**KEY SLUM UPGRADING AND PREVENTION MESSAGES**

***UN-HABITAT SLUM UPGRADING UNIT (incorporating PSUP)***

**(14-12-2015)**

The new Sustainable Development urban Goal 11 - “making cities and human settlements safe, inclusive resilient and sustainable” and sub-goal 11.1 ”ensuring access to all for adequate , safe and affordable housing, basic services and upgrading slums”, underscore the importance of up- to- date qualitative and quantitative data to highlight the ongoing challenge of slums and the multi-dimensional nature of their impact for those living there but also all urban dwellers. These facts galvanize efforts to improve the lives of slum dwellers and focus attention on which approaches will achieve long-term prevention.

The central focus of the SDG’s on the eradication of poverty through attention to slums and slum dwellers is also reflected in UN-Habitat’s proposed New Urban Agenda which emphasizes the transformative potential of urbanization if managed in an inclusive and sustainable manner.

The aim of this document is to bring together key messages around slum upgrading and prevention. The document highlights key statistics on slums, important global messages on challenges as well what actions are being taken to prevent slums and improve the lives of slum dwellers. The document also summarizes the key achievements of UN-Habitat’s Participatory Slum Upgrading Programme (PSUP) and highlights important ‘country-level impacts’ identified by those participating in the programme.

