



# PARTICIPANTS

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## Section 4

## Participatory Approaches



## SECTION 4: PARTICIPATORY APPROACHES

### Summary

#### Why is participation important?

There are many definitions and understandings of participation.

In this section participation means some form of involvement of people with similar needs and goals, in decisions affecting their

For more details see  
Section 4, item 1.1

lives. Participation is a complex mechanism and there is no single blueprint as to how it should be undertaken. It needs to be locally relevant and each community is characterised by different dynamics and demographics. Participation can be a series of one-off events or an open-ended process and there are many participatory techniques and approaches that can be selected according to the aim and scope of a particular situation.

Participation comprises building common ground between institutions and communities. In the case of informal settlement upgrading, the fact that different parties bring different things

For more details see  
Section 4, item 1.2

must be recognised and harnessed to ensure that the proposals developed best satisfy the actual needs and preferences of the specific targeted community. This process requires that participants develop respect for each other and the various strengths and contributions that each can bring.

Sometimes politicians and officials see participation as something they are forced to do, rather than something that will benefit them.

But these fears and resistance to meaningful participation hide the full creative potential of a constant and deep collaboration between

See the Flamingo Park  
upgrading project  
video

government and communities. Participation is essential in making an informal settlement upgrading process effective and has equal benefits for politicians, officials and communities. The involvement of informal settlement communities and the need to give them a voice at key stages of the process is a basic principle of the UISP.

This participatory approach to informal settlement upgrading, was preceded and supported by a wide series of policy and legal frameworks. These policies and associated legislation place

For more details see  
Section 4, item 1.3

participation and accountability at the very heart of the system of local government. The legislative and policy framework on participation is contained in the Constitution (1996), the White Paper on Local Government (1998), the Municipal Structures Act (1998), the Municipal Systems Act (2000), the Municipal Planning and Performance Regulations (2001), Breaking new Ground (2005) and the Upgrading of Informal Settlements Programme (UISP), 2009.

## Good practice in participatory processes

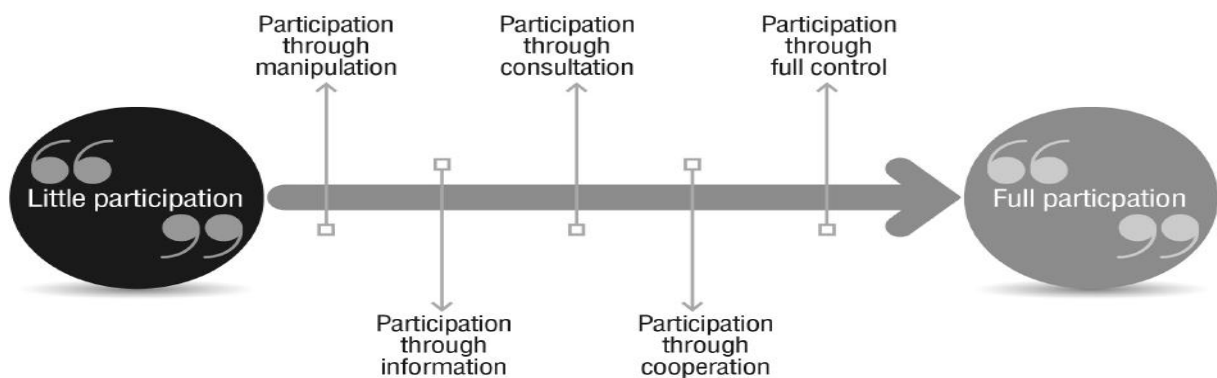
Meaningful engagement is viewed as the core principle upon which the participatory process should be based. Meaningful engagement includes partnering with communities, facilitating community-driven processes, communities being involved in spatial planning, working with community organisations and leadership and developing agreed processes for communication, discussion, decision-making, and dispute resolution.

For more details see Section 4, item 2.1 & 2.2

In undertaking a participatory process, genuine and meaningful engagement must be distinguished from superficial participatory forms. There is a critical difference between going through an empty ritual and a process where the participants have real power that can affect the outcome of the process. A good way to clarify the concept is to use the participation continuum (see diagram below). This describes the levels of participation as a sequence going from little (or no) participation to full participation.

