module 1
FUNDAMENTALS OF URBANIZATION
Exercise 1. Fundamentals of Urbanization

1. Instructions
   • Break into groups by city or small groups. Select one note taker and one reporter.

2. City Health Check
   • Review sheet 1 'City Health Check' do you recognize these problems in your city? Indicate on scale of 1-5 (individually)
   • Get in your groups and discuss the results: which ones are the most relevant urban challenges in your city? Give an example.

4. Report Findings
   • Reporter will report back group findings to the whole group (3-5 min per group, depending on time).

**Configuration:**

- Group exercise
- Time:
  - 05 min: review statements (individual)
  - 10 min: discussion to formulate analysis (in groups by city)
  - 15 min: time to present (one presenter per group)
  - 30 min: total
EXERCISE 1.1. SHEET 1. CITY HEALTH CHECK

How valid is this statement for your city? Tick box on scale 1-5

1. Legal Status Planning Regimes
   - The city is growing in places not covered in current plans
   - The planning process is too complex and hard to manage
   - Enforcement of the city plan is difficult and not followed

2. Public Space & Buildable Area
   - Density, walkability and connectivity in urban spaces is decreasing
   - There is insufficient public space in urban areas
   - It is problematic to acquire land for public space

3. Plot & Block Regulations
   - The street layout is not good for biking and walking
   - Policy does not always translated into rules on the ground
   - Available plot sizes in planned area’s do not always correspond to what is needed
   - Plot subdivision and consolidation regulations are too stringent and enforcement mechanisms quite weak.

4. Development control & regulation
   - Development is not always happening in the right place when looking at densification and livability objectives
   - Developers pay fees but they are not always proportionate to the infrastructure and service burdens created

5. Building codes
   - Residents, business and builders opt for informal solutions often on the edge of cities
   - Residential fabric is poorly integrated into the existing city, spatially segregating new neighbourhoods and isolating the poor
   - Building and housing codes can be unrealistic or inaccessible and encourage informality

6. Governance
   - Public spending is not always efficient and transparent
   - Participation is rarely successful in effecting change
   - Planning and administration mismatch among responsibilities, powers and funding

Provide a relevant example of the specific challenge:
module 2

WORLDWIDE AGREEMENTS ON THE PROGRESSION OF CITIES

Module 1: Fundamentals of Urbanization
Exercise 2. Sustainable Development Goals

1. Instructions
   - Break into groups by city or small groups. Select one note taker and one reporter.

2. SDG 11. Local Top 3
   - Review sheet 1 ‘SDG 11’ and read through the SDG 11 targets, pick the top 3 targets that are most urgent for your city (individually).

3. SDG 11. City Self Assessment
   - Rate for each target how well your city is equipped to reach this target on a scale of 1-5 (individually).

4. Sheet 2. URBAN RELEVANCE TO OTHER SDG’S
   - Review Sheet two and and rate 1-5 how important other city related SDG’s are to your city.

5. Discuss & Report Findings
   - With your group discuss the results and develop a summary of your discussion (from both Sheet 1 & 2).

**DISCUSSION QUESTIONS**

• Your city’s top 3 SDG targets (sheet1), are they included in your master plan?
• How much does your plan connect to other SDG’s beyond SDG 11?
• How can your master plan help to reach the goals of SDGs?
• Which SDG’s might be missing in your master plan?
EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

First- Select which SDG target is the most urgent in our city?
Select your top 3

Next, rate how well equipped your city is to meet this target?
Rate on scale 1-5

SAFE AND AFFORDABLE HOUSING
By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS
By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

INCLUSIVE AND SUSTAINABLE URBANIZATION
By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE
Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

REDUCE THE ADVERSE EFFECTS OF NATURAL DISASTERS
By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

**REDUCE THE ENVIRONMENTAL IMPACT OF CITIES**
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.

**PROVIDE ACCESS TO SAFE AND INCLUSIVE GREEN AND PUBLIC SPACES**
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.

**STRONG NATIONAL AND REGIONAL DEVELOPMENT PLANNING**
Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

**IMPLEMENT POLICIES FOR INCLUSION, RESOURCE EFFICIENCY AND DISASTER RISK REDUCTION**
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.

