAMPLE: Mpazi, visioning plan





4. Neighborhood planning
5. Validation and approval
6. implementation

● Applying and advocating for the **non-standardized planning principles**:

Recognize the **multiple land uses** of slums and informal settlements and the rarity of single function blocks/land-use specializations.

Give more recognition and emphasis to the provision of **multi-dimensional public/common good space** for socio-economic development (for livelihoods, cultural expression and social networks), provision of utility and waste management infrastructure and mobility.

Recognize and **preserve the already existing and often dynamic mixed land use** in slums and other informal settlements .

Recognize and **preserve the current social mix** and diversity in slums.

Apply **different urban and road standards** to minimize relocation.

Promote climate resilient design.

● Adapting proposals **to planning regulations**:

● **Defining scenarios**, both at the spatial and strategic development level shared with the community, with:

- Lot sizes
- road widths against the available land,
- Land tenure options, etc.

4. PLANNING AND SCENARIO BUILDING:

Planning for solutions



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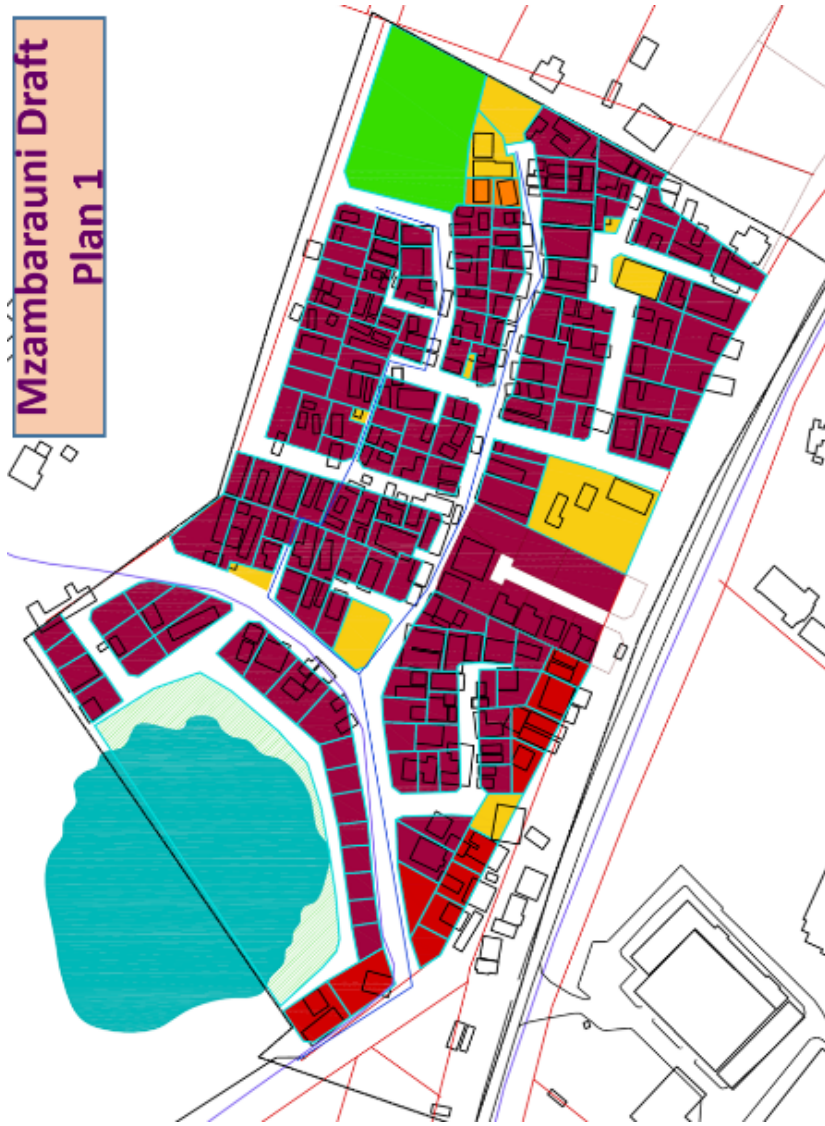


HOW:

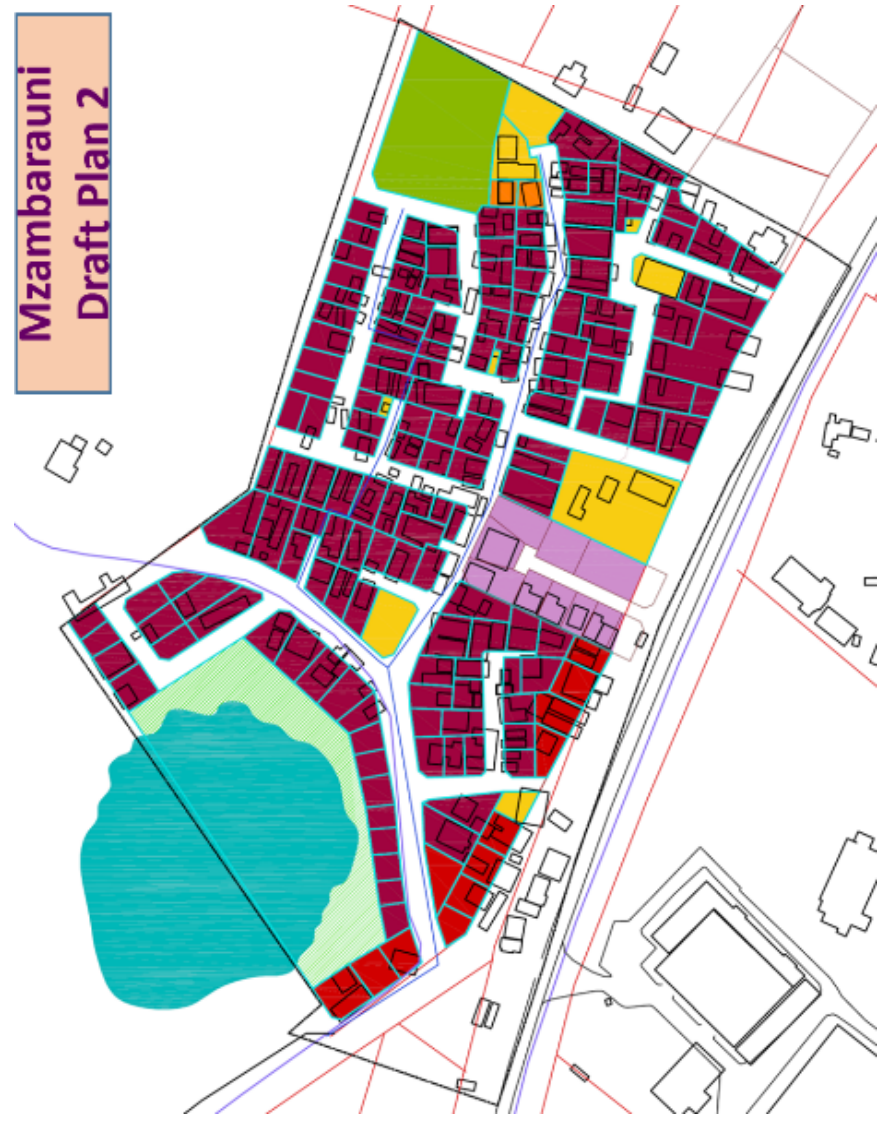
SCENARIO BUILDING:

- Discussions of potential options using models, sketches, etc.
- Interactive games to plan location of services, house, etc.
- Micro-planning at sub-community level where technical support is provided by professionals
- Participatory review of plans during public workshops
- Exhibitions of proposed/draft plans.
- Technical feasibility analysis

Mzambarauni Draft
Plan 1



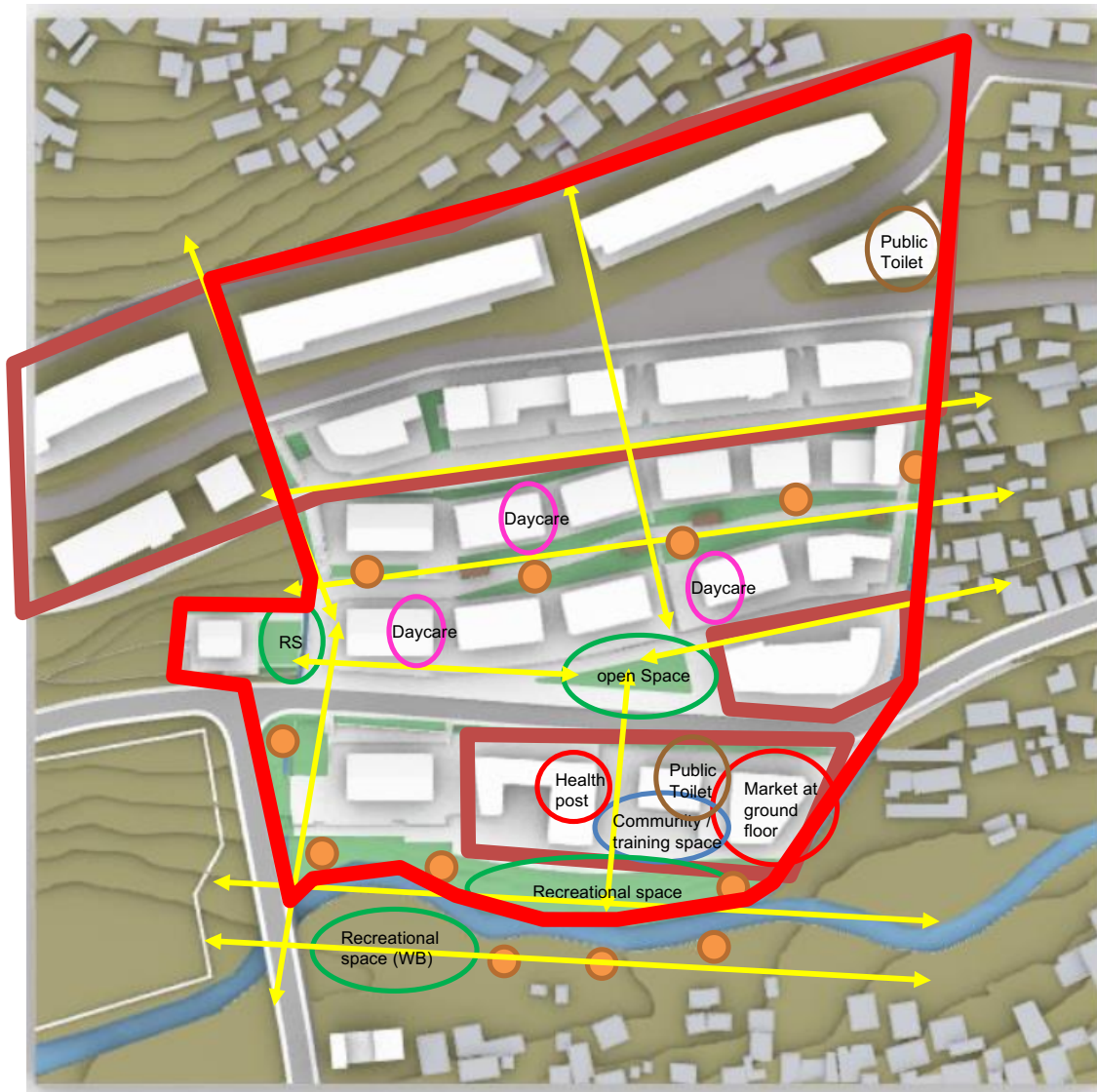
Mzambarauni
Draft Plan 2



EXAMPLE: Mpazi, structure plan



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Reaching consensus



- Hold **community validation workshops**, etc.
- Inform the general community with **public meeting**
- **Signing off the plan** in an official ceremony.
- **Approval of the plan** by the competent authorities.

Plan implementation strategy to be developed in parallel to the planning and **discussed with the community**. As the plan is under evaluation, it is important to do an assessment of whether relocation might be needed implement the plan and reduce the relocation needs, cater of relocation sites within the plan.

RELOCATION should be kept under 10% and most of it done within the intervention area!