1. **GLOBAL STATISTICS ON SLUMS[[1]](#footnote-1)**
* The slum challenge remains a critical factor for the persistence of poverty in the world.
* SDG 11.1 …
* In the world today, one in eight people live in slums and the world is expected to have a minimum of 1 billion slum dwellers.
* In spite of great progress in improving slums and preventing their formation – represented by a decrease from 39% to 30% of urban population living in slums in developing countries between 2000 and 2014 – absolute numbers of slum dwellers continue to grow and the slum challenge remains a critical factor for the persistence of poverty in the world.
* More than 1 billion slum dwellers are estimated to be living in developing countries. However, we believe this figure to be conservative. It is based on the consideration of just four out of the five slum household’s deprivations considered in UN-Habitat’s definition, as security of tenure can’t be accurately calculated yet.
* In developing countries, a minimum of 881 million urban residents live in slum conditions. In 1990, this figure was 689 million, representing an increase of 28% in slum dwellers’ absolute numbers over the past 15 years, even though the proportion of the urban population in developing countries living in slums has declined from 39% to 30% during the same period.
* Since 1990, almost 200 million new slum dwellers have been added to the global population. We believe this to be a conservative estimation given that the statistics are often based on outdated census data and do not include measurements on security of tenure.
* Since 2000, the global slum population grew on average by six million a year. This means an increase of 16,500 persons daily.
* The capacity of slum dwellers to move out of slums remains limited. For example, of the approximately 10 million more people added to the urban population of Sub-Saharan Africa each year since 2000, one half – five million – ended up living in slums and only two million can expect to move out from there.
* Informal settlements are not a just a feature of the developing world’s urban context but are increasingly found in the developed world, too.
* Today, 1.6 billion people live in inadequate shelter around the world; 1 billion of those live in informal settlements and about one in four people live in conditions that harm their health, safety, prosperity and opportunities[[2]](#footnote-2).
* More than 100 million people worldwide are homeless[[3]](#footnote-3).
* By 2030, UN-HABITAT estimates an additional 3 billion people, about 40 percent of the world’s population, will need access to housing. This translates into a demand for 96,150 new affordable units every day and 4,000 every hour.
* Every day, 17,000 children die before reaching their fifth birthday. Increasingly, these preventable deaths are occurring in city slums where overcrowding and poor sanitation exist alongside skyscrapers and shopping malls[[4]](#footnote-4).
* Gender is an important consideration in relation to slums. Information provided by countries implementing the Participatory Slum Upgrading Programme shows that in Sub-Saharan Africa at least 20% of the slum households are headed by women.[[5]](#footnote-5) This concurs with other reports which suggest that the majority of the world’s poor are women and the incidence of poverty amongst women is growing over time, linked to the growing number of female headed households[[6]](#footnote-6).
* The schooling of poor girls continues to be a challenge and more often than not these girls live in slums. While, for instance, school sanitation in Bangladesh boosted girls’ attendance by 11%,[[7]](#footnote-7) many girls continue to miss educational and other opportunities as an estimated 20,000 girls under the age of 18 give birth every day in the developing world, perpetuating poverty and exclusion as their potential goes unfulfilled. Another sad outcome is that 70,000 adolescents die annually from complications from pregnancy and childbirth, with 3.2 million unsafe abortions occurring amongst adolescents each year. [[8]](#footnote-8)
* Understanding of the link between slums and informal settlements and the informal economy is growing with a strong link being made to the depth and breadth of activity and underpaid labor force coming from slums and informal settlements. Work undertaken by WIEGO (Women in Informal Employment Globalizing and Organizing) shows that the number of persons employed within the informal sector in many developing countries, exceeds those in informal employment outside the informal sector, suggesting that the bulk of informal employment is concentrated in employment in the informal sector[[9]](#footnote-9).
* In sub-Saharan Africa for example, informal employment in all the reporting countries accounts for a sig­nificant share of total non-agricultural employment, ranging from 33 per cent in South Africa to 82 per cent in Mali. The pattern for informal sector employment is generally similar: ranging from 9 per cent in Mauritius and 18 per cent in South Africa to 71 per cent in Mali. In all the sub-Saharan African countries for which data were available, the number of persons employed in the informal sector greatly exceeds those in informal employment outside the informal sector. In all of these countries, the percentage of women in informal employment is higher than that of men. However in contrast to the other regions, the percentage of women employed in the informal sector is gen­erally higher than that of men in the majority of the reporting countries of the region, except in Lesotho, Mauritius, South Africa and the United Republic of Tanzania, where it is slightly lower[[10]](#footnote-10).
1. **SLUM UPGRADING AND PREVENTION IN THE SDGs and UN-Habitat’s New Urban Agenda**
* Slum upgrading and prevention lies at the heart of the SDGs philosophy and directly contributes to the five areas of critical importance for humanity and the planet by 2030: People, Prosperity, Planet, Peace and Partnership. A people’s centered and participatory upgrading and prevention of slums supports the establishment of broad partnerships and helps to create a more sustainable urban environment. Slums are often areas that experience environmental degradation and are located in hazardous locations. Participatory design of slum upgrading contributes to a more sustainable planet that enables sustainable urban transformation. Participatory slum upgrading assists to build consensus between all urban stakeholders including communities and empower the vulnerable and marginalized and thus contributes to peaceful communities. These improve the lives of slum dwellers, realizing their potential and enhancing their prosperity and thus the prosperity of the whole city. Through the engagement of all stakeholders slums are more likely to be integrated to the broader urban environment, an approach aligned with the spirit, goals, targets and indicators of the 2030 Agenda for Sustainable Development.
* Further, slum upgrading and prevention provide the unique opportunity to act as a bridge between the “unfinished business” of the MDG 7.D “improve the living conditions of 100 million slum dwellers” and the new target SDG 11.1 “By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”. The suggested indicator for this target is “Proportion of urban population living in slums or informal settlements and in adequate housing” and it will be measured by the “slum household definition” (the five slum dwellers’ deprivations). This definition was also used by the MDGs to count the number of people living in slums, a definition that also provides the action framework for PSUP.
* Participatory slum upgrading represents a principles-based partnership for the achievement of the 2030 Agenda for Sustainable Development while demonstrating through actions on the ground that indeed it is possible to transform the lives of the people living in slums, thus motivating countries to further dedicate efforts and resources to upgrade slums and prevent their formation, aiming at solving this dire problem over the period covered by the 2030 Agenda.

*LINKAGES TO GOAL 11: THE URBAN SDG*

* Participatory, integrated and sustainable human settlement planning and management (11.3).
* Strengthen efforts to protect and safeguard the world’s cultural and natural heritage (11.4).
* 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global GDP caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations (11.5).
* By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management (11.6).
* By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities (11.7).
* Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning (11a).
* By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels (11.b).
* Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials (11.c).

