Street-led Citywide Slum Upgrading:

streets as tool for urban transformation

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3. The Citywide Approach
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A. A Virtuous Cycle of Capacity Building in Slum Upgrading:

From strategy to practical application in citywide slum upgrading.
Virtuous Cycle of Capacity Development

WORKING PAPER
STRATEGY
Citywide Slum Upgrading:
a street-led approach

Knowledge
Research

Technical Assistance to strengthen capacities of City Governments:
Policy Development Institutions Human Resources

Skills
Knowledge

PRACTICAL GUIDE:
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

Tools
Application

TRAINING OF TRAINERS:
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

TRAINING MODULE:
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

Skills
Institution building
STREETS AS TOOLS FOR URBAN TRANSFORMATION IN SLUMS: A STREET-LED APPROACH TO CITYWIDE SLUM UPGRAADING

A PRACTICAL GUIDE TO DESIGNING, PLANNING, AND EXECUTING CITYWIDE SLUM UPGRAADING PROGRAMMES
https://unhabitat.org/urban-knowledge/urban-lectures/
https://unhabitat.org/urban-knowledge/urban-lectures/
B.

STREETS AND PUBLIC SPACE:

Streets and public spaces define human settlements history.
Streets

1800
- Workplace, transport goods

Begin 1900s to 60’s
- Car encroaches and takes over

1970’s
- Pedestrian streets and window shopping

2000 onwards
- Public space and public realm on streets
Kopenhagen
Above: The development of pedestrian areas in Copenhagen city centre from 1962 to 2000 in m². As shown by the bar graph, the conversion of streets into pedestrian streets was more or less finished by 1973. Subsequent efforts focused on reclaiming and improving the city squares. Of total car-free areas, streets represent 33% and squares 67%.

Left: 38 years of gradual expansion of the car-free network of streets and squares in the city centre.
San Jose, Costa Rica
Curitiba, Brazil
Santo André, Brazil
C.

STREET CONNECTIVITY:

Evidences of the relationship between street connectivity and city prosperity highlights the role of urban structures and street networks.
Thirty cities have been selected as a pilot project:

1. Manhattan
2. Hong Kong
3. Barcelona
4. Paris
5. Amsterdam
6. Athens
7. Guadalajara
8. Medellín
9. Brussels
10. Tokyo
11. Helsinki
12. Copenhagen
13. Beijing
14. St. Petersburg
15. Singapore
16. Brasilia
17. Auckland
18. Bangkok
19. Kigali
20. Chandigarh
21. Kolkata
22. Abuja
23. Ouagadougou
24. Dakar
25. Addis Ababa
26. Georgetown
27. Nairobi
28. Accra
29. Yerevan
30. Bangui
Ranking of selected cities in relation to its land allocated to streets

<table>
<thead>
<tr>
<th>City</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manhattan</td>
<td>36</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>33.7</td>
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<tr>
<td>Barcelona</td>
<td>33</td>
</tr>
<tr>
<td>Paris</td>
<td>29.7</td>
</tr>
<tr>
<td>Amsterdam</td>
<td>29.1</td>
</tr>
<tr>
<td>Tokyo</td>
<td>28.7</td>
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<tr>
<td>Athens</td>
<td>28.6</td>
</tr>
<tr>
<td>Medellin</td>
<td>25.2</td>
</tr>
<tr>
<td>Brussels</td>
<td>25.1</td>
</tr>
<tr>
<td>Helsinki</td>
<td>22.9</td>
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<tr>
<td>Copenhagen</td>
<td>22.7</td>
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<tr>
<td>Guadalajara</td>
<td>21.8</td>
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<tr>
<td>Singapore</td>
<td>21.6</td>
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<tr>
<td>Beijing</td>
<td>19.1</td>
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<td>St. Petersburg</td>
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<tr>
<td>Brazilia</td>
<td>16.7</td>
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<td>Yerevan</td>
<td>6.1</td>
</tr>
<tr>
<td>Bangui</td>
<td>6</td>
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Ranking of cities in relation to number of street intersection per SQ/Km