For more details see Section 4, item 2.3

### A CONTINUUM FOR PARTICIPATION



**SOURCE:** HOUSING THE POOR IN AFRICAN CITIES, QUICK GUIDE 6: COMMUNITY-BASED ORGANISATIONS (UN HABITAT, 2011)

The level of participation applied will vary depending on the issue being addressed and the stakeholders between whom an engagement should occur. One level of participation is not better than another level on the continuum. What is needed from the beginning is the clear definition of the level of participation that is being aimed at and the outcomes that can be both expected from it and achieved by it.

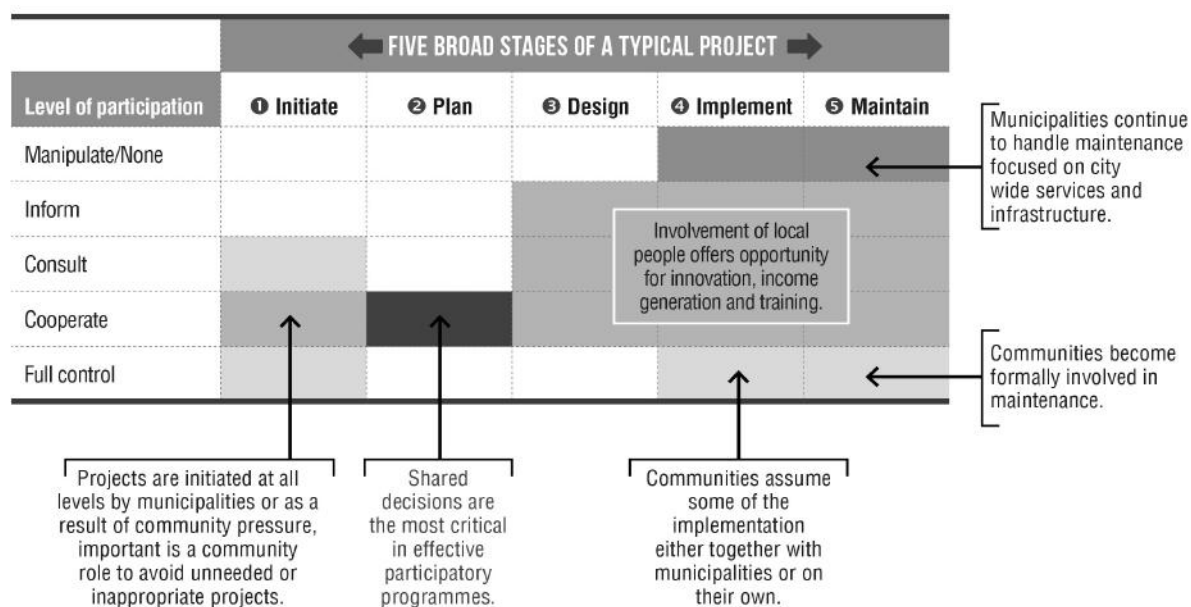
For more details see Section 4, item 3

## Participation during different stages of upgrading

Participation needs to be built in at both the municipal programme level and at the settlement project level. At the programme level informal settlement upgrading is planned across many different settlements within the same municipality. The process of developing a

municipal informal settlement strategy and programme requires information in order to assess and categorise informal settlements. The process of gathering the information, as well as the process of categorising the settlements, provide opportunities for involving community representatives in programme level activities.

At the project level, participation is needed throughout an upgrading project. The intensity of participation can vary across the life of a project, and so can the depth of participation and extent of community control. This idea of variation is captured in the diagram below, where the levels of participation are shown in the left hand column and the life or progress of a project is shown across the top. The diagram highlights that substantial community input is particularly important when key decisions are made, often called the planning phase of the project.



The following participation is relevant in the UISP phases:

**Phase 1 – Application:** In the early stages different levels of community engagement can happen, but UISP requires that the community must have a role, and take the initiative if needed.

**Phase 2 – Initiation:** Both full control and co-operation, and at a minimum consultation can will ensure that the business plan submitted reflects and includes the community’s needs.