CMF, pilot projects and community managed projects will contribute to plan implementation

4.

the communities show each other their ideas for change



Identifying and budgeting priority interventions

COMMUNITY: NATUBOU SEASIDE

PROJECT IDEA: DEVELOPEMENT

DESCRIPTION & BACKGROUND OF PROJECT : CIVIL ENGINEERING - FOR ROAD REGRADING

SIZE (eg.20m of drainage canal/ footpath etc):

TASK	MATERIALS NEEDED	\$/ UNIT	HOW MANY UNITS?	TOTAL COST	WHO WILL ORGANISE & HELP?
ROAD	STONES/CORAL	\$5	10	\$50	VASEMACA KONU SEE COMMUNITY.
	CULVERT 2x 24 DIA 5M	\$50	2	\$100	
	GRAVEL	\$30	6	\$180	
	BOXING TIMBER	\$5	10	\$50	
	NAILS 2" 3" 4" 6"	\$4	5	\$20	
DRAINS	DIGGER HIRE	\$50	4	\$200	
				\$600	

Identifying who can help...

PEOPLE MAPPING.

COMMUNITY: Natabua Seaside

NAME	SKILL/TALENT/RESOURCE
Setuante Temo	Carpenter
Savenaca Kaunisela	Carpenter
Peniasi	Plumber
Jolame	Plumber
Biligi	Painter
Erenesi	Handyman.
Petero Badrokadroka	Civil Construction, Driver, Mechanical Work.
Isaa Vunivatu	Handyman.
Matai Augustine	Handyman.
Matai Chongsue	Engineer
Peter Chongsue	Civil Engineer, Journalist, Accountant.
Seni Rekohivatu	Handyman.
Kelera Rekohivatu	Domestic
Vasemaca Badrokadroka	Fundraising Organizer
Amelia Bai	Flower Gardener.
Marica Kaunisela	Handcraft
Oneri Temo	Handcraft.
Laisa Vunivatu	Mat Weaving
Kesia Chongsue	Matweaving

Starting to make change:





In your experience:

- Do you have **experiences** of participatory settlement planning?
- What **tools** do you use to engage the community in planning and design?
- How do you deal with competing interests within the community (i.e. tenants vs. landlords) to **reach consensus**?
- What were the main **challenges and bottlenecks** and how did you overcome them?
- Is the **community's capacity** sufficient to meaningfully engage in planning and design?

KEY POINTS:

- The **community is a key partner** in the urban upgrading projects
- Participatory planning **is based on a community vision for neighborhood development**
- The neighborhood plan must be **aligned with existing planning instruments**
- Planning is a tool for triggering community interventions.

15' BREAK!

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TOOLS

Planners generally agree that participation is essential for sustainable and successful development, but often don't know where to begin and how...

TOOLS AND METHODS FOR PARTICIPATORY PLANNING

- STAKEHOLDERS MAPPING AND ANALYSIS
- PARTICIPATORY SWOT
- PARTICIPATORY MAPPING
- TRANSECT WALK
- BRAINSTORMING
- STRATEGIC ACTION PLANNING
- CO-DESIGN WORKSHOP
- WORLD CAFÉ WORKSHOP

And some useful @link....

CITIES ALLIANCE

<http://city-development.org/>

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[https://unhabitat.org/sites/default/files/download-manager-files/Remaking the urban mosaic PILAR Book.pdf](https://unhabitat.org/sites/default/files/download-manager-files/Remaking%20the%20urban%20mosaic%20PILAR%20Book.pdf)

EU

[https://urbact.eu/sites/default/files/import/Projects/SURE/outputs media/SURE Toolkit participative planning EN.pdf](https://urbact.eu/sites/default/files/import/Projects/SURE/outputs_media/SURE%20Toolkit%20participative%20planning%20EN.pdf)

<http://www.communityplanning.net/>

• STAKEHOLDERS MAPPING

	ACTOR GROUP	EXAMPLES
1	NATIONAL AUTHORITIES	Ministry of Urban Development, Ministry of Public Works, Ministry of Home Affairs, local member of parliament.
2	SECTORAL AGENCIES	Water company or board, housing department, health department
3	LOCAL GOVERNMENT	Mayor, councillors, chief executive, planning, finance, administration, legal, communications
4	PRIVATE SECTOR	Registered business, industrialists, banks, professional services and consultants, shops, chamber of commerce
5	NGO & CSO	Neighbourhood association, Non- governmental organization (NGO)
6	INTERNATIONAL ORGANIZATION	UN, International Non-governmental Organization
7	TECHNICAL & ACADEMIC INSTITUTE	Research centres, Universities, Training Centres
8	COMMUNICATION MEDIA	Media, TV, Radio, Newspapers