<table>
<thead>
<tr>
<th>City</th>
<th>Number of Street Intersection per SQ/Km</th>
</tr>
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<td>Hong Kong</td>
<td>382.1</td>
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<tr>
<td>Tokyo</td>
<td>323.8</td>
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<tr>
<td>Amsterdam</td>
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<td>Barcelona</td>
<td>181.7</td>
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<td>Singapore</td>
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<td>Ouagadougou</td>
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<tr>
<td>Bangui</td>
<td>14.9</td>
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</table>
The higher the street connectivity, the higher the city prosperity index
# Street Connectivity:
parameters of urban form

<table>
<thead>
<tr>
<th>Infrastructure Development Index (ID)</th>
<th>1. Housing Infrastructure Sub Index (HI)</th>
<th>2. Social Infrastructure (SI)</th>
<th>3. ICT Sub Index (ICT)</th>
<th>4. Urban Mobility Sub Index (UM)</th>
<th>5. Street Connectivity (SC)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Improved Shelter</td>
<td>1. Physicians Density</td>
<td>1. Internet Access</td>
<td>1. Use of Public Transport</td>
<td>1. Street Intersection Density</td>
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<tr>
<td></td>
<td>4. Access to Electricity</td>
<td></td>
<td></td>
<td>4. Traffic Fatalities (reversed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Sufficient Living Area</td>
<td></td>
<td></td>
<td>5. Affordability of Transport (reversed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Residential Density</td>
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</tr>
</tbody>
</table>
The higher the street connectivity, the higher the city prosperity index
FIGURE 5.5 CITIES WITH A CPI OF BETWEEN 0.500 AND 0.599

UN-Habitat (2013) Streets as Public Spaces and Drivers of Urban Prosperity, UN-Habitat, Nairobi.
FIGURE 5.6  CITIES WITH A CPI OF BELOW 0.500

UN-Habitat (2013) Streets as Public Spaces and Drivers of Urban Prosperity, UN-Habitat, Nairobi.
Since ancient times, streets have played a critical role in cities, connecting spaces and people and allowing goods to reach them, and thereby facilitating commerce, social interaction and mobility.

Successful urban development is a function of an organized physical layout, a fluid urban structure and a system of street that enables interconnectivity within cities.

Cities that have failed to integrate the multi-functionality of streets tend to have lesser infrastructure development, lower productivity and a poorer quality of life.

<table>
<thead>
<tr>
<th>5. Street Connectivity (SC)</th>
<th>1. Street Intersection Density</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Street Density</td>
</tr>
<tr>
<td></td>
<td>3. Land allocated to streets</td>
</tr>
</tbody>
</table>
Streets and Property Development

- **Streets trigger economic activity**, attracting shops, services and increased residents’ identity with their place of residence, bringing an enhanced sense of security and orderly development.

- **Investment in infrastructure (public good) yields private investment** on property development and housing improvements (private goods) making street-led slum upgrading an effective tool for increasing property valuation, wealth generation and business incomes which are likely to cause spin-off effects on the prosperity of neighboring areas.

São Paulo, Brazil
Tirana, Albania
Bissau, Guinea-Bissau
1. Drainage gutters
2. Water pipes
3. Electricity lines
4. Land parceling
D.

The Problem of Slums in a nutshell

The scale of the problem calls for immediate action to improve the quality of life in the existing stock of slums.
WORLD ATLAS OF SLUM EVOLUTION 2016
What is a Slum Dweller according to UN-HABITAT?

An operational definition.