*OTHER GOALS AND IN EACH SUB-TARGETS ON ECONOMIC DEVELOPMENT, WATER AND SANITATION, GOVERNANCE AND CROSS-CUTTING ISSUES ARE ADDRESSED BY PARTICIPATORY SLUM UPGRADING*

* Transforming lives and partnerships: End poverty in all its forms everywhere (SDG1), Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (SDG 16), Strengthen the means of implementation and revitalize the global partnership for sustainable development (SDG17)
* Provision of infrastructure and services: Ensure availability of sustainable management of water and sanitation for all (SDG6), Ensure access to affordable, reliable, sustainable and modern energy for all (SDG7),
* Empowerment and equity: Achieve gender equality and empower all women and girls (SDG5), Reduce inequality within and among countries (SDG 10)

*LINKS TO UN-HABITAT’S PROPOSED NEW URBAN AGENDA (NUA)*

* UN-Habitat’s proposed New Urban Agenda is designed to ensure a successful implementation of the SDGs and particularly the “Urban SDG”. It provides principles and drivers for urban transformation.
* UN-Habitat’s Participatory Slum Upgrading principles are closely aligned to the principles and drivers of the NUA with many overlaps and mutual reinforcements.
* UN-Habitat’s New Urban Agenda (NUA) is a big picture urban development paradigm that advocates for:

 1) the engagement all key urban stakeholders,

2) an integrated approach to urban development across the policy/legislative, planning and financing thematic areas in particular and

3) a city-wide and national urban policy change approach to urban development that reflects a coherent conversation across the scales of the city - incorporating local community assets, aspirations and needs with the city-wide infrastructure and vision.

* There are many points of natural ‘convergence’ between the spirit (principles) and proposed approaches of the New Urban Agenda and participatory slum upgrading: human rights principles, holistic approach to urbanization engaging all key stakeholders including slum dwellers themselves and adopting a multi-faceted approach to the slum challenge through the 3 legged approach mainstreaming policy/legislation, planning and financial components.
* In setting this agenda, the NUA is attempting to fundamentally challenge the vested interest in urban development that benefits a few - to make cities and towns the positive phenomena for all and thus ensuring that the most poor and vulnerable are part of the inclusive vision and practical programmatic efforts.
* The NUA also suggests that sustainable urbanization can deliver a range of benefits, especially under a decentralization banner where local governments are empowered and financed.
* The benefits include adequate housing, women and youth empowerment, tourism and local economic development opportunities, reduced levels of insecurity and violence and more effective responses to disaster and climate change risks.
* The inclusive, sustainable yet practical approach of slum upgrading helps governments and local communities chart a sustainable path to make the most of the positive elements of urbanization.
* Further the “Housing at the Centre” approach of the NUA is closely aligned to participatory slum upgrading as well. Slum upgrading highlights the scale and the degree of the affordable housing challenge. Further, the participatory slum upgrading approach preserves important local and economic capital (including livelihoods) via local planning, design and community managed funds. The approach also prioritizes the integration and inclusion of slum dwellers into the broader urban fabric via city-wide plans and institutional realignment.
1. **GLOBAL NORMATIVE STATEMENTS**