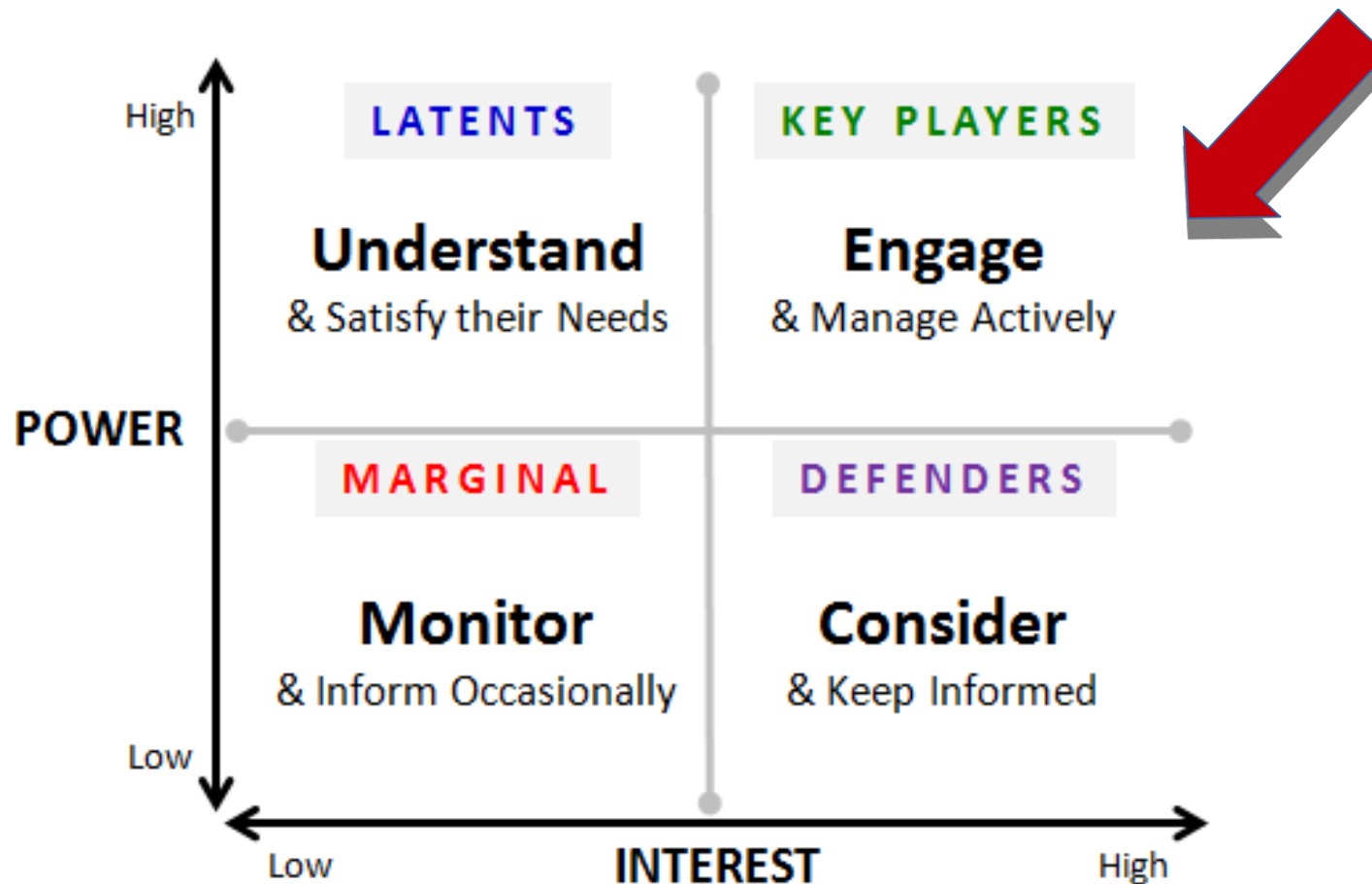
STAKEHOLDERS	NAME	SCOPE/FUNCTION	NAME CONTACT PERSON	TELEPHONE	MAIL
National Authorities					
MoICT	Ministry of Infrastructure, Communication and Technology				
MoLHWE	Ministry of Land Housing Water and Energy				
MITH					
MoFP					
Planning Commission					
Sectoral Agencies					
ZAWA					
ZIPA					

Regional Government					
Regional Commission					



Local Government					
Chake Chake	Town Council				
Wete					
...					
Private Sector					
The Aiyana Hotel					
NGO & CSO & Coopertives					
PACOS	Organization of NGOs at Pemba				
Kwanini Foundation					
International Organization					
Research & Education Institute					

- SELECTION of STAKEHOLDERS by INTEREST and POWER



STAKEHOLDERS MAPPING AND ANALYSIS



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• STAKEHOLDERS ANALYSIS

	STAKEHOLDERS	IMPACT (How much does the project impact them? Low, Medium, High)	Influence (How much influence do they have over the project? low, medium, high)	Stakeholder main interest	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder?
National Authorities							
1	MININFRA	High	High	It is the Ministry in charge of all infrastructure development in the country. To ensure quality & standards of infrastructure in the area	Participate and facilitate all the strategic decisions of the project	Not collaborating in project implementation	Participation in the project technical committee
2	MINALOC	High	High	Ensure coordination of good governance and territorial administration programs	Contributing to the design and implementation of the area development plans	Not collaborating in the project implementation	Participation in project technical committee. Involvement in all the phases of the assignment
3	MoE	High	High	Protecting the environment for the safeguard of green and climate resilient nation for growth of the economy	Participate and facilitate all the strategic decisions of the project	Not validating the project proposed plans. Not collaborating in the project implementation	Participation in project technical committee

STAKEHOLDERS MAPPING AND ANALYSIS



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Consulting Services for Planning, Feasibility Study, Detailed Engineering Design and Bidding Documents for Integrated Drainage and Resilient Urban Upgrading in Zanzibar Town

Stakeholder	Impact (how much does the project impact them? Low, Medium, High)	Influence (How much influence do they have over the project? low, medium, high)	Stakeholder main interest	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder?
Local Government						
Zanzibar Urban Municipal Council	High	High	Improving living condition of citizen	Participate and facilitate all the strategic decision of the project	Delaying the revision of project deliverables, not collaborating in the project implementation	Participation in project technical committee
West B Municipality	High	High	Improving living condition of citizen	Participate and facilitate all the strategic decision of the project	Delaying the revision of project deliverables, not collaborating in the project implementation	Participation in project technical committee
District Commissioner	High	High	Improving living condition of citizen	Contributing to the design and implementation of Area Upgrading Plan	Rejecting the proposed list of prioritized investments and design	Involvement in all the phases of the assignment, Participation in project workshops
Regional Commissioner	Medium	Medium	Improving living condition of citizen	Contributing to the design and implementation of Area Upgrading Plan	Rejecting the proposed list of prioritized investments and design	Involvement in all the phases of the assignment, Participation in project workshops
Shehias	High	High	Improving living condition of citizen	Support in the implementation of Participatory Surveys and Data Collection; Contributing to the design and implementation of Area Upgrading Plan	Not facilitate the access to communities, Rejecting the proposed list of prioritized investments and design	Involvement in all the phases of the assignment, Participation in project workshops

PARTICIPATORY SWOT ANALYSIS



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STRENGTHS @

@Rwanda 6 Cities

- Cross border market
- Natural feature (Hot water Springs/mt Ruhavura site scarp)
- Expansion of the Airport
- Stadium
- Presence of ethiopian
- Talent development among the young
- Potential to attract people from Congo
- Fertile farming land
- Tea plantation eco-tourist
- Mt. Ruhavura
- High education (VCE & UPE)
- Active civil society