**SUPPORT LEAST DEVELOPED COUNTRIES IN SUSTAINABLE AND RESILIENT BUILDING**
Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.
EXERCISE 2.1 . SHEET 2 . URBAN RELEVANCE TO OTHER SDG’S

How relevant is this target for your city?  
Rate on scale 1-5

1. Local economic development strategies that create jobs & raise incomes (SDG1/SDG8)

2. Reduce air pollution, foster healthy lifestyles and prevent deaths from road traffic accidents (SDG3)

3. Identify and tackle violence and harmful practices against women through urban planning (SDG5)

4. Identify measures to increase access to clean water and sanitation in slum areas (SDG6)

5. Promote small-scale industry and start-ups in their local economic development strategies (SDG9)

6. Help reduce inequalities within cities (SDG10)

7. Support short supply chains, thereby reducing transport and carbon emissions (SDG12)

8. Help protect the lakes and oceans by preventing sewage, industrial effluent and other wastewater to flow directly into their surrounding seas (SDG14)

9. Ensure that biodiversity conservation is an integral part of urban planning and development strategy (SDG15)
module 3
THREE PRONGED APPROACH AND CPI
Exercise 3. Three Pronged Approach

for integrated urban management & planning

A legal plan that contains the rules of land subdivision and land occupation as well as the regulatory frameworks governing planned urbanization.

An urban/spatial plan that addresses density, land use, streets and public spaces through urban design.

A financial plan to mobilize resources for its realization.

Module 3.
Three Pronged Approach and CPI
**EXERCISE 3.1 . SHEET 1 . THREE PRONGED APPROACH**

*Draw your circles here:*

1. **Instructions**
   Break into groups by city or small groups. Select one note taker and one reporter.

For Example:

2. **Three Pronged Approach**
   Individually draw the circles that best represent the current way of working in your municipality (individually).

   - R = Regulation/Legal
   - F = Finance
   - P = Planning

3. **Discuss & Present**
   Discuss with the group why you drew your city the way you did. Now, together discuss what you think most cities look like and draw the consensus on a flipchart. Think about size and position. Present it to the group and explain why your group drew the graph as such.

**Discussion Questions:**
- Do you think your cities are representative of other cities or different? How and why?
- Were there common themes among your cities? If so, where?
- What are some of the real-life implications of the graph your group developed?
Exercise 3. CPI at city level

A CPI provides at a glance:

- Raw characteristics of urban growth (how much, and where)
- Quality of that growth
- Prosperity of the city (how your city is governed or how it creates and distributes socio-economic benefits or prosperity).
1. Instructions
   • Break into groups by city or small groups. Select one note taker and one reporter.

2. CPI quick assessment
   • Logon to: http://cpi.unhabitat.org/estimate-cpi-your-city and explore what you think your CPI might look like through the CPI estimator tool. Draw it on the graph above.
   • Discuss in your group what you think your city’s CPI might look like. Why do you think it would look that way?

3. CPI comparison
   • Access CPI webpage http://cpi.unhabitat.org/compare-cities and find our city score or a city that is comparable with yours. Compare the scores with your quick indicative assessment. What are your observations?

4. Report Findings
   • Get ready to present your findings to the whole group (3-5 min per group)

---

**Module 3. Three Pronged Approach and CPI**
module 4

PLANNED CITY EXTENSION
EXERCISE 4.1 . SHEET 1 . 3PA & CPE

1. Instructions
Break into groups by city or small groups. Select one note taker and one reporter.

2. Review table 1
Review in your group table 1 on sheet 2 ‘24 Components for a Legal Framework’. We will apply the 3PA thinking to this table. You will see that each piece of legislation is either linked to financial framework or planning and design.

3. Create Venn diagram
- Refer to diagram 1 on sheet 3. Draw a diagram like this on a flip chart.
- Use six different colour post-it notes. Give each note a number and name of one of the 21 legal components. In total you now have 21 post-it notes.
- Start putting the post-it notes in the corresponding circles on the flip chart, according to the situation in your country/city.
- This diagram looks something like the sample diagram on this page. It shows the interconnectedness of the 3PA between the financial, legal and the planning framework.

4. Present Venn diagram
- Compare the diagrams of other groups.
- Which numbers are in the same circles which ones are different?
- The facilitator will ask you to explain the rationale.