Lacks one or more of the following:

1. Access to improved sanitation
2. Access to improved water
3. Access to security of tenure
4. Durability of Housing
5. Access to sufficient living areas
Figure 1: Typologies of Slums in Different Cities

Examples from Angola are based on Alain Cain, Engajamento da DW no Processo de Urbanização e Habitação. Luanda: Development Workshop, 2009.
Proportion of Slum Dwellers in Urban Areas by Region: 2005

Source: UN-HABITAT, 2008
Population living in slums and proportion of urban population living in slums, developing regions, 1990-2014

Slum populations (millions)

Proportion of urban population living in slum (%)

Source: GUO, UN-Habitat, 2015.
Medellin, Venezuela
Matinha favela in Rio de Janeiro.
1. The Twin-track approach adopted by UN-Habitat:

Citywide slum upgrading is implemented simultaneously to policies that bring housing opportunities to scale.
Improveoment Policies

1. Planning for development
2. Strategies to improve existing slums
3. Approaches to improve the quality of life

Preventive Policies

1. Planning BEFORE development
2. Solving land delivery bottlenecks, planning for today and tomorrow & anticipating urban growth
3. Housing Reforms, Urban & Housing Policies
4. Measures to access inputs to housing: diversified policies to bring solutions to scale.
5. Connecting housing to income
Well-informed Policies, Evidence-based Responses
Urban Policies
Serviced Land Supply
Scaled-up and Diversified,
Anticipative Urban Planning,
Social Pact,
Institutional Articulation
Housing Policies

Slum Upgrading Strategies

SLUM UPGRADING
Strategies to create & strengthen social & economic capital.
Opening of streets, planning the layout, Infrastructure, regularisation

Urban & Housing Strategies
The strategy is to bring housing options to scale and improve existing slums:

Adopting an integrated approach & defining new roles for governments and civil society organisations.
FIVE Policies to Bring Housing Options to Scale

1. Improvement, upgrading and regularization of existing slums must go hand-in-hand with housing at the center of urban policies and strategies leading to a well-performing housing sector and housing supply at scale in diversity of price, location, size, standard and typology;

2. Unlock land for housing: serviced land supply at scale;

3. Citywide Slum Upgrading: from projects to programme with a menu of interventions that includes streets, urban planning, citizen participation, mapping, infrastructure, land allocation, security of tenure, economic development, etc.

4. Different forms of self-financing e.g. property tax, plus-valia, value capture, TDR

5. Knowledge and data/information to sustain evidence-based policies
SLUM UPGRADING

Components of the Improvement Strategies

- Existing Slums
- New Housing
- Existing Housing

SLUM PREVENTION

Housing & Urban Policies

- New Housing
- Existing Housing

Open Streets

Infrastructure provision

Settlement planning

Land regularisation

Housing improvement

One Single Policy

PREVENT

- Land supply
- Planning for Growth
- Infrastructure Investment
- Housing Finance
- Regulatory Reforms

IMPROVE

- Opening Streets
- Conduct provision
- Settlement planning
- Land regularisation
- Housing improvement

etc.
3. Citywide Slum Upgrading: How do we actually do it?

Understanding & managing the process.
From project to program & vice-versa.
Settlement Upgrading

Why?
Policy goals & objectives. Costs and benefits

What?
Priorities & Program Components: CP, Infrastructure, Roads & Accesses, Housing, Employment, Tenure, Services, etc.

Who?
Institutional setting, Organization, Responsibilities, Project & Program Management

How?
Strategies, Methods, Tools and Techniques

How much?
Economics & Finance, Cost Recovery, Replicability and Sustainability
The Programme Design

1. Problem Analysis and Goal Setting
2. Setting Program Management System
3. ELIGIBILITY: settlements and people
4. Community Mapping and additional surveys
5. Community consultations & preparation of projects
6. Project Design
7. Tendering and contracting
8. Project Implementation

Source: Acioly, 2002.
3.