**Phase 3 – Implementation:** A range of participation levels can be used to enable communities to participate in implementation decisions and to inform them of progress as implementation is undertaken.

**Phase 4 – Consolidation:** The participation level used will depend on the basis by which consolidation is undertaken. If the People’s Housing Process is undertaken the level will be full control. If a subsidised house is being provided then informing would be applied.

## Stakeholders in upgrading initiatives

Stakeholders are people, groups, or institutions who are likely to be affected by a proposed intervention (either negatively or positively), or those who can affect the outcome of the intervention. Stakeholder analysis provides a foundation and structure for the participation process. The selection of the participants/stakeholders is heavily influenced by the scope and the scale that the project is meant to affect. Various factors must be carefully considered in the initial identification of participants for a participation process (considering both informal networks and marginalised groups). This step is called stakeholders analysis and selection, and is a vital tool for understanding the social and institutional context of a project or area.

For more details see  
Section 4, item 4

A range of institutional arrangements can be established once there is consensus and agreement on the level and detail of participatory planning required. Depending on the size, nature and complexity of the scope of an informal settlement upgrading project or programme and the municipal environment, a range of organisational structures may be appropriate such as: a community committee, co-ordination committee, steering committee, project committee, sub-committee and task team, ward committee or community development workers (CDWs). The selection of the most suitable institutional arrangements and the relevant organisational method to be chosen for the informal settlement upgrade process, constitutes the basic organisational framework for meaningful participation.

For more details see  
Section 4, item 5

## **Participatory methods and techniques**

There are various tools that can be used to involve people in the different parts of an upgrading process. It is not possible to create a universal recipe for participatory processes. No one approach is applicable to all situations. The differences between participatory methods lie in their purpose, the level of participation they aim to achieve and their guiding principles. Some methods are large scale and multi-sectorial, others are more focused in scope. It is important to clarify the purpose and desired level of participation throughout the development process, before focusing on a method.

While there are many tools and techniques for encouraging community participation in an informal settlement upgrading process, the most important tool is communication. No method, tool or technique will work if the person using them has poor communication skills or a bad attitude.

Tools for collecting information and building relationships include listening (for example through interviews), looking and observing, measuring and learning from what exists, mapping and making models (drawing with everyone) and resource surveys and skills

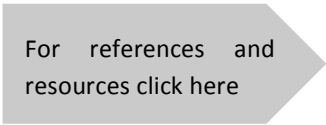
inventories. Techniques that can be used for different purposes and at various stages in the planning or implementation of an upgrading process including brainstorming, games and role-play, group work and intermixing (expanding perspectives by learning from others) and prioritizing.

Community surveys is a broad term to describe gathering data about the community, with the community. Different types of data can be gathered including demographic profile, analysis of risk factors and asset inventory

Action planning is a term used for the participatory process of identifying key issues and agreeing on priority projects in a community. There are many techniques which can be used to encourage people to participate, identify and record what people express, review what has emerged and collectively prioritise and identify action steps. This is normally a facilitated process that takes place over a period of time in a series of participatory forums.

## **Participation is challenging**

Developing a meaningful participatory process is about creating an enabling environment, with appropriate channels of communication and allocating the time and resources needed to promote it. The process can be challenging with the possibility for outside interests or manipulation. Some stakeholders can undermine the process. Communities may also be reluctant to engage. Under conditions of poverty and stress, and without some sort of security in place, it is difficult for informal dwellers to engage in processes that are considered to be time-consuming. However, against all these odds, meaningful participation will constitute a solid base that can be a mechanism for the community to progressively regain trust in the process and in the municipality. The successful outcome of a participatory informal settlement upgrading process with communities will manifest only with collective willingness and the shared goal of the co-creation of liveable, healthy and well-developed neighbourhoods.



For references and  
resources click here

# Content

## 1. Why is participation important?

### 1.1 What is meaningful participation?

There are many definitions and understandings of participation. In this Section participation means some form of involvement of people with similar needs and goals, in decisions affecting their lives.