5. Level of Intervention
- Get back into your groups.
- Add two lines to your flipchart so it looks like diagram 2 on sheet 3.
- Now rearrange and divide the post-it notes by level of government.

6. Final Discussion
- Each group will briefly present how the diagram changed when reassigning the post-it notes to include levels of government,
- Facilitator will reflect on the results of each group and identify commonalities and differences.

**Sample Venn diagram showing compliance of legal components with financial and planning framework**

This diagram is for reference only, results may differ by city and country.

**Configuration**
- Group exercise
- **Time**: 15 min. review table 1 and create ven diagram (2,3)
- 10 min. group presentations and reflection (4)
- 5 min. create new ven diagram (5)
- 15 min. discussion and make final ven diagram (6)
- 45 min. total

**Materials**: Flipchart, markers, post it notes

**Module 4**
**Planned City Extension**
## EXERCISE 4.1 . SHEET 2 . 21 Components for a Legal Framework

| 1 | Support the establishment of a physical and fiscal estate, with an efficient, up-to-date and publicly available information system |
| 2 | Develop an urban planning hierarchy that is adequate to the local needs. Plans are designed and implemented. The planning instruments include a city street plan |
| 3 | Provide an efficient tenure system with a legislation recognizing statutory and customary rights (stability and security) |
| 4 | Regulate land use to foster land use diversity and mixed use |
| 5 | Regulate land-readjustment activities for urban extension and densification |
| 6 | Support the provision of social housing |
| 7 | Land-based Financing: Develop mechanisms to share increases in land value due to planning decision (urban to rural, building potential, valuable land use) and public investments (streets, public space, green areas, public transport infrastructure, basic infrastructure) |
| 8 | Buildability - Development:  |
| 9 | Allocate clear vertical development rights |
| 10 | Define the buildable area (percentages, patterns, setbacks, etc.) based on desired densities and morphology |
| 11 | Provide a regulatory mechanism for private land acquisition |
| 12 | Provide regulatory to allocate sufficient space to streets (e.g., coverage ratio, number of intersections, width and length, street density) |
| 13 | Provide Regulatory Mechanisms to allocate space to non-street public space (e.g., green areas, play grounds, sport facilities) |
| 14 | Assign clear responsibilities of owners relating to the maintenance of streets and public space |
| 15 | Formulate design guidelines for building facades |
| 16 | Land-based Financing: Define a minimum plot size for residential use |
| 17 | Define a maximum block size |
| 18 | Provide efficient mechanism to allow plot consolidation |
| 19 | Provide Plot readjustment mechanisms to allow flexibility in uses |
| 20 | Provide efficient mechanisms to allow plot subdivision |
| 21 | Revise the Building Code |

---

**Module 4 . Planned City Extension**

78
Diagram 1
Interconnectedness of the 3PA
between the financial, legal and the planning framework

Diagram 2
Interconnectedness of the 3PA
between the financial, legal and the planning framework
by planning hierarchy
module 5

HOUSING at THE CENTRE

Module 5.
Housing @ the centre
EXERCISE 5.1 . SHEET 1 . 3PA & HOUSING at the CENTRE

1. Instructions
   • Facilitator uses ppt to introduce exercise
   • Break into groups by city or small groups
   • Select one note taker

2. Design Housing Triangle
   • Study the housing diagrams that have been introduced in this module and are presented on sheet 2 and 3.
   • Individually draw a housing triangle for your city.
   • Divide interventions into:
     • Financial
     • Regulatory
     • Planning & Design
   • In those three categories separate them by demand and supply side intervention
   • One triangle should be drawn for each person or participants can be grouped by city (see visual reference on sheet 4).

3. Reflect on Triangles
   • Refer back to the ‘housing challenges’ that were introduced in the beginning of this module (also sheet 4).
   • What are the biggest challenges in your city?
   • Reflect on the interventions in your triangle.
   • Rate each intervention with 1-3 stars, based on how well they are suited to deal with the priority challenges in your city.

5. Suggest Improvements
   • Think of 2-3 specific housing challenges in your city.
   • Use knowledge from the Netherlands, Singapore and Brazil case study as well as presentations from the other groups, to propose measures that you could try locally
   • Create a new triangle to introduce these measures
   • Each person (or group by city) should have two triangles – the current situation & newly proposed measures

6. Present new Triangle
   • Each group will be asked to have a few people present their findings

Ask Yourself:
   • What is currently working and what is not? Explain your ratings for each existing intervention.
   • Which measure would you suggest locally to best deal with these challenges?
   • Would measures be regulatory, financial or planning related?
   • Would the action be supply/demand related?
   • What measures would you recommend at a national level to support your city’s housing need?

