Training Module
DESIGNING AND IMPLEMENTING STREET-LED CITYWIDE SLUMUPGRADING PROGRAMMES

Exercise 2: Session 6
Stakeholder Participation in City Wide Slum Upgrading

Introduction

There is no one way of initiating a citywide slum upgrading programme. All cities are different, with different realities, opportunities, resources and constraints. But some key steps are essential for initiating the programme, setting goals and objectives and making commitments. The challenging task of citywide slum upgrading cannot be undertaken by any one institution. In Session 5 some analytical tools were introduced to facilitate the co-ordinating agency for citywide slum upgrading to determine the strategy for engaging with a wide range of stakeholders, who are likely to influence the design, implementation and the outcome of CWSU in various ways.

This exercise

In this exercise you will apply the tools for stakeholder analysis to your own situation and then compare the analysis with that of 2 other participants to see what are the similarities and differences. You will use the information you were asked to bring to the course as the basis for developing the analysis.

Participants will be divided into groups of three, who will:

- Briefly discuss the exercise.
- All 3 group members will do the analysis individually for their own city
- Group members will then come together to highlight the similarities and differences between the 3 cities.

For the purpose of the exercise each participant will state her/his vision for the city. (Hint: for example: XXX will be an inclusive clean and green city in the next 20 years or YYY will be a global and inclusive city in the next 20 years)

Within this vision you need to see how to involve different stakeholders to design and implement citywide slum upgrading using a twin-track approach of slum upgrading and resettlement on one hand and slum prevention on the other hand.

It is important to find out the role of stakeholders and their importance in CWSU. The key questions to ask are:

- How important is the stakeholder for the success of the programme?
- What level of support does the stakeholder currently show?
- What is it we would like him / her to do for the programme?
- What are their main interests?
- How could they oppose and block the CWSU?
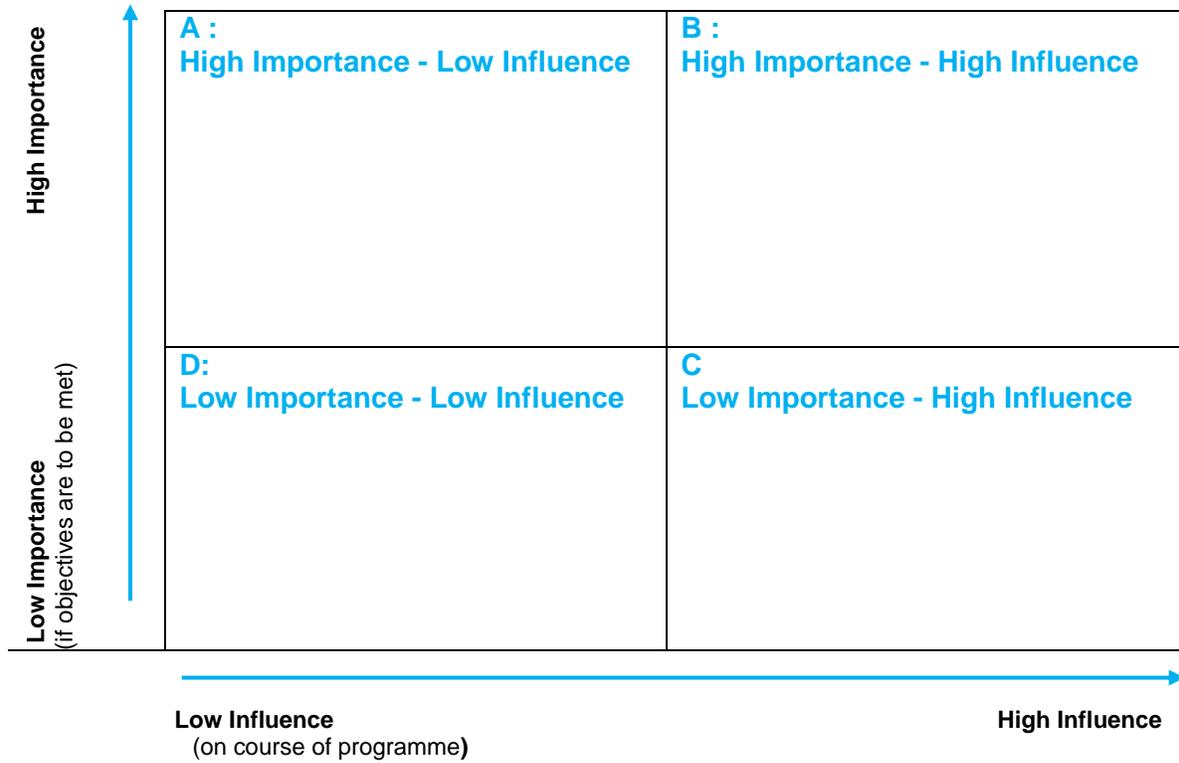- How will we need to address the stakeholder to increase their support and likelihood of their contribution?

Steps in the exercise

Steps	Who will do	Tasks	Time
Step 1	Individual	• Vision statement • List of stakeholders • Stakeholder analysis • Stakeholder roles	40 minutes
Step 2	Group	• Compare the outcomes of Step 1 for cities in the group • Discuss and list similarities and differences and reasons • Select representative to report back to plenary	30 minutes
Step 3	Plenary	• Group representatives report back • Lessons learnt and summing up by Course Coordinator	20 minutes

Resources:

1. Session 2,3 and 5 presentations and discussions
2. CWSU Practical Guide: Chapter 2
3. Formats (see next 2 pages)

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Format 1: Stakeholder Analysis

High Importance	**A :** **High Importance - Low Influence**	**B :** **High Importance - High Influence**
Low Importance (if objectives are to be met)	**D:** **Low Importance - Low Influence**	**C** **Low Importance - High Influence**

Low Influence
(on course of programme**)**   **High Influence**

(Key issue: How to increase influence of A? How to reduce influence of C?)

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Format 2: Partnership Matrix: Who will do what?

Elements Actors	Planning		Implementation							Maintenance	
	City level	Settlement Planning	Infrastructure links with networks	Slum infrastructure	Community Services	Housing (reconstruct/improve)	Land tenure	Finance	Labour	Management	Labour
Central Government											
Local Government											
Private sector											
Community											
Household											
Other											

Tick the appropriate boxes in the matrix

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