Participation is a complex mechanism and there is no single blueprint as to how it should be undertaken. It needs to be locally relevant and each community is characterised by different dynamics and demographics. Participation can be a series of one-off events or an open-ended process and there are many participatory techniques and approaches that can be selected according to the aim and scope of a particular situation.

Participation comprises building common ground between institutions and communities. This includes bringing together:

- Internal knowledge, which is the knowledge, experiences and skills of the community, and
- External knowledge, which is technical, specialized knowledge brought into the process by specialists and municipalities.

The building of this common ground represents the first prerequisite for meaningful participation. In the case of informal settlement upgrading, the fact that different parties bring different things must be recognised and harnessed to ensure that the proposals developed best satisfy the actual needs and preferences of the specific targeted community.

This process requires that participants develop respect for each other and the various strengths and contributions that each can bring. Sometimes politicians and officials see participation as something they are forced to do, rather than something that will benefit them. Some are also afraid of facing the community because in their experience report-back or consultation meetings can easily become forums for complaint and protest about problems or against non-delivery. Or, participation can be reduced to providing information on matters which have already been decided.

But these fears and resistance to meaningful participation hide the full creative potential of a constant and deep collaboration between government and communities.

For participation to be meaningful it must develop reciprocal trust and produce creative, collaborative solutions. Without a meaningful, truthful and deep participation process, the following issues may arise during the upgrading of an informal settlement. For example:

- Lack of alignment between institutional/governmental goals and community needs. This can result in the absence of a sense of ownership by the community for the interventions, ultimately leading to these being ineffective. This is because any

project realised without the full engagement of the community may be viewed as an external element, which does not stimulate either a caring attitude or a sense of belonging in the users/targeted community.

- Strong opposition/protest from the community concerning particular aspects of the upgrading process. If a decision-making process is not transparent and/or participative, communities will feel deprived of their right to influence their own life patterns. This can lead to suspicion and mistrust and accusations of corruption. This in turn can lead to opposition and protests.



## 1.2 The benefits of participation

Participation is essential in making an informal settlement upgrading process effective and has equal benefits for politicians, officials and communities. For example:

See the Flamingo Park upgrading project video

- Participation helps a municipality to make appropriate decisions, based on the real needs of people;
- The more informed people are, the better they will understand what government is trying to do and what the budget and resource limitations are;
- In an open decision-making process, where different ideas are negotiated, people are made part of important issues that are defined and decided on together. Even if sometimes decisions can be difficult and require compromise, people will be able to see the reasons why choices were made. Prioritising participation in decision-making builds awareness, helping to prevent protests and opposition;
- Municipalities can only claim to be accountable if they have regular interactions with the people they serve and if they consult and report back on key council decisions;
- Government cannot address all the development needs on its own; partnerships are with communities, civil society and business will improve service delivery and development.

Public participation can be a strategic tool to assist municipalities in reaching out to the communities they serve. It can help improve informal settlement upgrading projects, and promotes empowerment and capacity building in previously marginalised communities. A participatory approach recognises communities as active agents of change, directly involved



in formulating a better future. It can respond to specific issues, in specific communities, in an interactive fashion.

Community participation in the development of settlements can assist to preserve fragile community survival networks. Without participation these networks could be damaged or broken, if people are displaced or if upgrading interventions unintentionally interfere with these networks.



Lastly, participation allows municipalities to get buy-in or commitment to a set of initiatives – and to develop partnerships with different stakeholders. Partnerships are fundamental since the state does not have sufficient resources to provide everything and needs to rely on residents and other stakeholders to take care of, and manage, the implementation of projects. Community participation is crucial in developing good plans so that communities own the process of development, and allow people to make a meaningful contribution to the development of their own lives.



## Key Points

The benefits of a participatory approach are:

- Greater acceptability and legitimacy of the process by local communities;
- Effective utilisation of existing skills and resources;
- Improved quality of information gathered, more comprehensive than local authorities or communities can gather alone;
- Fewer disputes among local residents and between communities and authorities;
- Effective responses to local conditions and priorities;
- Building trust and confidence by all parties;
- Opportunities for further engagement between communities and authorities.

