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# **SUSTAINABLE URBAN DEVELOPMENT AND AGENDA 2030: UN-HABITAT'S PROGRAMME FRAMEWORK**

PARTICIPATORY SLUM UPGRADING PROGRAMME  
**Transforming the Lives of One Billion Slum Dwellers**

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# AGENDA 2030 AND SUSTAINABLE URBAN DEVELOPMENT



## Liveable, prosperous resilient, equitable cities and human settlements

EXPECTED OUTCOMES



National Urban Policies

Planned City Extensions and Infills

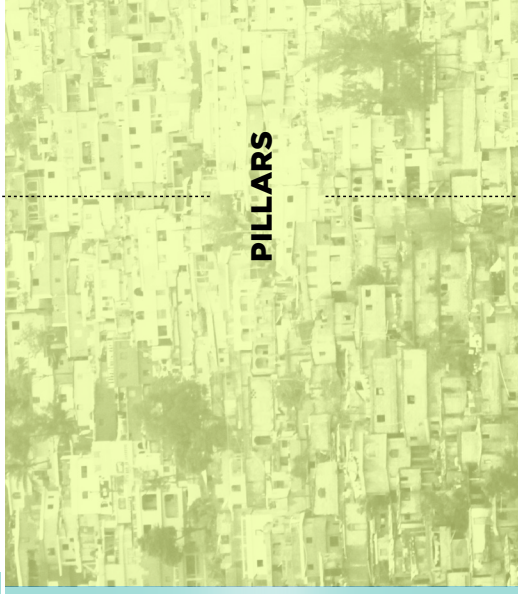
Housing at the Centre, Equitable access to Basic Services

Climate Change, Resilience and Humanitarian Action

Gender, Youth and Human Rights

Governance and Partnership

PILLARS



URBAN LAND AND LEGISLATION

URBAN PLANNING AND DESIGN

URBAN ECONOMY AND MUNICIPAL FINANCE

FOUNDATION

ORGANIZING AND PARTNERSHIPS: INSTITUTIONS; SOCIETY; PRIVATE SECTOR

# Participatory Slum Upgrading Programme

## Transforming Lives of One Billion Slum Dwellers

### Overview

To attain Sustainable Development Goals, the lives of 1 billion slum dwellers must be transformed from extreme poverty and exclusion to their full and equitable integration into livable, prosperous, resilient cities and human settlements.

#### FACTS AND FIGURES

- In the world today, one in eight people or 1 billion people on earth live in slums.
- The proportion of slum dwellers is most acute in Africa (at 55.9 per cent), followed by Asia (at 27.9 per cent), and Latin America and the Caribbean (at 21.1 per cent)
- Informal settlements are increasingly found in the developed world too.
- One fifth of slum households are headed by women who are often the poorest and most vulnerable

#### A CHALLENGE FOR HUMAN RIGHTS AND SUSTAINABLE DEVELOPMENT

- Harsh living conditions – the five deprivations – depict exclusion of a large segment of the world population from benefits and opportunities of urbanization: overcrowding, poor access to clean water and sanitation; poor security of tenure; poor durability of housing structures.
- Economic and social progress is slowed down and security threatened in urban settlements by jobless growth and social tensions.

#### SUSTAINABLE DEVELOPMENT GOAL 11

By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

##### SDG 11:

- Bridges unfinished business of MDG 7.D (improve living conditions of 100 million slum dwellers)
- Is a driver to attaining other goals: poverty (1), Gender Equality (5), Clean Water and Sanitation (6), Energy (7), Decent Work and Economic Growth (8), Reduced Inequalities (10), peace and security (16) and partnerships (17).