WEAKNESSES

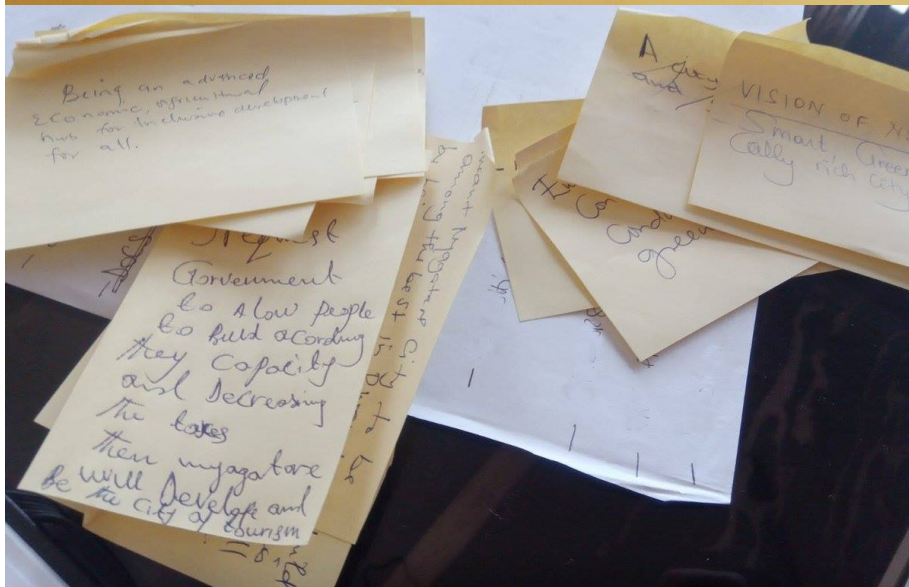
- Inconsistent infrastructure
- No planned industrial zones (see)
- Limited skills
- Informal settlements
- Lack of proper planning/roads
- Limited provision of facilities/clinics
- Perception towards the waste plan
- Limited funding out the country
- Low budget big projects for citizens
- Lack of clear info about building regulations
- Waste plan in general
- Power, Water, etc. change

OPPORTUNITIES

- Lake Kivu beaches
- Tourism / geothermal
- Mt. Ruhavura / eco-tourist
- Propose a museum / cultural centre to consult
- Increase museum authority
- (Per) factory (Value chain from methan gas)
- Volcanic stones for construction materials

THREATS

- No survival plots ready for purchase / development
- Informal settlements
- Culture
- Investor incentives given to big investors and forget small investors
- Increasing birth rate (very high)
- Soboga River over flooding / dry season / dry and the water dried up / home use
- Lack of general info on green death
- Volcanic eruptions
- Methan gas leakage
- Land title / civil service
- Security in the Congo



UNDERSTANDING THE STRUCTURE OF THE CITY - PARTICIPATORY MAPPING

The elements to be mapped



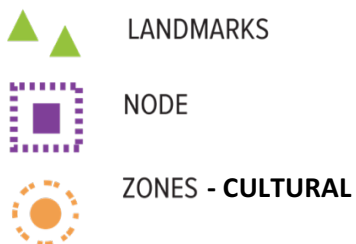
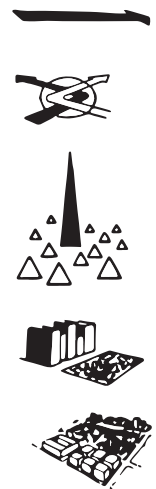
PARTICIPATORY MAPPING



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UNDERSTANDING THE STRUCTURE OF THE CITY -

The elements to be mapped

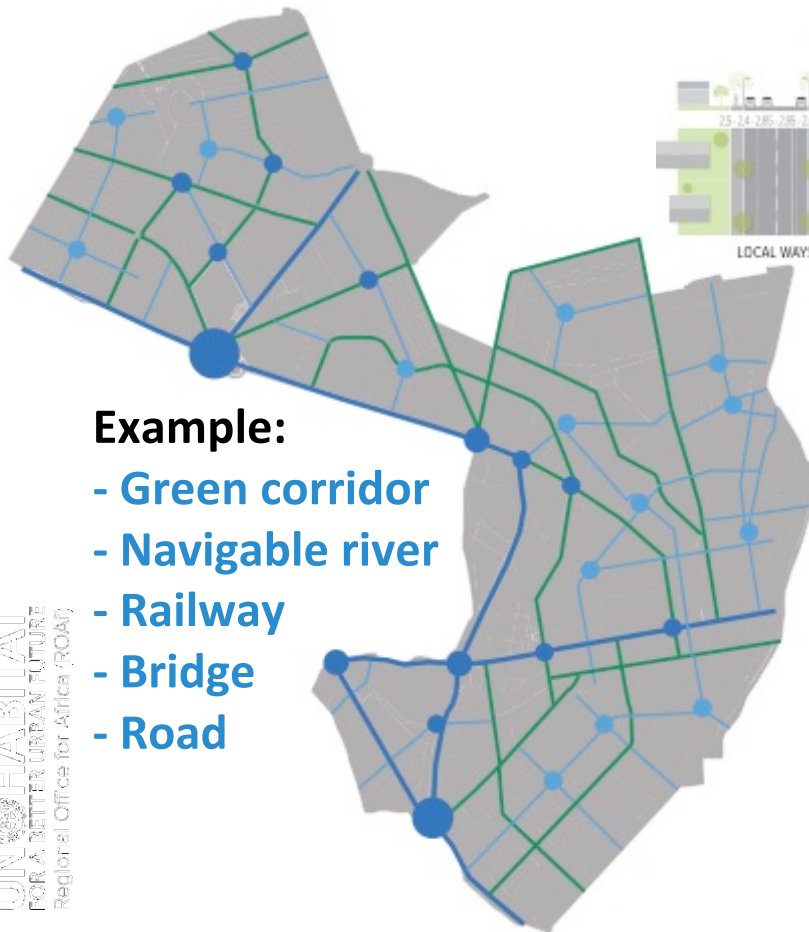
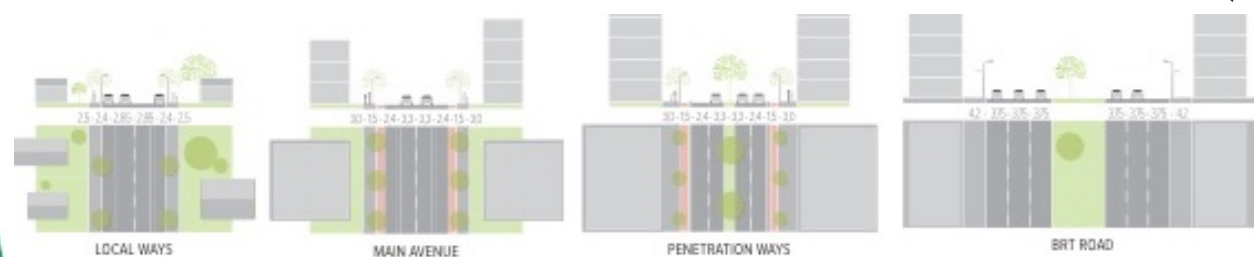