### 1.3 Is participation mandated?

The involvement of informal settlement communities and the need to give them a voice at key stages of the process is a basic principle of the UISP. Participation is seen as the most effective way of empowering people and communities living in informal settlements to transform their own lives.

In situ upgrading, as envisaged under the UISP, promotes empowerment, integrated urban development, and social cohesion. This participatory approach to informal settlement upgrading, was preceded and supported by a wide series of policy and legal frameworks. These policies and associated legislation place participation and accountability at the very

heart of the system of local government. The legislative framework on participation is contained in five main documents, which are outlined below. This legislation describes the way in which local government should function and provides the framework for how municipalities should interact with communities. The issue of participation is central in building trust in the governance system and facilitating effective development.

### **The Constitution of the Republic of South Africa, 1996**

Chapter 7 (Section 152) of the Constitution states that the objectives of local government are to provide democratic and accountable government for local communities and to encourage the involvement of communities and community organisations in the matters of local government.

This means that it is the duty of municipalities to ensure that there is effective participation of citizens and communities in the matters of local government.

### **The White Paper on Local Government, 1998**

Municipalities are encouraged to build local democracy by developing strategies and mechanisms to continually engage with citizens, business and community-based organisations. Municipalities must develop structures to encourage meaningful participation and interaction between communities and councillors. The White Paper outlines the system of ward committees, their function, composition and role, the vision of ward committees as a channel of communication, powers, and duties of ward committees and also the administrative arrangements.

This means that structures and systems have been set up within municipalities to enable community participation.

### **Municipal Structures Act, 1998**

This requires a municipality to develop mechanisms to consult with communities and community organisations. Every year the municipality needs to review the needs of the community and municipal priorities and strategies for meeting those needs.

This means that decisions made within a municipality need to take note of, and be based on, the needs of the people it serves.

### **Municipal Systems Act, 2000**

This Act states that a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. It further calls for municipalities to develop a culture of working hand-in-hand with elected representatives within a system of participatory governance. There are also rights and duties of the citizens in relation to municipal functions, which include contributing to the decision-making processes of the municipality, and being informed on all decisions of the council.

Municipalities must determine methods to consult communities and residents on their needs and priorities, and residents must be able to participate in drafting and reviewing the Integrated Development Plan (IDP). This means that IDPs must be based on a community participation process.

### **Municipal Planning and Performance Regulations, 2001**

This regulation says that if there are no other municipal-wide structures for community participation, a municipality must establish a forum. The forum must enhance public participation in monitoring, measuring and reviewing the performance of the municipality itself. This means that municipalities can use community forums as a basis for undertaking participation.

### **Breaking new Ground, 2005**

Breaking New Ground (BNG) specifies that informal settlement upgrades should be undertaken as community projects, since community participation is seen to be essential to the success of any upgrade and enables developments to respond to local needs. This means that participation is a central element of an informal settlement upgrading process.

### **Upgrading of Informal Settlements Programme (UISP), 2009**

The UISP has three interrelated key focus areas: the provision of tenure security, addressing health and safety, and empowering residents through participatory processes. While some funding is provided to facilitate the community participation processes, municipalities can also apply for external funding to further support this. This means that the UISP requires community participation to be undertaken and that there is funding that municipalities can access in this regard.

## **2. Good practice in participatory processes**

### **2.1 Important practices**

There are key aspects that South African courts view as important practices in respect of community participation in relation to informal settlements. These have emerged in cases that have gone to court because communities have challenged processes and practices that have affected them negatively. The important practices established in the court cases are as follows<sup>1</sup>:

**Meaningful engagement:** This is a two-way process in which the municipality and those about to become homeless talk to each other meaningfully to achieve certain objectives.

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<sup>1</sup>From Aurecon 2014 – Case law best practices for meaningful participation 2014

**Individual engagement:** The engagement process shows respect and care for the dignity of individual householders. It enables government to understand the needs and concerns of individual householders so that, where possible, it can take steps to meet their concerns.

**Respect and partnership:** Mutual respect and accommodation of each other's concerns should be the main focus of meaningful engagement.