Configuration: Group exercise
Time: 10 min . ppt introduction by facilitator (1)
      10 min . design housing triangle (2)
      10 min . reflect on triangle (3)
      20 min . group presentations triangles (4)
      20 min . suggest improvements and create new triangle (5)
      20 min . group presentations new triangles and discussion (6)
      90 min . total
Materials: One computer per group

Module 5
Housing @ the centre

UN-HABITAT
FOR A BETTER URBAN FUTURE

81
EXERCISE 5.1 . SHEET 2 . 3PA & HOUSING at the CENTRE

SINGAPORE

Planning & Design
- National Housing Policy
- Housing blocks in self sufficient new towns around mass transport corridors
- Housing Development Board as provider of social housing (85% of population)

Supply
- Minimum quota of HDB housing in new development
- Price control of primary market HDB flats
- Allocation regulations for different ethnic and income groups

Demand

Finance

Regulation

NETHERLANDS

Planning & Design
- National Housing Policy
- Mixed projects with both owner-occupied and social rented housing
- Housing corporations and municipal housing bureau as providers of social housing (35% of population)

Supply
- Minimum quota of social housing in new development
- Rent control for social housing sector

Demand

Finance

Regulation

Module 5
Housing at the centre

UN-HABITAT
FOR A BETTER FUTURE
EXERCISE 5.1 . SHEET 3 . 3PA & HOUSING at the CENTRE

**BRAZIL**

Planning & Design

- Minha Casa, Minha Vida
- Twin-track approach
- National Effort to Modernize cities
- Goal to build 3.4 million homes

Supply

- 2001 City Statute
- Decentralization to cities
- Numerous enabling laws, ordinances and amendments

Regulation

Finance

**SÃO PAULO**

Planning & Design

- Strategic Urban Masterplan
- Build 717,000 new housing units by 2030
- Transit-oriented development
- Expansion of ZEIS Zones
- Set-aside portion of ZEIS for affordable housing

Supply

- Removing height requirements
- Allowing mixed-use development
- Allowing adaptive reuse in occupied buildings
- Removing parking minimums in ZEIS

Regulation

Finance

• Inclusionary Zoning
• Fee waivers
• Density bonuses

Module 5 . Housing at the centre
EXERCISE 5.1 . SHEET 4 . 3PA & HOUSING at the CENTRE

Key Housing Challenges
1. Quantity of supply versus demand
2. Affordability
3. Informal status
4. Insecurity of tenure
5. Unsustainable design
6. Risk exposure
7. Insufficient housing finance
8. Lack of planning

Key Questions
- What is currently working and what is not? Explain your ratings for each existing intervention
- Which measure would you suggest locally to best deal with these challenges?
- Would measures be regulatory, financial or planning related?
- What action be supply/demand related?
- What measures would you recommend at a national level to support your city’s housing need?

Figure 1 . Visual Reference Housing Triangle

Planning & Design

Regulation

Finance

housing at the Centre

Module 5 . Housing @ the Centre
module 6

MOBILITY
EXERCISE 6.1 . SHEET 1 . URBAN MOBILITY

1. Instructions
   - Break into small groups or groups by city. Select one note taker

2. Draw two bar charts
   - Draw a bar chart of what you think the current mode split is for your city....
   - Draw a bar chart of what you think the mode split should be by 2050...

3. Reflect on bar charts
   - Now look at your chart and pick the mode that you choose to be increased the most.
   - If you selected, public transit – what type do you envision? (Bus, BRT, light rail, Metro)
   - What would your planning strategy be to increase this mode of transportation in your city? (For example- bikes paths, transit oriented development, new roads)
   - How could it be financed?
   - What type of legislation or regulatory changes would it require?

4. Present bar charts
   - Each group selects a volunteer to present their bar chart and explains:
     - Where would it be most needed?
     - How would it benefit your city most? (congestion, sprawl, emissions, etc).
     - Would it make transportation more accessible and/or affordable? How? For whom?
     - What is the first step to take in making it happen?