TRADITIONAL HOUSES
INTANGIBLE HERITAGE

UNDERSTANDING THE STRUCTURE OF THE CITY - PATHS

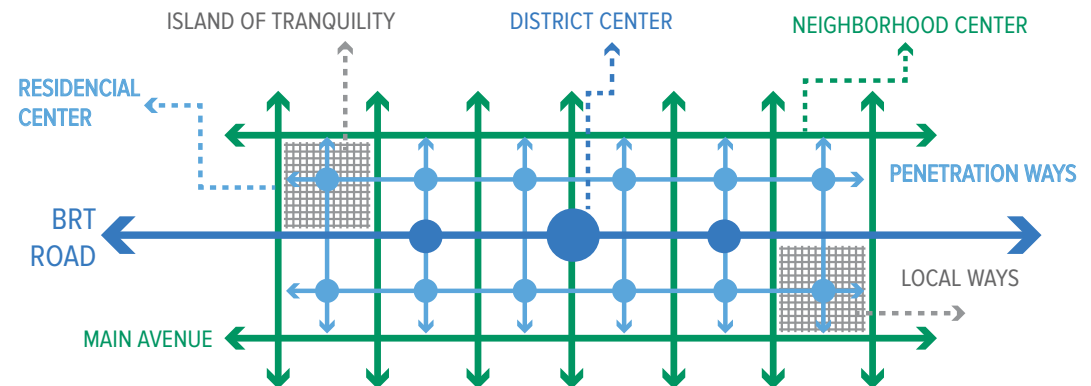
What is a Path?

THE ELEMENT CONNECTING THE SPATIAL STRUCTURE



Example:

- Green corridor
- Navigable river
- Railway
- Bridge
- Road



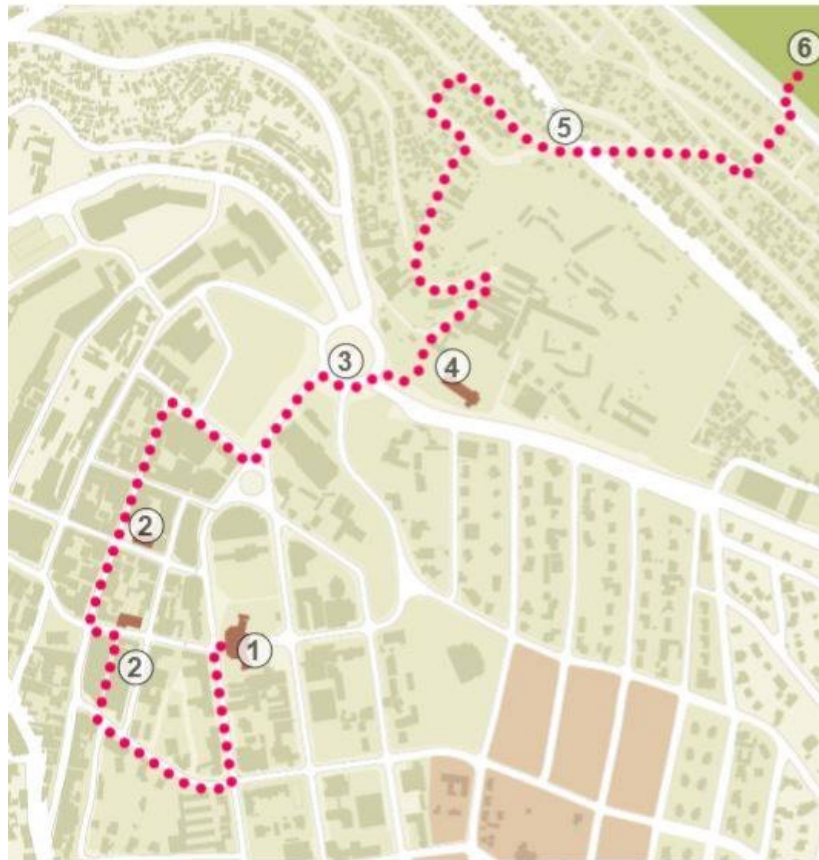
TRANSECT WALK



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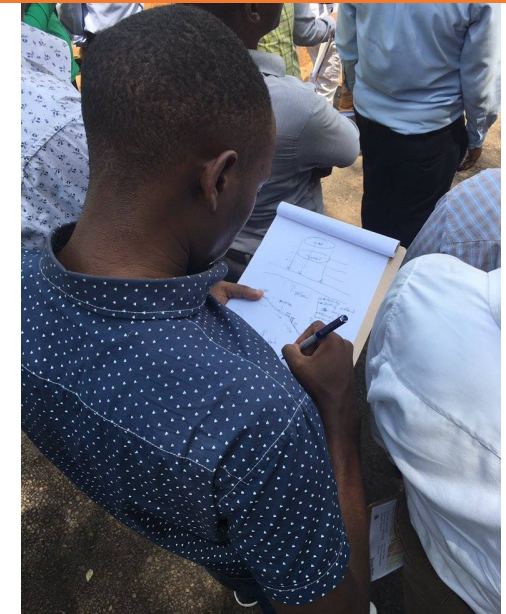
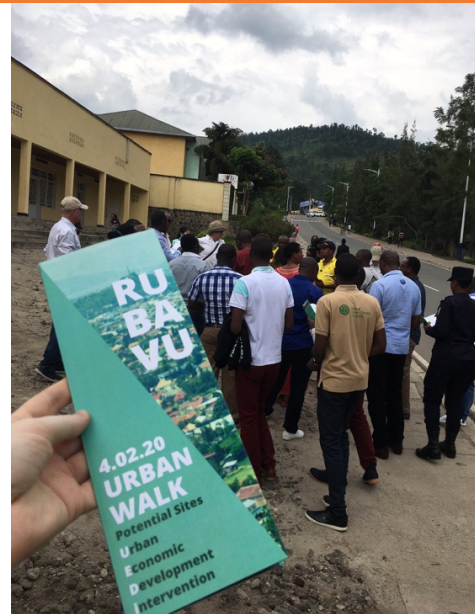
TRANSECT WALK