#### THE PARTICIPATORY SLUM UPGRADING PROGRAMME – A TRANSFORMATIVE APPROACH

- Human Rights and People-Centered: Solution to improving lives of slum dwellers is not eviction but inclusion
- Improving the lives of 60 million slum dwellers through city-wide upgrading strategies in 190 cities in 38 ACP countries to 2000 cities – a contribution towards halving the number of slum dwellers by 2030
- Directly investing in 2 million slum dwellers in 9 cities
- Multi-pronged approach to address root challenges for sustainable results: inclusive national urban and housing policies; urban legislation and governance; participatory planning and design of urban settlements; Innovative Financing strategies
- Strategic, multi-sectoral, multi-stakeholder partnerships; UN Inter-Agency engagement
- People-led, local and national government owned slum up-grading
- Tailored to country and local contexts

**“Integration of slum upgrading programmes with countrywide planned urban development is the sustainable way to make a difference in slum areas of cities”**

*Dr. Joan Clos, Under Secretary General and Executive Director, UN Habitat.*

#### INVESTMENT

Investment of Euro 200 million will transform lives of up to 35 million slum dwellers in ACP countries alone, in the next five years excluding the provision of durable housing. Current 20 million Euro programme has yielded 200% return on investment.

PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

Improving the lives of slum dwellers in urban centres is the fundamental mandate of UN-Habitat and continues to be a critical focus for the Agency given the growing numbers of dwellers in towns and cities around the world. UN-Habitat has a long history of advocacy and action in relation to reducing urban poverty and the flagship programme – **the Participatory Slum Upgrading Programme** – is one of its longest and most successful.

## Background

There are one billion slum dwellers worldwide and an additional 3 billion people will need adequate housing by 2050 as population increases and people move to cities and urban centres. In spite of progress made in improving or preventing the formation of new slums, the absolute number of slum dwellers is growing, and is expected to increase threefold by 2050 to almost half of the world's urban population.

Slums are sometimes located in environmentally degraded or hazardous locations, exposing inhabitants to flooding, erosion, natural disasters and climate change-related phenomena. Harsh living conditions, or the 'five deprivations,' are a daily fact of life: **overcrowding**, with 75 per cent of people sharing a room with four or more people; poor access to **clean water and sanitation**; poor **security of tenure**, with the constant threat of eviction; and **durability**, with 72 per cent of slum dwellers living in inadequate structures. Around one fifth of slum households are headed by women who are often the poorest and most vulnerable. For many living in slums, poverty is reinforced by incessant vulnerability.

Slums have also long been excluded from any formal planning, legislation and policy formulation processes as well as large-scale investments. They are seen as ultimately negative places and full of people without any assets or knowledge to offer to the broader urban environment. Slum dwellers are often considered illegal and slums appear as empty spots and green fields on city plans and are rarely a national priority, with authorities using poor or non-existent data. Although they often represent a significant share of the urban population - more than 60 per cent of the city population in Africa for example – these huge populations are generally excluded from strategic national planning and in some cases, become the subjects of unlawful forced evictions. Unplanned, slums are an expression of exclusion and geographical disadvantage. Upgrading or preventing their proliferation requires multi-dimensional and collective responses within improved policy frameworks and enhanced urban governance and management.

Every resident and urban manager must understand the impact and cost of socio-spatial exclusion and environmental injustice towards slum residents. A sustainable and prosperous city is not developed by large segments of its residents living in abject poverty, cut off from the urban advantage.

To get slum households out of slum conditions, focused and integrated investments need to be made towards improvement of access to potable water, sanitation, quality of housing, access to healthcare, education facilities, security of tenure, employment and public space. The level and nature of intervention by different actors should be aimed towards the reduction or improvement of slum households and enable the sustainable transformation slum neighbourhoods driven by slum dwellers.



A school girl cleaning her hands during break time Nairobi, Kenya.  
© Julius Mwelu/UN-Habitat

PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

## Rationale

Slums are the outcome of complex urbanisation problems across multiple urban sectors, yet slum dwellers lives can be transformed. To tackle these challenges requires strong partnerships and a paradigm shift in managing slums. UN-Habitat's Participatory Slum Upgrading Programme (PSUP) advocates for **multi-sector, multi-stakeholder, human rights and principle-based approaches to incremental participatory slum upgrading and sustainable, safe and resilient neighbourhoods, particularly for women and youth.**

Initiated by the Secretariat of the African, Caribbean and Pacific Countries, financed by the European Commission and implemented by UN-Habitat, the PSUP is an opportunity to bridge the unfinished business of MDG 7.D (improve the living conditions of 100 million slum dwellers) and SDG 11.1 (By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums). Eight goals (SDG 1, SDG 11, SDG 5, SDG 7, SDG 10, SDG 16 and SDG 17), and 9 targets of the 2030 Sustainable Development Agenda are linked to participatory slum upgrading and prevention.