*WHY IMPROVING THE LIVES OF SLUM DWELLERS MATTERS*

* Economic growth cannot occur without urbanization but urbanization alone is not sufficient to generate economic growth. Urbanization that occurs in unsustainable patterns can actually constrain economic growth. So careful attention must be paid to the vision and manner in which urbanization occurs. Integrated, inclusive and planned interventions that are pro-poor – such as participatory city-wide slum upgrading - are more likely to generate the type or urbanization that results in broad based prosperity.
* Improving the lives of the people living in slums has been consistently recognized as one of the essential measures to end poverty in the world, as reflected by its continuous inclusion as a target in successive global development agendas (MDG’s and SDG’s).
* Upgrading slums brings fundamental socio-cultural changes towards a rights-based society in which prosperity is available to everybody, making our cities more inclusive, safe, resilient, prosperous and sustainable.
* It is timely and necessary to further upgrade slums and regularize informal settlements for the full recognition of the urban poor as rightful citizens, for realizing their potential and enhancing their prosperity and thus for the prosperity of the whole city.
* It is indispensable to take concrete action which enables the full recognition of slum dwellers as rightful citizens in cities with genuine rights, aspirations, needs and capacity.
* Slums must be considered in any discussion about urban prosperity. Improving their lives has a domino effect – if their potential is realized, the prosperity of the whole city is more likely and sustainable.
* Research shows that those towns and cities with high numbers of slum dwellers and proportions of slum environments, are not only undermining the prosperity prospects of those living in slums - but also the prosperity prospects of all urban dwellers.
* Cities and towns cannot harness the positive aspects of urbanization with large numbers of people living in slums.
* Slums must be viewed as part of a broader city-wide urban development challenge. Slums cannot be addressed in isolation or in the framework of forced evictions but integrated into the broader urban environment.
* Poverty reduction might not be enough to improve the lives of slum dwellers. Research comparing three African city slums suggests that neither human capital nor income appears to fully explain the observed variation in infrastructure access. This finding, if borne out by additional work, presents a substantial puzzle—and challenges the idea that reduction in income poverty is sufficient to improve the lives of slum residents[[11]](#footnote-11).
* The dynamics of slums must be understood both in terms of broader structural issues that are impacting on the lives of slum dwellers and in terms of local contexts and particularities that affect slum dwellers in certain places. Research in Africa, for example suggests that there are significant variations in slum contexts and reasons that the challenges facing slum residents vary considerably from neighborhood to neighborhood, and still more from city to city. This heterogeneity raises an important set of social science questions: How do variations in poverty and human capital relate to variations in urban infrastructure? What institutions mediate this relationship? What lessons do better served places offer to places still struggling to meet basic needs? The remarkable variation in the data also suggests an important lesson for policymakers: Interventions must be adapted to local conditions[[12]](#footnote-12).
* As long as the current state of affairs in slums persists, slum dwellers are not the only ones who are affected, but their living conditions affect all urban dwellers in the long term.
* Reducing inequalities in the urban context by integrating the people living in slums into the broader urban fabric makes more prosperous and sustainable cities.
* Urbanization is the driver for economic development but slum dwellers are left behind if their issues and concerns are not integrated into urban legislation, planning and financing and investment frameworks.
* The way in which information and knowledge is gathered on the lives of those living in slums is critical. Research by the World Bank in three African cities suggests that multi-sectoral approaches reveal insights that sector-specific studies would almost certainly miss. Efforts to understand urban poverty must recognize multiple dimensions. We show how visual presentations of carefully chosen indicators—grouped into what we term the development diamond, the living conditions diamond, and the infrastructure polygon—can provide a simple yet powerful tool for comparative analysis[[13]](#footnote-13).

*WHY SLUM UPGRADING IS IMPORTANT FOR THE CITY / MUNICIPALITY*

* A participatory and city-wide approach to slum upgrading is critical. Experience tells us that integration and inclusion result in more gains than the displacement, forced and isolation of slum dwellers.
* A participatory city-wide approach to slum upgrading approaches people living in slums as citizens with assets – in contrast to the forced eviction approach which views them only as problems.
* Compared to relocation and the development of new land, slum upgrading is cheaper and thus an affordable and practical option for Government (Habitat 2003: 130)
* Slum upgrading triggers many associated positive outcomes: it can provide additional work and jobs for local construction companies, therefore encouraging local and small-scale industry.
* Slums contain many positive features desired in 21 Century cities: they are often dense, have a mix of people from different backgrounds and have the ingredients for innovative local economic development. The positive aspects of slums should be harnessed.
* The economic innovation and livelihood activities in slums are significant. Slum dwellers create and partake in the local economy and contribute to local economies through their efforts and spending
* Slums deliver the low-cost labor supply for many services and goods and their living situation supports social and economic innovation.
* Many cities depend on the informal sector as provider of services, such as public transportation, garbage collection, housing – and the informal workers often live in (inner-city) slums.
* Slums have proven to be a catalyst for cultural development. Music, dances, sports, arts and even language developments are all reflected in the harsh environment of slums and should be understood and preserved in any upgrading process.
* The displacement of the slum dwellers has e negative consequences for establishing a coherent urban system. Displacement undermines all key social and economic networks that are often critical for livelihood generation which also reduces their capacity to travel to work.
* City-wide participatory slum upgrading can be considered as a resilience measure as it:
* Builds social resilience against segregation and exclusion,
* Builds economic resilience against unemployment, under employment and high levels of insecurity and violence,
* Builds environmental resilience against natural catastrophes.