Public Transport Options

- Metros have capacity of moving up to 60,000 passengers per hour (in one direction), travelling at 30-40 km/h.
- Bus Rapid Transit (with platforms, to speed boarding and exclusive lanes) can move up to 40,000 passengers per hour, travelling at 20-30 km/h.
- Light rail carries up to 12,000 passengers per hour, travelling at 20 km/h.
- A busway can move up to 20,000 per hour travelling at 20 km/h.

Sample transportation bar chart

---

Configuration: Group exercise

Time: 5 min: ppt introduction by facilitator (1) 20 min: barchart exercise (2) 20 min: Presentations and reflections (3) 45 min: total

Materials: One computer per group

---

Module 6 . Mobility

---
module 7

SLUM UPGRAADING
EXERCISE 7.1 . SHEET 1 . NEGOTIATING GAME
STREET-LED SLUM UPGRAADING IN AMBEDKAR NAGAR

The Case - Ambedkar Nagar
- The municipality wants to implement a citywide upgrading programme through a street-led approach.
- The mayor and his team of experts have selected the slum Ambedkar Nagar for implementation of a pilot project.
- When the government reaches an overall agreement, it will invest and start the upgrading, if not it will pull out and the project will not take place.

1. Exercise Overview
- Introductory ppt to explain context of the simulation game

2. Assignment of Roles
- Participants will each pick one of the 10 roles representing the different municipal officers and stakeholders/players.
- In addition there is a need for two observers and two assistants.
  *Adjust according to number of participants
- Hand out participant roles: Participants should only read their own role description, not the roles of others

3. Assignment of Roles
- Players get handout Sheet One & Two, One role, and three maps:
  1. Existing Conditions
  2. Municipal Proposed Interventions
  3. Blank Map
- Each person should study the government’s proposal and their role

4. First Round Negotiations
- First round negotiations start, led by the municipal officer

5. Coffee Break
- Coffee break and opportunity for participants to find allies to develop alternative plans, ideas and proposals

6. 2nd Round Negotiations
- 2nd round negotiations start, lead by the municipal officer

7. Reporting Back
- Report final result back by Mayor’s representative (10 min)
- Report by the two observers (10 min each)

8. Reflections & Lessons Learned
- What are the main challenges in a street-based slum upgrading process?
- Give an example of different and sometimes even conflicting interest of inhabitants
- Give an example of tensions between the public and public collective and the public and the private
- How is the 3PA relevant to this? In which aspects would a more integrated planning approach make it easier to come to an agreement that is acceptable for everyone and where, in the best scenario, everyone benefits or at least does not loose?

 Configuration . Role Play Exercise

 Time .
  10 min . ppt introduction by facilitator (1)
  5 min . Assignment of roles (2)
  10 min . Study proposal and role (3)
  30 min . First round negotiations start (4)
  30 min . Coffee break and find allies to develop alternative plans (5)
  40 min . Second round of negotiations (6)
  30 min . Report back by Mayor’s representative & observers (7)
  20 min . Reflections on learning objectives (8)
  3 hours total

 Materials . Printed & cut out handouts sheet 1-6 and 3 sets of maps for each participant, Role for each participant, Three sets of A1 size prints of maps, Flipchart

Module 7 .
Slum Upgrading
EXERCISE 7.1 . SHEET 2 . Existing Situation
STREET-LED SLUM UPGRADED IN AMBEDKAR NAGAR

Proposed Upgrading Plan
Ambedkar Nagar

Widening and upgrading of selected roads, open spaces and install waste collection points

Specific improvements in three selected streets:

• Provision of street lighting;
• Widened and paving, thereby stimulating mixed use along the streets;
• Improving connection to neighboring areas;
• Creation of public open space;
• Installation of new waste collection points

Note: proposed interventions may require demolition and resettlement

Upgrading Ambedkar Nagar
The Planning Process

Mapping/inventory exercise by municipal planning department to identify the properties (residential and commercial) types of businesses, houses, existing roads, services and unoccupied spaces was completed.

Based on this mapping/inventory the Municipal Planning Department has indicated potential intervention and priority areas.

The Municipal Planning Department has now called a meeting to present the proposed interventions to the community and different stakeholders for comments and alternative suggestions.