Nyarugenge CBD

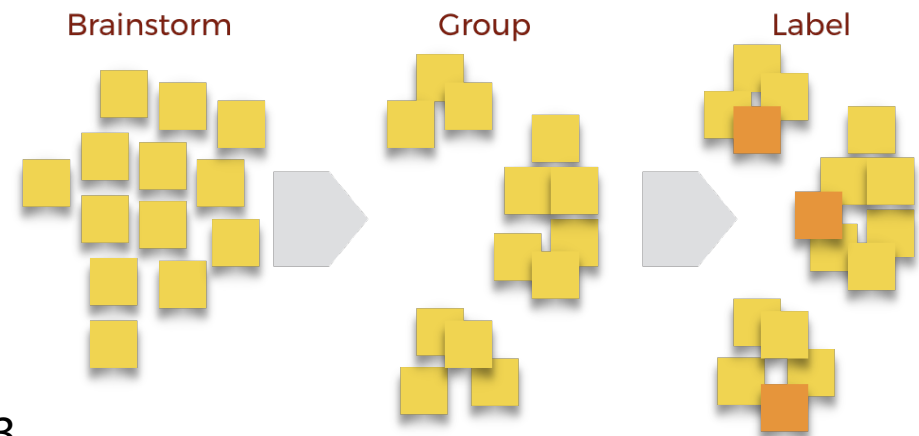


- 1 City Hall - starting point
- 2 Nyarugenge Commercial Node
- 3 Kigali Roundabout

- 4 St Famille Church
- 5 Muhima residential area
- 6 Wetland



- **TOPIC – Neighborhood upgrade**
- **Introduction** – set the ground of discussion and provide a general overview of the topic, with **images and outcome of analysis activities**
- **Brainstorm** – example of guiding questions:
 - How would you solve the identified problems?
 - What are innovative ideas that could be put in place?
 - What is your dream for the future of your neighborhood?
- **Share the responses** – plenary discussion
- **Categorization** – cluster the responses by theme/topic
- **Prioritization** – score the 3 most feasible or the 3 preferred or the 3 most affordable



CLUSTERING



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STRATEGY	OBJECTIVE	RISKS	MITIGATION MEASURES
A Improve the sustainable mobility in the city	A1 Public Transport improvement A2 Extend bicycle paths A3 Reduce on-street parking A ...	<ul style="list-style-type: none"> • Private transport services disagreement • Road safety • Commercial and retail businesses don't support 	<ul style="list-style-type: none"> • Involve all the services in the planning • Identify most suitable routes • Involve businessmen in the design and raise awareness
B	B1 B2 B3		

OBJECTIVE	ACTION	WHO	WHAT	WHEN	HOW
A3 Reduce on-street parking	<ul style="list-style-type: none"> • Reduce parking plots • Increase the parking fees • Raise awareness 	<ul style="list-style-type: none"> • Municipality with technical office • Roads Agency • Municipality & others private sector 	<ul style="list-style-type: none"> • Mapping the parking • Revising fees • Creative re-use of parking 	<ul style="list-style-type: none"> • 3-6 months • 1 year • 1 year 	<ul style="list-style-type: none"> • Municipal funds • Roads agency

CO-DESIGN WORKSHOP



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CO-DESIGN WORKSHOP METHODOLOGY

Title: **Towards a participative management and implementation of the Kigali Master Plan**

Date: 24th January 2020 (TBC)

Venue: City of Kigali - Nyarungenge District Conference Hall, 4th Floor

Objectives

1. To discuss and assess the participatory approach adopted for the preparation of the Kigali Master Plan review
2. To present the participatory mechanisms proposed to implement and manage the Kigali Master Plan
3. To propose improvements and way forwards to consolidate the participatory approach in the MP management and implementation
4. To focus on local urban development implementing tools: presenting the main findings of case studies analysis of LSP and upgrading projects
5. To collaborative work to suggest improvement and strengthen participation in the current procedures

Expected Results

1. Established shared recommendations on how to enhance participatory approach in the Master Plan preparation
2. Identified actions to boost the institutionalization of participatory management and implementation of Kigali Master Plan
3. Collectively suggested improvements to the local urban development implementing procedures (LSP and Upgrading Projects) to adopt more inclusive and collaborative/participatory urban planning.

Participants

OSC – 10 (more?) staff

Districts

Resilient Officer

Good Governance Department – 1 staff

RHA – 1 staff

RLMUA – 1 staff

Urban Specialist (TBC)

VNG

Methodology

Half day workshop – (8.30am - 1pm), split in the following sessions.

Session 1 – Presentation

1 hour

Presentation on 3 main topics:

- Participatory approach for the preparation of Kigali MP review:
 - Public Engagement Strategy and Communication Campaign;
 - Lesson learnt and gaps identified;
 - Questions for the discussion in the Working Group Session;
- Participatory mechanisms suggested in the management and implementation of the Master Plan:
 - Establishing TAG as a tool of governance;
 - Strengthening CoK institutional set up;
 - Participatory Monitoring and Evaluation procedures
 - The Action Plan as a flexible and collaborative tool to implement the Master Plan
 - Suggested questions and points of discussion for the Working Group Session
- Local urban development implementing tools:
 - Case Studies Analysis
 - Karembure Land Subdivision Plan – brief description of the process undertaken (?), participatory component of the process, lessons learnt
 - Agatare Upgrading Project – brief description of the process, comparison table with WB OP 4.12 requests and actual process undertaken, lessons learnt
 - Questions of discussion for the Working Group Session