Participatory slum upgrading contributes to sustainable urban development through inclusive economic growth, increased peace and security, poverty reduction, and greater social cohesion that makes cities and human settlements inclusive, safe, resilient and sustainable. The vision of the programme is to increase its partnership to 2000 cities and to significantly contribute to SDG 11.1.

The 'sustainable urbanization' approach of the New Urban Agenda formulated by UN-Habitat provides tools to improve the lives of slum dwellers, of which PSUP is one. The promotion of city-wide and integrated solutions with the inclusion of the full spectrum of stakeholders, and the role of data and learning are key to participatory slum upgrading. Further, participatory and gender-equitable decisions necessitate a human rights and people-centred approach that encourages equity around adequate housing, gender equality, water, and sanitation, and other urban basic services. The PSUP also requires and encourages the adoption of national urban policies and legislation, local economic development and financing, and inclusive governance.

This programme seeks to up-scale the good results currently evident in 35 countries in the ACP region. More than 190 cities have committed to participatory slum up-grading since 2008 through PSUP.

Coordination mechanisms and urban forums have been established in more than 30 countries. National Urban Development and Slum Upgrading and Prevention Policies have been developed and approved in Burkina Faso, Cameroon, Cape Verde, Fiji, Kenya, Ghana, Papua New Guinea and Uganda. More than 800,000 slum dwellers now have secure tenure in Burkina Faso, Cameroon, DR. Congo, Ghana, Kenya, Malawi, Mozambique, Niger and Senegal). Around 67,600 slum households will see improved water and sanitation, better housing, access to public spaces and better roads.



Gamashie Community road during upgrading.  
© UN-HABITAT

More than 1200 officials, civil society and community members have been equipped with capacities to engage effectively in the inclusive city-wide approach of the programme. , NGO and CBO representatives as well as community members trained and engaged in the inclusive city-wide approach of the programme, IT learning and participation platforms have been introduced and Gender focal points are active in 35 countries to ensure that all actions are gender responsive. An independent evaluation managed by the European Commission highlighted the sustainability of the programme and the PSUP has leveraged more than ten times its original funds through direct and indirect country contributions, with more than 40 million euros coming from 15 countries.



## Programme Interventions

**That the slum dwellers' lives can be transformed** has been proven by the attainment of Millennium Development Goal 7 target D as well as the achievements of the Participatory Slum Upgrading Programme (PSUP) in Africa, Caribbean and Pacific countries. The PSUP applies five strategic and integrated interventions:

1. **Evidence-based pro-poor and inclusive urban and housing policies and related regulatory frameworks** that recognize slums, tackle the formation of new slums, and improve existing slum conditions, with adequate housing at the policy centre.
2. **Improved urban governance and management**, that delivers urban benefits and services to all with transparency and accountability.
3. **Participatory urban planning and design** that guides safe, resilient, and sustainable urban growth and renewal, including adequate and affordable housing, the provisions of adequate public space, security of tenure, and access to basic urban services, in particular for the poor, women and youth.
4. **Equipping national and local authorities as well as slum dwellers with strategic partnerships and financing strategies** for participatory incremental sustainable slum upgrading and prevention. This includes technical support to Finance and Line Ministries; the empowerment of local authorities for national budget allocation and city budget allocations and soft revenue collection from slums; and building community financial resilience through saving groups and community-managed funds that support local initiative.
5. **Implementing incremental participatory slum upgrading interventions** that are aligned with citywide slum upgrading strategies and evidence-based national urban and housing policies.



PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

**The PSUP's comprehensive New Urban Agenda approach ensures an adaptable programme** applicable to different country contexts, with different outcomes. Initiated by the Secretariat of the African, Caribbean and Pacific Countries, financed by the European Commission and implemented by UN-Habitat, the PSUP is now active in 35 countries. More than 190 cities have committed to participatory slum upgrading since 2008 through the PSUP.