*HOW TO IMPROVE THE LIVES OF SLUM DWELLERS (EFFECTIVE APPROACHES)*

* The solution to improving the lives of slum dwellers is not eviction but inclusion.
* Sustainable, inclusive and well planned urbanization enables all citizens to benefit from economic growth and prosper.
* Sustainable solutions offer the most immediate protection and relief to the people living while also dealing with the bases of slum formation.
* Slums’ living conditions can be improved as demonstrated by the attainment of the Millennium Development Goal 7 Target 7D. This achievement should motivate countries to further dedicate efforts and resources to improve the living conditions of slum dwellers and to prevent the formation of new slums.
* Harnessing the potential of people living in slums by improving infrastructure and connectivity and supporting livelihood development is the way forward.
* Inclusive, in-situ, city-wide slum upgrading is the approach we are promoting which will improve the living conditions for many urban dwellers living in slums and help prevent their proliferation.
* National and local authorities should see slums as priority urban task and dedicate efforts not only in pursuit of enforcing the poor citizens' rights but also to facilitate their economic and social progress and, as a result, to boost the overall prosperity of cities and towns.
* Successful approaches around the world show that sustainable solutions resolve the challenge of slums. This involves the concerted efforts of all stakeholders, including different levels of government, the private sector and slum dwellers themselves.
* A multi-stakeholder effort creates a synergistic environment that encourages the good-will of the authorities, the engagement of the concerned communities and the better understanding of the urban poverty problem by the general public.
* ‘The integration of slum upgrading programs with countrywide planned urban development is the sustainable way to make a difference in slum areas of cities’ Dr Joan Clos, Under-Secretary General, United Nations, Executive Director, UN-Habitat.
* ‘It is the transformation of our urban landscapes that will enable us to end poverty, to provide basic services, housing, sustainable transportation, and to create an environment in which not only can human rights be actually delivered but also prosperity be available to everybody across the world.’ Dr Aromar Revi, Director, Indian Institute for Human Settlements (IIHS).
* ` Development of participatory, robust, standardized and computerized data collection processes, and (11) Creating peer learning platforms.
* There is need to devise broad, multinational, concerted and coordinated ways to track the action taken on slums. Country, city and community level information should be collected, integrated and comprehensively analyzed to identify gaps and actions for ‘at-scale’, ‘city-wide’ sustainable urban development.
* The world’s future development framework and the current trend in technological developments offer a chance for the global network of urban managers, practitioners and communities to collectively set up broad urban data systems, exploring feasible mechanisms at national, local and community levels to perform this task.
* The proposed data revolution gives us the opportunity to be able to participate, change and organize information around slums and orient the goals to what is really relevant to improving the lives of those living there. It will make space for communities to innovate together with governments, creating a city-wide, national network that can contribute to change the social and spatial patterns of the urban context and strengthen citizenship.
* Gender perspectives are not entirely clear with respect to sanitation in slums but there is consensus that latrines near the homestead ensure privacy, dignity and security for women and girls as they are no longer forced to travel in the dark at night to relieve themselves.[[14]](#footnote-14)
1. **GLOBAL ACHIEVEMENTS OF THE PSUP**
* In improving the living conditions of slum dwellers, PSUP operationalizes the slum household definition as its action framework and main indicator of achievement, therefore the programme is specifically situated within the scope of the Millennium Development Goal 7, Targets 7.C and 7.D – targets that the programme has contributed to attain – and, due to the same reason, from now on the efforts of the countries implementing PSUP will directly contribute to achieve the Sustainable Development Goal 11 Target 11.1 – target that has the upgrading of slums as part of its mandate as recently sanctioned by ‘Transforming Our World: the 2030 Agenda for Sustainable Development.’
* PSUP is implemented in countries that express and demonstrate commitment to sustainable urbanization and urban poverty reduction since the sustained engagement and institutionalization of local resources, both human and financial, is the only way to effectively bring change to the lives of the world’s urban poor..
* PSUP has levered almost three times its original funds through indirect and direct country contributions equivalent to 27 million Euros coming from 15 countries.
* 51 countries signatories of International Declarations proving high commitment to bring policy change to implement the right to adequate housing for all and improve the living conditions in slums (2009, Nairobi; 2012, Rabat; 2013, Kigali Declaration).
* Creation of National Urban Forums and coordination bodies in 30 countries.
* 8 National Urban Development and Slum Upgrading and Prevention Policies developed and approved (Burkina Faso, Cameroon, Cape Verde, Fiji, Kenya, Ghana, Papua New Guinea and Uganda).