Paradigm Change:

More than 50 years of experience in dealing with informal urbanisation
Shifts in Policy Doctrines

The 70’s
From Projects to Programmes

Demolition
+ Eviction

Recognition
+ Improvements
+ Upgrading

Integration
+ Social Inclusion
+ Upgrading

Different Policies and Approaches.
Project Execution

Recognizing and Mapping the Settlement’s Territory

Social Mobilization: Empowering Residents

Designing and Planning the Project

Contract Project

Technical Project

Construction Works

Contract Execution

Launch of Procurement of Projects

Launch of Procurement of Construction Works

Launch of Procurement of Construction Works

Set up of On-Site Project Execution Office

Verification: Data Territory Mapping Beneficiaries

Design and Set up Programme Management: Legal Framework Funding Staffing

PARTICIPATORY PROCESS
<table>
<thead>
<tr>
<th>Indicators to value streets and public space</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mobility</strong></td>
</tr>
<tr>
<td><strong>Quality of Life</strong></td>
</tr>
<tr>
<td><strong>Economic opportunities</strong></td>
</tr>
<tr>
<td><strong>Ownership</strong></td>
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<tr>
<td><strong>Safety and security</strong></td>
</tr>
<tr>
<td><strong>Social Inclusion and Integration</strong></td>
</tr>
</tbody>
</table>
Street-led Citywide Slum Upgrading
Phased Approach to Street-making
The value and importance of public space and streets in slum upgrading

Principles for delivery:
1. Provision of public space and streets as part of slum upgrading commonly lead to demolition, relocation and new housing provision;
2. Streets, squares, pathways are needed to lay down all pipes, water supply, drainage, sewerage, electricity networks;
3. Slum upgrading that focus on the provision of good quality public space, streets, squares and pathways requires both technical and social development processes;
4. Creation and protection of streets and public spaces as well as maintenance and management requires community ownership and public sector commitment.
The Lusaka Slum Upgrading and Sites & Services Project, Zambia:
Pioneering the planning & regularisation of informal settlements in Africa using street-based planning teams
PLANNING OUR OWN ROADS
Community Participation

OFFICE OF THE PRIME MINISTER
DECENTRALISATION DIVISION
Chalimbana Training Institute
LUSAKA P.O.BOX 50027
ZAMBIA

Drawings by:
Les Eliphas
APRIL 1990
Plate 3.2  The Road Planning Group, together with community development staff and technical advisers, walks along a potential route for a road in Lusaka.
Plate 3.3 The Road Planning Group’s proposals are put down on paper and discussed before a final commitment is made. Here they are shown being presented by the chief engineer, the architect and the chief community development officer.
Plate 3.4 One of the consequences of participation in decision-making. Residents demolished their own houses, almost for the fun of it. No one had to be evicted by force.
Figure 11.1 Map of Kalingalinga

Source: GRZ Survey Department and Goethert/Oestereich, 1987
Managing a citywide Slum Upgrading Programme

The institutional, organisational and management aspect of the Favela-Bairro Programme.
Favela-Bairro Programme as Reference. Why?

1. Flagship programme that became reference for IADB and Latin American cities
2. Design of streets network was key intervention!
3. Innovation in both programme management and project development & implementation
4. USD 360 million budget of which 60% generated from municipal property tax & self-finance tools for phase I
5. Demonstrates the importance of streets in the integration strategy – integrate favelas into the formal city
6. Scale of the programme was unique and continues to be unique in Latin America
7. Lessons learned: more than 10 years, not perfect & many problems
1. Mapping location of the favelas & loteamentos irregulares & clandestinos was the first important step to know the scale and location of the slum problem in the city.
Illegal subdivision in Guaratiba called Jardim Maravilha - 11,754 plots (1720 are occupied) - 5527 inhabitants
After Mapping the Situation, the subsequent steps were:

1. Define the Programme components – priorities – BUDGETED ITEMS

2. Define the approach of the programme – methodology

3. Define the selection criteria for upgrading & resettlement - ELIGIBILITY

4. Define the Organisational and Management Structure - MANAGEMENT
STREETS as central strategy

- Sewerage
- Accessibility
- Legislation
- Maintenance
- Identifying Streets
- Square
- Housing Construction
- Sports Facilities Built
The intervention in Parque Royal shows how the approach works & the importance of streets:

1. A street network defines the new urban configuration

2. The demolition of houses makes room for public space: water front street with bicycle route

3. New housing built as multi-family buildings offers opportunity for resettlement within the settlement

4. Re-planning the area creates open public space and provides opportunity for the creation of a new square and community facilities e.g. football field
These families must be relocated from living on the water.
LOCALIZAÇÃO DA ÁREA

Área: 7,10 hectares
População: 3.115
No. de domicílios: 780
Detalhes da Favela Parque Royal

Título: Edificacao2 (depois do Favela Bairro) - 1998 Arq SMH
Detalhes da Favela Parque Royal

Título: Quadra Polivalente (depois do Favela Bairro) - 1998 Arq SMH
Título: Quadra Polivalente (depois do Favela Bairro) - 1998 Arq SMH
Vista Aérea (depois do Favela Bairro) - 1998 Arq SMH
The Approach in the Favela of Jacarezinho, Rio de Janeiro:


2. Map, define and analyse the urban configuration and its relation with the surrounding neighbourhood & public services

3. Design a first street layout with minimum demolition and identify area for relocation

4. Design a second more effective street layout with identified area designed for relocation
Jacarezinho, Rio de Janeiro, BR
Street Addressing in Morro Azul:

1. Demand for recognition by residents: a street name, house number, and a post code means citizenship rights (Post Office and other public services)

2. Residents meet, organize consultation and propose names (not be murdered or have criminal records, and be endorsed by community)

3. Street identification increases identity and sense of ownership, plus pride and self-esteem

4. Point of departure for other municipal interventions: the place has a name and a location
LOGRADOUROS RECONHECIDOS DO BAIRRO AZUL
07/06/2017

Claudio Acion / UN-HABITAT

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VIDIGAL

Av. Presidente João Goulart
QUADRA MARCELO DO AZUL
How was the programme executed?

1. Agreeing on who initiates and coordinates the policy within the municipality.

2. Defining the coordination mechanisms

3. Setting up the programme management system

4. Defining roles and responsibilities of different actors, public, private, community

5. Commissioning development of methodology for programme intervention at settlement level
Rio de Janeiro’s Upgrading Program - Favela Bairro

MAYOR

Health  Planning  Housing  P.Works  Education

Municipal Secretariats

horizontal coordination

Project Management

implementation

Rio de Janeiro’s Upgrading Program - Favela Bairro

Allocate Budgets
Municipality
Develops Policy
INITIATOR

SMH

Architecture Offices
Project Management

Building Contractors

Community
Rio de Janeiro’s Upgrading Program - Favela Bairro

Allocate Budgets

Municipality

Develops Policy

INIITIATOR

Public Tendering

Development of Methodologies

SMH

Hires best ideas

Selects Target & Priority Favelas

Contracts qualified firms: price & competence

Financial Management Consultant

Project Management

Building Contractors

Liaison & mobilization

Executes the project

Community

Work out a plan & project & involve the community

Problems with violence, Drug trafficking, Intimidation

5.

Medellin, Colombia.

Linking mobility & accessibility, streets, and public spaces with social inclusion and combat to violence.
MEDELLIN

Institutional & Implementation Arrangements
EDU
Municipal Urban Development Company

Planning

Multistakeholders
Various municipal actors
Municipal Companies

Semi-autonomous municipal company

Community contribution
Subsidies
Contribution by Private Sector
International donors

Financing

Community
Private Sector Enterprise
Municipal agencies

Execution

Semi-autonomous municipal company

Municipal Companies

Municipal agencies

Multistakeholders
Various municipal actors

Slum Networks in Indian Cities:

Linking accessibility, streets, public spaces, mobility and creation of room for provision of trunk infrastructure.
Source: Slum Networking - A community-based Sanitation and Environmental Programme: Experiences of Indore, Baroda and Ahmedabad, H.H. Parikh, 1995
8.