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**PARTICIPATORY  
SLUM UPGRADING  
PROGRAMME BY 2030**

Halving the number of slum dwellers in PSUP partner countries thus contributing to the transformation of the lives of one billion slum dwellers worldwide by 2030

<b>GOAL</b>	<p><b>Improve the quality of life of the urban poor, particularly of women and youth and contribute to the implementation of the SDGs</b> Reduce by 50% the number of slum dwellers in Africa, Arab States, Asia, Latin America, the Caribbean and the Pacific in 2000 cities and urban areas</p>			
<b>GOAL TOC STATEMENT</b>	<p>Contributing to inclusive, safe, resilient and sustainable cities and urban areas through improving the life quality of the urban poor in slums and preventing the formation of new slums. This requires multi-dimensional and collective responses within a context of improved policy frameworks, enhanced urban governance and management for addressing citywide implications of the current socio-spatial exclusion and environmental injustice towards slum residents. Assisting in progressively delivering human rights through participatory slum upgrading and to contribute to equity, gender equality and to the right to adequate housing for all. Providing a comprehensive approach which is flexible and adaptable to different country contexts to suit the variety of entry-points and demands for participatory slum upgrading.</p>			
<b>OUTCOMES</b>	<p><b>Outcome 1:</b> Evidence-based pro-poor and inclusive urban and housing policies and related regulatory frameworks addressing incremental participatory slum upgrading and prevention</p>	<p><b>Outcome 2:</b> Improved urban governance and management for inclusive participatory slum upgrading and prevention</p>	<p><b>Outcome 3:</b> Participatory urban planning and design for incremental slum upgrading and prevention</p>	<p><b>Outcome 4:</b> Strategic partnerships and financing for incremental participatory slum upgrading</p>

PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

## PSUP Theory of Change

OUTCOME THEORY OF CHANGE STATEMENT	<p>Recognizing people living in slums and human rights principles such as the Right to adequate housing, the right to water and sanitation and participation, right to gender equality and no unlawful forced evictions</p> <p>“Putting housing at the centre” and providing affordable and adequate housing</p> <p>Effectively tackling the formation of new slums and incremental upgrading of the slum stock, particularly targeting women and youth</p>	<p>Inclusive governance frameworks and coordination mechanisms for delivering urban benefits and advantages to all citizens with transparency and accountability for all</p> <p>Establishing effective multi-stakeholder coordination mechanisms for up-scaling of participatory slum upgrading</p> <p>Empowerment of local authorities</p> <p>Giving a voice to slum dwellers and contribute to inclusive policy formulation, implementation and monitoring;</p>	<p>Guiding urban growth, renewal and participatory incremental upgrading as well as prevention</p> <p>Integrating slum neighbourhoods into overall city development plans and contribute to their incremental transformation through adapted planning principles for sustainable neighbourhoods</p> <p>Informing the process of providing access to adequate and affordable housing, infrastructure, and basic urban services, tenure security, public space for all, in particular for women and youth through participatory plans</p>	<p>Establishing strategic partnerships and committing partners to contribute to participatory slum upgrading</p> <p>Increase the financing for participatory slum upgrading and prevention</p> <p>Strengthening livelihood initiatives of slum dwellers and making them more sustainable and thus making communities more resilient through saving groups and community managed funds</p> <p>Ensuring access to adequate and affordable housing, infrastructure, and basic urban services, tenure security, public space for all, in particular for women and youth for an improved life quality for all</p>
OUTPUTS	<p><b>Output 1.1:</b> Global, regional, national and local advocacy for new approaches to slum upgrading and prevention</p>	<p><b>Output 2.1</b> Establishment of country teams and governance systems for slum upgrading and prevention</p>	<p><b>Output 3.1</b> Capacity development for Mayors, municipal urban planners, NGOs and CBOs as well as elected slum dweller representatives from the slum neighbourhoods</p>	<p><b>Output 4.1</b> Cooperate agreements defining partnerships and contributions towards improving the life quality of slum dwellers in 2000 cities and urban areas</p>
OUTPUTS	<p><b>Output 1.2:</b> Localized data collection for upgrading, monitoring and prevention contributing to the data revolution</p>	<p><b>Output 2.2</b> Expert group meetings and country exchange for South-South learning</p>	<p><b>Output 3.2</b> Development of city-wide slum upgrading and prevention strategies</p>	<p><b>Output 4.2</b> Capacity and skill development of slum dwellers for sustainable livelihood initiatives and financing strategies</p>
OUTPUTS	<p><b>Output 1.3:</b> Capacity development for national and local policy and decision makers</p>	<p><b>Output 2.3</b> Organize communities and build capacities for full participation and skill development in ICT and entrepreneur skills</p>	<p><b>Output 3.3</b> Provide slum improvement plans transforming slums to sustainable neighbourhoods</p>	<p><b>Output 4.3</b> Implement infrastructure and housing projects for incremental upgrading and slum prevention</p>
OUTPUTS	<p><b>Output 1.4:</b> Review and formulation of inclusive urban and housing policies and regulatory frameworks for slum upgrading and prevention</p>	<p><b>Output 2.4</b> Establish e-platforms for knowledge sharing, resource mobilization, monitoring for evidence-based policy implementation with high transparency and accountability in line with the good urban governance principles</p>	<p><b>Output 3.4</b> Participatory Planning for integrating unplanned slum settlements into the overall planning framework of the city</p>	<p><b>Output 4.4</b> Implement slum upgrading and prevention projects through Community Managed Funds for community spaces, improved livelihoods and access roads</p>
KEY ASSUMPTIONS	<p>Peace and stability in the partner countries</p>	<p>Peace and stability in the partner countries</p>	<p>Peace and stability in the partner countries</p>	<p>Peace and stability in the partner countries</p>
RISKS AND BARRIERS	<p>Political stability</p> <p>Partnership with EC/ACP</p> <p>Partnership with other UN agencies</p>	<p>Political stability</p> <p>Partnership with EC/ACP</p> <p>Partnership with other UN agencies</p>	<p>Political stability</p> <p>Partnership with EC/ACP</p> <p>Partnership with other UN agencies</p>	<p>Political stability</p> <p>Partnership with EC/ACP</p> <p>Partnership with other UN agencies</p>



PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

## Business Case

The PSUP's return on investments can be projected using a multiplier effect for an expanded programme targeting 2000 cities, with the SDG 11.1 as a rallying target for partnership building.

So far, an initial direct cash investment of 4 million US dollars has leveraged 10-times the investment, and has significantly improved the living conditions in selected neighbourhoods (and this is excluding contributions by slum dwellers and others).

An investment of 200 million Euros in PSUP could address the needs of an estimated 35 million slum dwellers in ACP Countries over five years, more than double that achieved in the improvement of living conditions against the MDG 7d for Africa in 15 years. Moreover, UN-Habitat expects to expand its resource bases more broadly even when not directly managing investments in informal settlements. Just in Ghana and Kenya, the World Bank will invest around 100 million US dollars over 15 years, and the PSUP is a prime tool for SDG achievement.



Men building their roof in Medellín, Colombia. © UN-Habitat

Outcome based on the experience of the PSUP in the last 5 years	Direct Investment in USD	Investment rationale	Return of Investment	Target achievement
Improved urban governance structures, urban and housing policies supported by pro-poor and inclusive legislation as well as local capacity development of authorities and slum dwellers for participatory slum upgrading	20 million	About 280,000 USD per country	National and local authorities have established annual budget allocations for participatory slum upgrading and prevention and prioritize investments in slum dwellers and slum neighborhoods nationwide;	Improve the quality of life of the urban poor, particularly of women and youth and contribute to the implementation of the SDGs in 2000 cities and urban areas.  Reduce the number of slum dwellers by 110 million slum dwellers in 70 African, Arab, Asian, Latin American, Caribbean and Pacific countries.
Strategic, broad and inclusive partnerships and expert group meetings endorsing participatory slum upgrading approaches through a citywide slum upgrading strategy and participatory planning	600 million	300,000 USD investment per city for strategic and participatory planning in slum upgrading strategies and urban plans for upgrading	Citywide slum upgrading strategies are linked to partnership frameworks where diverse partners contribute to implementing the agreed targets; making the approach sustainable and leading to up-scaling with diverse financing mechanisms including the banking sector;	
Community organization, mapping and skills training as well as livelihood and income support through Community Managed Funds	1.4 billion	Experience of UN-Habitat's People's Process: 50 USD investment per household with three people minimum sharing one room	In-kind contributions, construction and maintenance of social and physical infrastructure as well as additional investments from CBOs and NGOs ensure sustainability of the investment;	
Access to land and secure tenure solutions for communities	55 million	Average cost of 50,000 USD tenure assessment for 25,000 households	This investment triggers land contributions from government as well as private sector initiatives provide land for slum dwellers based on the proposed and budgeted UN-Habitat technical approach to assess diverse tenure solutions;	
Incremental housing improvement and improved housing stock providing one unit with two rooms of 20sqm	83 billion in private investment	Average investment of 3000 USD per household;	Initial investment in the improvement of the housing stock combined with the secure tenure status trigger investment from community members as well as private sector and thus lead to providing adequate affordable housing	

PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

Outcome based on the experience of the PSUP in the last 5 years	Direct Investment in USD	Investment rationale	Return of Investment	Target achievement
Affordable and adequate access to water, sanitation electricity, drainage, infrastructure roads, streets and public space as response to overcrowding;	210 million	Investment of 6 USD per households	<p>Community-driven implementation provides cost-efficient practices for providing basic infrastructure and public space and contributions from the private sector</p> <p>The explicit result is reduced flooding, casualty as a result of the public investment building citywide resilience, safety and durability of structures. Return of Investment, for every \$1 invested in water and sanitation, it is estimated that \$9 is returned to national economies in increased productivity and a reduced burden of healthcare<sup>1</sup> as well as replication of investment as local economic development initiative;</p>	
<p>Total cost per country/urban areas based on household size of an average of 4 people is therefore taking the example of a sample country reflecting the global trends of slum prevalence of 5 million slum dwellers: 1,250,000 households with all five slum deprivations;</p> <p>Thus this is the maximum cost per household for this particular example is 2058 USD and for all 1,250,000 households USD</p>	3.8 billion (for the sample country)	3058 USD (physical investment cost per household excluding land cost, policy and strategy development)		

PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS

## Partnership Framework

Good partnerships are the critical element to support the multiplier effect of participatory slum upgrading. The Participatory Slum Upgrading Programme (PSUP) consists of several levels of partnerships. Globally the partnership is anchored by a tripartite partnership with the European Commission and the ACP Secretariat as well as the 79 Member States of the ACP Countries. The visibility and knowledge platform has built trust and encouraged countries beyond ACP borders to join the programme. UN-Habitat is building a regional knowledge and capacity hub in the Arab States which will facilitate expansion to countries like Egypt, Iraq, Jordan and Lebanon, and there are current expressions of interest for informal settlement upgrading in Indonesia, India, Myanmar, Pakistan and Thailand.



PSUP community resource centre in Mtwapa Kenya. © UN-Habitat

Good partnership has a direct multiplier effect in slums. The engagement strategy of the PSUP builds partnerships between institutions, civil society and the private sector at a global, regional and country level. A multi-sector approach incorporates UN-Habitat's internal expertise in areas such as urban and housing policies, legal frameworks, urban governance, land management, housing, human rights, climate change, gender and youth, participatory planning, basic urban services, green energy, mobility, disaster risk reduction, urban safety, and local economic development and finance.

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change, gender and youth, participatory planning, basic urban services, green energy, mobility, disaster risk reduction, urban safety, and local economic development and finance.

In order to build on the partnerships and programme platforms the following key outcomes are targeted:

1. Strengthen the partnership with the ACP Secretariat and the European Commission and launch a global urban campaign "Transforming a billion lives" that builds on the global partnership and knowledge management platform.
2. Strengthen and expand partnership with UN agencies; for now the PSUP has engaged other UN agencies at national levels through the UN Country Teams; the experiences of collaboration needs to be up-scaled and embraced in a global approach for a coordinated response to the slum challenge: providing decent work (ILO and UNIDO), basic services to children (UNICEF), to women (UNWOMEN), to education (UNESCO), to health (WHO), to maternity health (UNFPA), to broader rights, development and policies (UNDP), to food security (WFP), to inclusive data collection (UNDESA) for example.
3. Seek cooperative agreements with World Bank, Asian and African Development Banks as well as other bilateral and multi-lateral financing institutions.
4. Establish regional framework agreements eg. African Union and regional commissions.
5. Strengthen the pool of experts and specialized institutions, such as universities, NGOs, bilateral and multi-lateral technical support agencies for continuous learning and excellence.
6. Build on existing country level partnerships with local and national authorities and institutions and anchor them at global and regional levels, with national investment that supports an upscaled approach.
7. Strengthen slum community networks, and organize and connect them to local and national authorities through participatory data collection, evidence-based policy formulation, city development plans and saving groups.