* 160 cities understanding their urban challenges with particular focus on slums and slum dwellers through a city-wide, integrated approach.
* 32 City-Wide Slum Upgrading Strategies integrating slums into the larger urban context through planning and development strategies.
* More than 800,000 slum dwellers being provided with secure tenure in 9 countries (Burkina Faso, Cameroon, DR. Congo, Ghana, Kenya, Malawi, Mozambique, Niger and Senegal);
* 67,600 slum households targeted for improved housing conditions through physical works concerning water and sanitation, improved durability of constructions as well as public space and access roads.
* 10% of programme funds committed to community-managed projects.
* More than 1200 local and national government, NGO and CBO representatives as well as community members trained and engaged in the inclusive city-wide approach of the programme.
* South-South learning platforms established including IT-based learning and participation platforms, like MyPSUP.org.
* Gender focal points appointed in 35 countries to ensure that all actions are gender responsive.
* 11 countries ready to up-scale the programme with the required financing already in place.
1. **GLOBAL and COUNTRY LEVEL QUOTES ABOUT PSUP**
* *“The PSUP Programme, as it is being implemented in Les Cayes, is a good example of how local institutional capacity can be built with the right kind of technical assistance.” (A member of the Executive Committee of the CIAT Haiti)*
* *“PSUP has been quite an eye-opener. Before the PSUP I was not even aware that we had slums in our country” (Town Clerk, Mafeteng Urban Council, Lesotho)*
* *“There is a more positive attitude among politicians towards slums…and they now think about the impact of slum clearance.” (Rwanda Country Team member)*
* *“PSUP has helped us bring many urban activities and strategies together. It has organized us provided a framework” (Botswana Ministry of Housing and Land)*
* *“PSUP influenced the urban development policy in Kenya and raised awareness on slums. And there is a real consultative process with communities and ownership. This methodology allows the programme to be packaged, even budgeted as one project.” (Representative of the PSUP Country Team in Kenya)*
* *“The Ministry is largely responsible for the PSUP Initiative. We push for action. It is the Ministry that takes the PSUP to the field. For us, it is also a way of learning.” (Burkina Faso Ministry of Urban Development Team)*
* *“We appreciate the global effort on slums but we want to see actions on the ground and we are looking for things that will impact and change the settlements. For now, it is too much paper work” (representative of the Government in Papua New Guinea)*
* *“Prior to UN-Habitat, the national Government did not address the slum issue. But with UN-Habitat’s support there is a new outlook on slums.” (Delegate, South Haiti)*
* *“For the first time, we saw the people in the slums and not just the environment’. (Head, Urban Planning, Ministry of Housing and Urban Development, Cameroon)*
* *'Slum and informal settlement dwellers have face, a meaning in their own right in the urban environment. Slums are not just a physical place but full of people who actually want to improve their living conditions” (Head, Civil Engineering, Ministry of Housing and Urban Development, Cameroon)*
* *PSUP given us a way to engage people. Before we would do things (urban activities) and then wonder why no one would really take them up but it was because local communities and key stakeholders weren’t engaged from the beginning. Now we know how to do it, to engage” (Town Clerk, Botswana)*
* *‘There are many different positive activities being undertaken in slums and we started to see more of them through PSUP’ (Director, Urban Operations, Ministry of Housing and Urban Development, Cameroon)*
* *‘PSUP had shown how to build togetherness, how to consider and include the population and give everyday people a genuine sense that they are part of the urban development process’ (Land Parastatal, Cameroon)*
* *‘’Planning had been very theoretical and orientated towards the physical. PSUP helped give planning a human face and a very practical ‘how to’ dimension of how to handle slum upgrading” (Head, Urban Planning, Ministry of Housing and Urban Development, Cameroon)*
* *“PSUP convinced us to put slum upgrading at scale and then develop a strategy for it” (Head, Urban Planning, Ministry of Housing and Urban Development, Cameroon)*
* *‘The government definition of engagement in planning used to be simply to either inform and pass on information on about already made decisions or simply come and move people with no warning’ (NGO, Cameroon).*
* *‘PSUP provided a platform that has enabled the community to participate as before this there was no mechanism for them to come together to engage in development issues, to exchange ideas and learning. So where they had fear previously, PSUP has given them confidence and collective solutions developed’ (Local Government, Yaounde 6, Cameroon)*
* *’Slum dwellers know what they need and want and have many solutions to bring to the table to the government’s challenges so their inclusion is now considered very important’ (Head, Civil Engineering, Ministry of Housing and Urban Development, Cameroon).*
* *“PSUP has given Cameroon an opportunity to see things differently in regard to slum upgrading” (Head, Urban Planning, Ministry of Housing and Urban Development)*
* *‘PSUP provides a small laboratory to test Cameroon’s capacity’ (Head, Civil Engineering, Ministry of Housing and Urban Development, Cameroon).*

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