Slum Upgrading cycle:

The steps and process of slum upgrading as advocated by UN-HABITAT strategy and practical guide
Street-led Slum Upgrading Project Cycle

Getting Started
1. Consultations with residents and local leaders
2. Community Mapping & Enumeration
3. Inventory of infrastructure networks & situation analysis
4. Project development through procurement

Getting the Plan
1. Preparing a model, maquette
2. Designing the urban layout plan & the street pattern
3. Community consultations & Street prioritisation
4. Approval of final layout Design & Community endorsement

Implementation
1. Final Plan for procurement & execution works
2. Demolition, compensation,
3. Opening Streets
4. Land & Infrastructure provision
5. Housing construction
6. Resettlement

Post-Upgrading
1. Social Pact for community management
2. Land-use and building regulations
3. Home improvement programme
4. Property tax and user’s charges
5. Maintenance and management framework

Incremental Development Process
The Slum Upgrading Design & Implementation Cycle.

Consultations with residents & local leaders

Community & settlement Mapping & Enumeration

Lay down Main Streets & Urban Layout Options

Maquette/Model with variants qua number of streets & % demolition for dialogue with stakeholders

Different patterns of Streets, pathways - Final Settlement Design

Community involvement & consultations for approval

Decision on Tendering & Procurement of Project Development

Approved layout, Street Network & Residents to be relocated

Improvised Quality of Life & VIBRANT NEIGHBORHOOD ACCOMPLISHED

Post-Upgrading Maintenance & Management Framework

The area-based plan

Land-use Regulations & in-situ development support

Relocation of Residents of Demolished houses

Provision of Infrastructure

Opening of Streets

Housing Construction

Final Plan & Procurement for Execution works

Demolition of Buildings & Compensation

Approved layout, Street Network & Residents to be relocated

Private Investment in Businesses & Housing Improvement

Property tax, User's charges & Urban Management in place

The area-based plan

Provision of Infrastructure

Opening of Streets

Housing Construction

Final Plan & Procurement for Execution works

Demolition of Buildings & Compensation

Approved layout, Street Network & Residents to be relocated

Private Investment in Businesses & Housing Improvement

Property tax, User's charges & Urban Management in place

The area-based plan
1 Getting Started
Establishing the Status-quo Baseline Information Project Setup

2 Getting the Plan
Participatory Planning Urban Design The Street as locus

3 Execution
Project Implementation Demolition, Streets, Housing

4 Post-Upgrading
Getting the Legal & Institutional Basis Right Setting Regulations Organising Financial Sustainability

5 Development Maintenance & Management

Consultations with residents & local leaders

Decision on Tendering & Procurement of Project Development

Maquete/Model with variants qua number of streets & % demolition for dialogue with stakeholders

Different patterns of Streets, pathways Final Settlement Design

Approved layout, Street Network & Residents to be relocated

IMPROVED QUALITY OF LIFE & VIBRANT NEIGHBORHOOD ACCOMPLISHED

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Provision of Infrastructure

Relocation of Residents of Demolished houses

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Land-use Regulations & in-situ development support

Demolition of Buildings & Compensation

Provider Upgrading Maintenance & Management Framework

Baseline Information

Project Setup

Post-Upgrading

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10 Points of a Street-led Slum Upgrading

1. Enumeration - mapping
2. Planning – layout design
3. Street Making
4. Infrastructure provision
5. Demolition & Relocation
6. Housing Reconstruction
7. Public Space Provision
8. Local Economic Development
9. Regularisation & Security of Tenure
10. Management & Maintenance

Participation
Incremental Development
Empowerment
Full Integration

UN-HABITAT Slum-Upgrading Approach
Slum upgrading components
suggested by UN-Habitat strategy