About Ambedkar Nagar

• In existence for 25 years.
• Land belongs to the municipality.
• Most residents are low-middle income people living here because they cannot find affordable housing in a central location.
• A new industrial zone is located just South of the slum
• In the middle of the slum there are a couple of workshops operated by tanners, potters and coppersmiths.
• There are also small shops: convenience shops, teashops, a butcher, tailor, barber, mobile repair, and a video lending library. They mostly operate from their homes but also rent space from other plot owners.
• Some residents work in the nearby shopping mall but the majority of people find employment outside the slum as daily laborers or in government jobs.

Municipal Representatives

Mr. Singha – Deputy Head of the Municipality (representative of the Mayor)
Mrs. Seth – Assistant to Deputy Head of the Municipality
Mr. Abijhat – Budget Officer
Mrs. Punti – Legal Department

Key players/stakeholders in Ambedkar Nagar

Mr. Abijhat – Tea-Shop owner
Mrs. Faswli – Convenience Store owner
Mr. Padmadhar – Cigarette Seller
Mr. Das – Landlord & Businessman
Mr. Paramita – Leather tanning workshop owner
Mrs. Shanti – School teacher
EXERCISE 7.1. SHEET 3. STREET-LED SLUM UPGRADEING
ROLE DESCRIPTIONS. MUNICIPAL TEAM

**Facilitator: cut on dotted lines and hand out roles individually

Municipal representative: The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor’s intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coopersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

Mr. Singha –
Deputy Head of the Municipality
(Representative of the Mayor)

Responsibility:
The Deputy Head will chair all meetings and inform participants of the results of negotiations.

Profile:
You have been working on this project for years. You are a big advocate of street led upgrading- by first, legalising tenure and then following up with sanitation, green space and better infrastructure. Your priority is to widen the roads to improve traffic flow in and around Ambedkar Nagar. You would like to see more non-polluting commercial activities and more parking spaces to stimulate commercial use. You envision earning back the investment through property and business tax as well as parking fees.

Nice to know:
Your ambition is to become the next mayor and it is very important to score on this project.

You are a ‘friend’ of Mr. Das. He often invites you for tea in one of his many establishments. He expects you to keep him up to speed on recent developments and share confidential information. In return he is a very generous friend to you, treating your daughter to a very nice overseas honeymoon when she got married.

Mrs. Seth –
Assistant to Deputy Head of the Municipality

Responsibility:
To take notes of the proceedings and assist your boss Mr. Singha.

Profile:
You have not been in this job very long. Your previous job was in the environmental department. You have prepared all documentation to be tabled and you are well aware of the importance of this project for your boss.

Nice to know:
You are nature lover and active member of ‘Friends of the Earth’.

When you were still at the Environmental Department you once visited the Ambedkar Nagar primary school as part of an educational programme where you met Mrs. Shani, the school teacher.

Module 7
Slum Upgrading

UN-Habitat
For a better urban future
EXERCISE 7.1. SHEET 4. STREET-LED SLUM UPGRADE
ROLE DESCRIPTIONS. MUNICIPAL TEAM

Municipal representative: The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor’s intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

Responsibility:
You have been asked to sit in this meeting as Ambedkar Nagar is in your district.

Profile:
You have only recently been informed of this plan. You’ve never been to Ambedkar Nagar. You’re very sceptical, as budget for the required investments is 2 million lakhs, and you don’t see an increased tax base as sufficient justification to earn back the investment.

Nice to know:
You are a very active member of the democratic party, a different political party than the mayor.

Mr. Abijat – Budget Officer

Municipal representative: The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor’s intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

Responsibility:
Your overall responsibility throughout the municipality is to regularise tenure and home improvement, and you’ve been asked to sit in this meeting as Ambedkar Nagar is in your district.

Profile:
You have made a site visit to Ambedkar Nagar and see the potential of the area. You only have one agenda and that is to legalise tenure for both shops and business as soon as possible.

Nice to know:
You have another meeting scheduled that is of great importance to you, so don’t have a lot of time and want to move things along.

Mrs. Punti – Legal Department

Module 7: Slum Upgrading
UN-HABITAT
FOR A BETTER URBAN FUTURE
EXERCISE 7.1. SHEET 5. STREET-LED SLUM UPGRAADING
ROLE DESCRIPTIONS. RESIDENTS

Mrs. Faswahi – Owner Convenience Store

Responsibility:
As a long time resident and owner of a popular convenience store, you’re the informal spokesperson for Ambedkar Nagar. You have studied the plans extensively.