## UN-Habitat Engages **Gha Mashie Community** in Participatory Slum Upgrading



Residents of the informal settlement of Ga Mashie, also called Old Accra, suffer from severe lack of access to clean water, sanitation facilities, housing and security of tenure. The settlement, comprising of James Town and Usher Town neighbourhoods, covers an area of 100 hectares and is home to over 100,000 people, with the youth representing 40 percent of the population. The UN-Habitat Participatory Slum Upgrading Programme is implementing initiatives to support the community to alleviate the impact of severe flooding and the resultant outbreaks of water borne disease, as well as to improve access to public spaces by paving pedestrian walkways and alleys in the in the two neighbourhoods. These interventions have already begun showing tangible results, with significant improvements to the living conditions of residents of Ga Mashie. "Before the paving, our area would always get flooded and muddy, making it difficult to move around. The flooding also causes people, especially young children with low immunity, to fall ill frequently," says Josephine Okine, who lives in Ga Mashie with her four children and members of her extended family. Up-grades implemented by the programme include paving of alleys, construction of drainage canals, and provision of lighting in public areas.

More than 500 households in the area were engaged in assessment of community needs prior to commencement of the programme. Youth and women have participated actively in the design of the interventions, as well as by providing labour for the civil works. "I am happy to have been involved in identifying our problems and coming up with solutions. It makes a huge difference. We are grateful to those supporting us such as Accra Metropolitan Authority and UN-Habitat, because our area no longer floods," pointed out Eva Quayefio, a resident of Ga Mashie.

Ga Mashie Development Authority (GAMADA) has been at the forefront of mobilising residents to participate in the programme from the onset. "As a community, we must be at the centre of any development activity happening in our area. We organized ourselves to ensure that our collective voice is heard and that we are at the forefront," asserts Nii Teiko Tagoe, the Director of GAMADA. Through continuous community engagement, residents of Ga Mashie played an active role in assessing the problem, planning the interventions, and actual programme implementation.



PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS



Recognising the need to mobilize resources and build local capacity to address the dire living conditions of the poorest residents of Ga Mashie most poor comprehensively and holistically, the Government of Ghana requested to be part of the Participatory Slum Upgrading Programme, an initiative of the Africa Caribbean and Pacific Secretariat which is funded by the European Commission and implemented by UN-Habitat. With US\$ 650 000 being allocated to delivering quick and tangible outcomes, the Government of Ghana committed US\$790,000 as co-financing for the programme. These efforts are paying

off, and incremental upgrading is being realized. A community centre is under construction using locally sourced materials and labour. The centre will facilitate exchange of information on programme implementation, lessons learnt, and best practice drawn from the programme. It also provides the community with a central location for coordination of programme activities.

To cater for the growing needs of children and youth in the community who form the majority of the population, a community homework centre and basketball courts are also under construction. **“Our children and youth do not have facilities for studying at home and a field to play on. The community centre will provide a safe space for studying and playing, thanks to the Participatory Slum Upgrading Programme,”** noted Nii Tagoe.

With many such initiatives underway in Ghana, the partnership model demonstrated by the Ga Mashie community and its leadership is being recognized as key in the transformation of informal settlements. Programme outcomes also inform implementation of similar initiatives in over 35 countries currently participating in the Participatory Slum Upgrading Programme. Through MYPSP.org, an online regional technical exchange platform, community leaders such as Nii Tagoe have the opportunity to share their successes with others. By collaborating with other actors in Sustainable Urban Development, residents of Ga Mashie are playing a critical role in helping providers of basic urban service providers to understand their needs and how to better respond to them through a participatory approach.