1. Residents’ participation and participatory planning;
2. Mapping, enumeration and locally acceptable forms of social & physical mapping;
3. Streets and urban layout of the settlement, and subsequent street naming and addresses;
4. Basic infrastructure e.g. water supply, sanitation, drainage;
5. Provision of squares and public spaces;
6. Provision of community-based services and amenities such as sports fields, day care centres, health centres, community development centres and alike;
7. Local economic development support: skills, jobs, income, taxes, tariffs, businesses
8. Housing improvement programme support and provision of new housing for resettlement purpose.
9.

Streets against Land Tenure Regularisation for Slum Upgrading:

Bottlenecks when laying down streets, public spaces and land regularisation.
Unplanned, Spontaneous Settlements

Enumeration as first step to define who lives and what exists

Street as first step to define public domain
Getting the Planning right

Defining the existing and future private domain – housing unit + land parcel

Demolition & Relocation

Infrastructure Networks

Gaining space/land for infrastructure provision

Public Domain

Private Domain
Challenges of the Legal Approach: the fallacy of the jurist

Challenges of the Planning approach: the fallacy of the Planner

Collective Domain (condominium principle)

Security of Tenure & Land Tenure Regularisation

Infrastructure Networks

Public Domain

Private Domain
Four Challenges and Approaches

1. Creation of public space through rights of use and occupancy policy and regulation and community ownership;
2. Design and planning challenges through inclusive and participatory means;
3. Bringing slum upgrading to citywide scale through linkages with multiple interventions, communities, local and national institutions;
4. Tackle the protection, management and maintenance of public space through community engagement and public sector responsibility-urban management.
10.

Some conclusions. . .
Basic Conclusions on Regularisation

The Do’s

1. Governments cannot do it by itself;
2. NGO’s play a fundamental role as technical advisors;
3. There is a need to simplify;
4. We must break with the traditions in various levels;
5. We must empower intermediary levels of governments and local actors
6. We must strengthen the capacity of the various actors and stakeholders on the regularisation processes and new procedures
Some Basic Conclusions on Upgrading:

1. To involve citizens & stakeholders from day 1;
2. The plan is a process and therefore dynamic;
3. Enumeration & Mapping are key to define who and what exists in the settlement;
4. The street is the conduit and starting point for the plan and the subsequent development and integration of the slum into the formal city;
5. Investments in infrastructure requires a layout plan – THE AREA-BASED PLAN - defining private & public domains & the street network.
6. The occupation of land prior to the existence of a plan requires a process of co-management but this conflicts with the technocratic tradition;
7. Fixed rules of planning & management put residents aside and take away their level of commitment to the post-upgrading;
8. Reversing the conventional order – first legalisation then urban regularisation – may eliminate the risk of eviction but it can also make it difficult for infrastructure provision.
Citywide Programmes demand critical measures outside the domain of the settlements:

1. Establish institutional and organisational framework
2. Define legal framework
3. Management and Implementation Capacities
4. Define flow of funds and sources of funding
5. Determine who is involved and how
6. Establish contractual procedures
7. Clarify how residents/beneficiaries can participate
8. Organise communication strategy
The End

Thank you!
A. Virtuous Cycle of Capacity Building in Slum Upgrading

B. Streets and Public Spaces: where we come from

C. Street Connectivity and City Prosperity

D. Introduction: the problem, scale and scope of slums globally

1. The Twin-track Approach

2. Bring housing to scale & upgrade existing slums

3. The Citywide Approach

4. Rio de Janeiro, Brazil: streets as integration & citizenship

5. Medellin, Colombia: streets as public space & urban mobility

6. Problems & Obstacles hindering street-centred slum upgrading

7. The Project Design: street, scale, standards, security of tenure

8. UN-HABITAT strategy: steps and components of slum upgrading

9. Streets against land regularisation: most critical problem

10. Some Conclusions