Session 2 – Q&A and introduction to the Working Group Session

½ hour

Session 3 – Working Groups

1 hour & 40'

- Discussion around the 4 tables:
 1. Participation in Master Plan preparation
 2. Participatory Management of Master Plan implementation
 3. Land Subdivision Plan
 4. Upgrading Project
- Presentation of working groups and open discussion

Session 4 – Conclusion

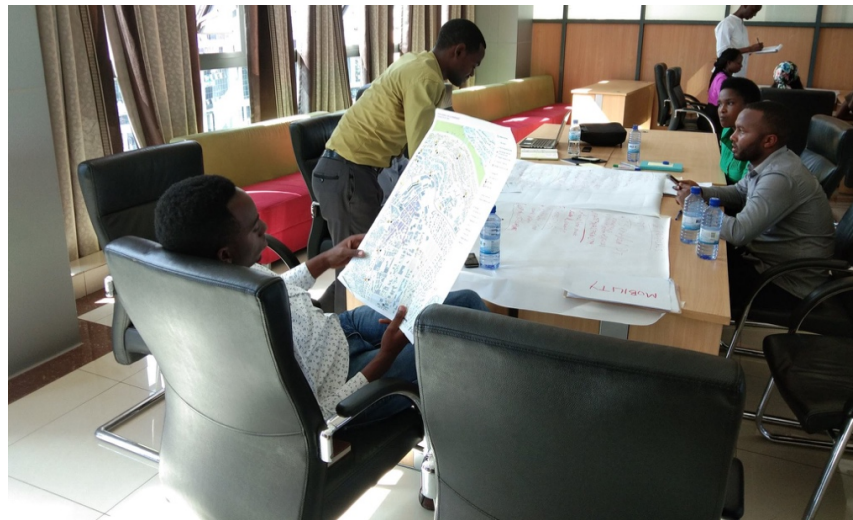
½ hour

TIME	ACTIVITY	Material	Facilitator
8.30 – 8.40	Objectives of the workshop and agenda	1 slide	Kathrin
	Session 1 – Presentation		
8.40 – 9.40	Presentation of Participatory Strategy for Kigali MP review, participatory management and implementing mechanisms, and case studies of local implementing tools	PPT	John
9.40 – 10.10	Session 2 – Q&A and introduction to WG Session	A0 paper	Kathrin
	Session 3 - Working Groups		
10.10 – 11.40	Participants split in 4 groups: <ol style="list-style-type: none"> 1. Participation in Master Plan preparation 2. Participatory Management of Master Plan implementation 3. Land Subdivision Plan 4. Upgrading Project 	<ul style="list-style-type: none"> • 4 sheet of A0 paper • 4 copies of questionnaire • 4 Post-it • 8 Markers • Tape 	Group 1 – John Group 2 – Kathrin Group 3 – Mary Group 4 - Mark
11.40 – 12.40	Presentation of results, discussion and wrap up of results of Session 3	4 A1 Maps	John
	Session 4 - Conclusion		
12.40 – 13.00	Conclusion and way forward		Kathrin

CO-DESIGN WORKSHOP



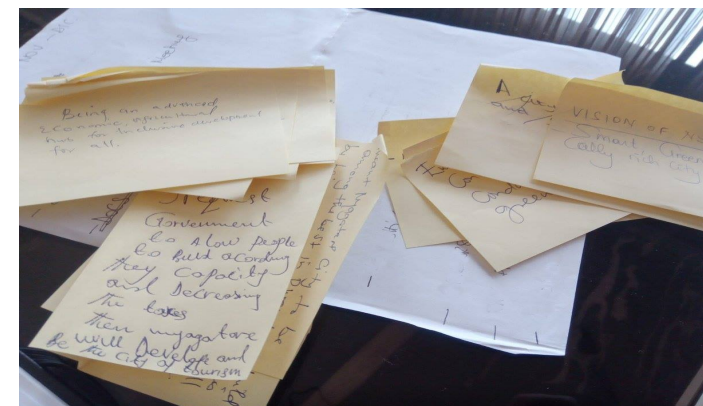
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SUPPORTING MATERIAL



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**Stakeholder Mapping
Establishment of CWG
First meeting**

**Analysis and
Assessment**

Visioning and Planning

Validation

Implementation

COMMUNICATION CAMPAIGN

**Umuganda messages – Radio
communication – SMS and WA**

**Communication materials and
community friendly maps**

**Project information office,
brochure and flyers**

**Billboards and information board,
loudspeaker**

**Open streets events and special
events**

**Awareness for focus group or
target groups**

SELECT ONE OF THE PROPOSED EXERCISE AND GROUP WITH OTHERS

1. Draft a **communication campaign** to promote a participatory neighborhood plan, with special attention to target women and girls
2. **Action plan** for the provision of green public spaces in unplanned settlement
3. **Stakeholder mapping and analysis** for an upgrading project
4. Community planning **workshop agenda**

Draft a **communication campaign to promote participatory neighborhood plan, with special attention to target women and girls**

It includes, for example:

- Objectives
- Beneficiaries
- Messages for the different categories
- Channels and Means
- Materials
- Events

Prepare **an Action plan** for an upgrading project to improve the green spaces provision in an unplanned settlement.

List at least 2 objectives and related actions, who, what, when, and how

OBJECTIVES	ACTIONS	WHO	WHAT	WHEN	HOW
1 Increase ratio of green coverage in the neighborhood	A1 Realize a green playground A2 Planting trees				

Draft a **Stakeholder mapping and analysis** for an urban upgrading project

	STAKEHOLDERS	IMPACT (How much does the project impact them? Low, Medium, High)	Influence (How much influence do they have over the project? low, medium, high)	Stakeholder main interest	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder?
National Authorities							
1	MININFRA	High	High	It is the Ministry in charge of all infrastructure development in the country. To ensure quality & standards of infrastructure in the area	Participate and facilitate all the strategic decisions of the project	Not collaborating in project implementation	Participation in the project technical committee

Prepare a community planning design for neighborhood plan **workshop** **agenda**

Should includes:

- Objectives
- Expected results
- Participants
- Time schedule
- Methods and tools
- Supporting materials

THANK YOU FOR YOUR ATTENTION!

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