## UN Habitat - our mandate

Since its 1978 UN General Assembly mandate, UN-Habitat has been the United Nations' leading programme on urban development and human settlements. Our primary objective is to promote socially and environmentally sustainable human settlements, working towards a sustainable urban future. For close to forty years, UN-Habitat has been involved in development, emergencies, post-conflict, and visionary human settlement work.

## How we envision UN Habitat moving forward in the Agenda 2030

As global population booms, and people continue to move to cities, the role of UN-Habitat has evolved. In the coming two decades, as much as 70 per cent of humanity will live in cities, with perhaps half living in slum conditions. The adoption of Sustainable Development Goal 11, with a focus on cities, supports UN-Habitat's strategic emphasis on urbanization as a tool for development, calculated to meet the challenge of this new phase in human history. International development consensus recognizes that urbanization must be positively transformative, and a catalyst for employment, social prosperity, and environmental sustainability. In burgeoning cities over the past two decades, unplanned and spontaneous urbanization, occurring at an unprecedented scale and speed, has resulted in massive slums, high unemployment, low productivity for large segments of the population, increased pollution, insecurity, inequality, and despair. The formulation of SDG11 and the adoption of a New Urban Agenda in October in Quito, is an extraordinary opportunity for the world to come to grips with urbanization.

## What are our major service lines and what solutions do they bring to urbanization?

There is no magic recipe to urban challenges, because every human settlement has its own characteristics. However UN-Habitat believes certain principles are common to all settlements and are key to managing urbanization, and must be applied in an integrated manner, rather than using the sectoral approach that has often dominated development. In light of our experience worldwide, we have developed a series of strategies and products that, when calibrated and applied to individual settings, can generate the benefits of urbanization. UN-Habitat believes that the New Urban Agenda must include:

- a. National Urban Policies
- b. Strengthening rules and regulations
- c. Investing in good planning and design
- d. Putting in place a municipal finance model that sustains the cost of a city and generates wealth.
- e. Planned City Extensions and Planned City in-Fills.

## UN Habitat main successes - what as an organization have we achieved recently

**City Prosperity Initiative (CPI):** More than 300 cities in Latin America, the Arab States and Africa are implementing the CPI for evidence gathering, diagnosis, and building the stock of information about cities in order to create action plans.

**Global Land Tool Network (GLTN):** In DRC, land rights were documented and certificates of residency for resettlement were issued to over 600 households in Luhonga community.

**Urban Basic Services:** In Nepal, 2,025 Village Development Committees and 78 Municipalities had their sanitation coverage increased to 70% in 2015, up from 46% in 2011.

**Participatory Slum Upgrading Programme:** To date, the programme has reached out to 38 ACP countries and 190 cities, and has provided the necessary enabling framework for improving 60 million lives and direct physical improvements to 2 million slum dwellers.

**Risk Reduction and Rehabilitation:** Over 4,000 houses delivered to the most vulnerable internally displaced people returning from government camps following the end of conflict in 2011 through participatory process. 60 km of internal access roads including culverts, 14 RWH facilities, 14 km of masonry storm water drains, 19 community centers and 19 pre-schools delivered, with 130,000 trees were planted.

**Urban planning and design:** Over 25 countries are developing, or implementing their National Urban Policies. Rwanda and Colombia have completed their national policies. UN-Habitat is helping numerous cities and national governments with visionary city planning.

**Urban Economy:** In Afghanistan, local government revenue has increased due to improved land and property taxation. Improved methods of land surveying, land registration, tax invoicing and collection and spending tax revenues for the provision of urban services have resulted in a 15% revenue increase in the cities of Herat, Mazar-e-Sharif, Jalalabad, and Kandahar.

**The Cities and Climate Change Initiative (CCCI):** The initiative has delivered capacity-building and climate change tools at the city level and influenced national policy formulation in Sri Lanka.

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**SUSTAINABLE URBAN  
DEVELOPMENT AND AGENDA 2030:  
UN-HABITAT'S PROGRAMME  
FRAMEWORK**

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**PARTICIPATORY SLUM UPGRADING PROGRAMME  
TRANSFORMING THE LIVES OF ONE BILLION SLUM DWELLERS**

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