Profile:
You’re pro-legalising tenure, but you do not want any major changes as you want to avoid displacement and resettlement. But in the case that resettlement is unavoidable you want to be resettled in Ambedkar Nagar or very close to it. You’re critical of the green/open spaces in the plan as you anticipate displacement.

Nice to know:
You are a very active member of the democratic party, a different political party than the mayor.

You’re not a big fan of Mr. Das as he is taking over too much of your business.

Mr. Abijhat – Owner Tea Shop

Responsibility:
As owner of a popular teashop, you’re the main representative of the local small business sector.

Profile:
You want to be connected to the upgraded main road and also lobby for smaller roads to be paved and better connected to the main upgraded road. You’re also very keen to get street lighting to be installed throughout the area so that businesses can go on until late at night and women can go out for shopping in the evening.

Nice to know:
The waste disposal point is right next to your teashop, so you would not mind this to be relocated.

Mr. Padmadhar – Cigarette Seller

Responsibility:
You’re an ordinary small business man who rents a space from a landlord and holds no formal right to property.

Profile:
You’ve heard that the municipality is going to regularize tenure of residents. You don’t want to be evicted by your landlord. You are worried that eventually with improved roads and investments in housing that this will trigger increasing rent which will lead to gentrification and the poor will be pushed away.

Nice to know:
You belong to the same political party as Mr. Abijhat, the Budget Officer.
EXERCISE 7.1. SHEET 6. STREET-LED SLUM UPGRAADING
ROLE DESCRIPTIONS. RESIDENTS

Mr. Das – Landlord & Businessman

Responsibility:
You’re a relative newcomer to Ambedkar Nagar, but you own multiple properties that you rent out to workers. Your also have a mobile phone/pawn, it covers two plots.

Profile:
Adjacent to your house there are two unoccupied plots that you would like to convert into parking spaces for your customers. Also you want the road in front of your shop to be widened and paved. This road will improve the connection to the shopping mall. You want the leather tanners, copper smiths and potters to move as they create a lot of nuisance.

Nice to know:
You acquired your second commercial plot after buying out your neighbor, a cousin of Mr. Paramita, the leather tanning workshop owner.

In the past weeks, you’ve actively talked to shop-owners to vote in favor of your plan.

You are well connected with some politicians and especially the deputy head of the municipality Mr. Singh is your ‘friend’

Mr. Paramita – Owner Leather tanning workshop

Responsibility:
You’re one of the first settlers in Ambedkar Nagar, you’ve been here already for 25 years.

Profile:
Basically you want to keep the neighborhood as much as it is now as. You want to remain where you are but you want to be connected to the main road and want part of the budget for improvement of smaller roads.

Nice to know:
You want to keep the waste disposal at its current location as that is convenient for your business.

You’re afraid of Mr. Das trying to also buy you out.

Mrs. Shanti – School teacher

Responsibility:
You’re a primary school teacher in Ambedkar Nagar, you know most of the mothers of the children who go to the school.

Profile:
You want speed limits, more green and playgrounds for children. You are worried that traffic will increase; you want to be involved in the selection of streets for widening so that through traffic can be avoided. You want to ensure that proper lighting of all streets, public toilet blocks and open spaces is part of the upgrading plan, even if part of the road improvement budget has to be cut.

Nice to know:
When she was still at the Environmental Department Mrs. Seth – the Assistant to the Deputy Head of the Municipality - once visited your school as part of an educational programme.
Map 1: AMBEDKAR NAGAR Existing Conditions
Map 2: AMBEDKAR NAGAR Government Proposed Upgrades
Map 3: AMBEDKAR NAGAR blank map
module 8
CLIMATE CHANGE
Sample climate change bar chart

cities as climate change contributors

waste
urban expansion
building & construction
electricity generation
urban transport

vulnerable effects of climate change on cities

rising sea level
flooding
drought
intense rainfall
temperature increase/heatwaves

could affected people, places, institutions and sectors respond and mitigate or adapt to climate change impacts?

4. Present bar charts

- Volunteers can present their bar charts and explains: what Legal, Financial and Planning resources and capacity do they have and need to adapt?