**Mutual consensus:** Engagement does not require the parties to agree on every issue. The goal should be to find the mutually acceptable solution to the difficult issues that confront the government and residents when providing adequate housing.

**Adequate consultation:** Affected communities should be given adequate notice and they should be advised of their legal rights, as well as provided with adequate information pertaining to possible available remedies.

**Active participation:** Involves the establishment of a community development forum where the community actively engages the municipality regarding access to adequate housing, provision of basic services and incremental upgrading.

These practices are vital elements for municipalities to consider when they undertake any development strategy or activity that affects a community directly. The process of meaningful engagement is discussed below.

## 2.2 Meaningful engagement as a basis for meaningful participation

Meaningful engagement is viewed as the core principle upon which the participatory process should be based. It was first set out by the Constitutional Court in the Olivia Road case. In general, the core principles of meaningful participation are:

- Individuals or communities should be treated as partners in the decision-making process. If engagement takes place after the decision has been made then it is not meaningful (Abahlali base Mjondo Movement of SA case);
- Engagement should be a combination of individual and collective participation. There should be a form of engagement between the community and community-based organisations, as well as the individuals within the community;
- Meaningful engagement should occur during all stages (decision-making, planning, implementation and evaluation) of an informal settlement upgrading process. This should provide communities with reasonable opportunities to voice their concerns and to participate effectively in the decision-making process.

See the example below of Thembaletu where meaningful participation occurred, according to a review by Aurecon: *S.A. Case Studies about Meaningful Participation in ISU* (Aurecon, 2014).

The scale of the Thembalethu (George) project was much larger than conventional upgrading projects as it is focussed on 22 informal settlement pockets of varying sizes, within and on the periphery of the formal Thembalethu precinct. Representative beneficiary liaison committees (BLCs) operated in each area and were represented on the ward committees.

The development objectives were thus planned and established in collaboration with the participatory informal settlement communities and the surrounding formalised communities. The development focused on 10 formalised areas (eight in situ and two greenfields) and included the relocation of approximately 4 350 beneficiary households to their allocated formalised and fully-serviced erven.

The community-based participatory planning, communication and dispute resolution mechanisms focused on the following outcomes:

- Township establishment and infrastructure development;
- The identification, recording and verification of all beneficiary household data;
- The allocation of formalised serviced erven;
- The assisted relocation of all beneficiary households to their allocated erven and the re-erection of their informal structures;
- Processes for the granting of secure tenure and entering into formal municipal service agreements with the municipality.

## Key points

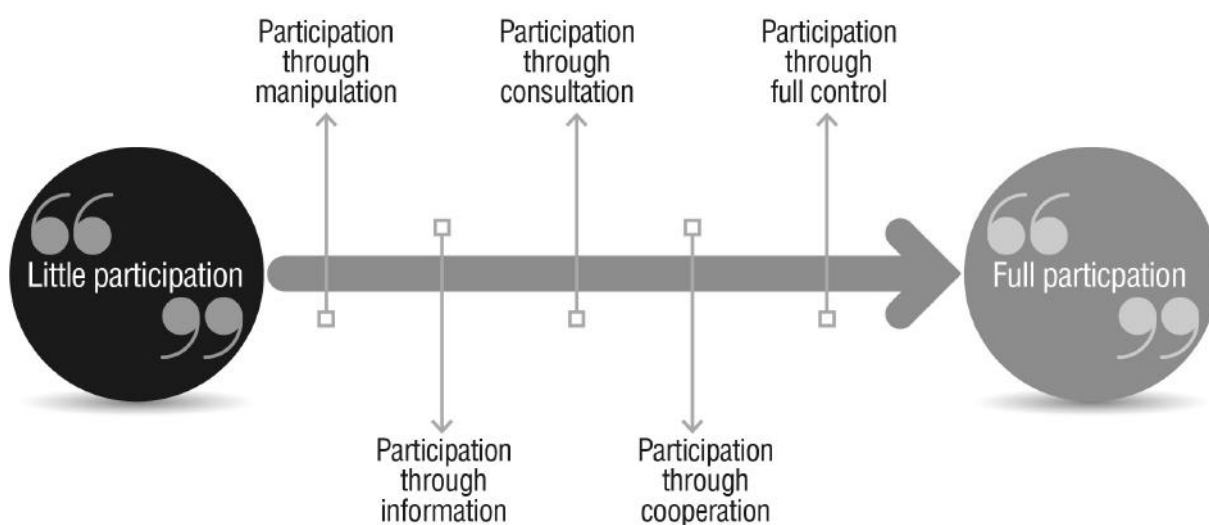
Meaningful engagement thus includes:

- Partnering with communities: allowing communities to set out their needs;
- Facilitating community-driven processes: e.g. it is easier for communities to gather information, such as enumeration, themselves, as they already know the community. This can be viewed as an early stepping stone for a community and municipal partnership;
- Communities being involved in spatial planning. Negotiating the improved spatial organisation of the settlement to assist with service delivery, better movement through the settlement, and improved community spaces;
- Working with community organisations and leadership: for example through community forums, identification (or creation if necessary) of settlement-level structures to assist municipalities to interact with, and understand, informal settlement communities;
- Developing agreed processes for communication, discussion, decision-making, and dispute resolution. These need to be clear, well-structured and adopted by all the stakeholders and role-players.

## 2.3 The participation continuum

In undertaking a participatory process, genuine and meaningful engagement must be distinguished from superficial participatory forms. There is a critical difference between going through an empty ritual and a process where the participants have real power that can affect the outcome of the process. A good way to clarify the concept is to use the participation continuum. This describes the levels of participation as a sequence going from little (or no) participation to full participation.

### A CONTINUUM FOR PARTICIPATION



**SOURCE:** HOUSING THE POOR IN AFRICAN CITIES, QUICK GUIDE 6: COMMUNITY-BASED ORGANISATIONS (UN HABITAT, 2011)

**Participation through manipulation:** Communities are only included for convenience and are used mainly for political gain, free labour and cost-recovery or to meet the conditions of funders. No participatory decision-making occurs.

**Participation through information:** No room is provided for communities to express opinions or influence change, and the process is usually not transparent. The object is to reduce potential resistance to a project (by providing information, but not allowing any input).

**Participation through consultation:** Forums give people a chance to share their views on a planned intervention. They have little control, but there is some degree of accountability to communities. Decision-making and information is controlled by an outside agency. The project may be adapted to suit local needs, based on the input provided through the forums.

**Participation through co-operation:** Government and communities co-operate towards a shared goal. A strong form of community decision-making is undertaken, often facilitated by a non-governmental organisation (NGO). Communities are involved at an early stage. Vulnerable groups within communities are encouraged to participate.

**Participation through full control:** Communities are in control of decision-making and government responds and supports. The community manages, implements and controls initiatives it has designed itself, according to needs and priorities it has identified.

The level of participation applied will vary depending on the issue being addressed and the stakeholders between whom an engagement should occur. One level of participation is not better than another level on the continuum. However effective participatory processes happen if and when people and organisations are convinced that their interests will be better served within partnerships rather than without them<sup>2</sup>. Therefore, what is needed from the beginning is the clear definition of the level of participation that is being aimed at and the outcomes that can be both expected from it and achieved by it. This will allow creating and organising a more structured and meaningful participatory process, which all partners can commit to from the beginning.

## 3. Participation during different stages of upgrading

### 3.1 Programme level

So far we have emphasized that participation is not a one-off event or even a series of events, but that it is an ongoing activity to be included in all phases of an upgrading process. Participation becomes especially important at particular points of the upgrade, such as when decisions have to be made about things that will affect the nature of the settlement or the lives of those who live in it.

Participation needs to be built in at both the municipal programme level and at the settlement project level. At the programme level informal settlement upgrading is planned across many different settlements within the same municipality, as we saw in the Thembaletu project presented above.

The process of developing a municipal informal settlement strategy and programme requires information in order to assess and categorise informal settlements. The process of gathering the information, as well as the process of categorising the settlements, provide opportunities for involving community representatives in programme level activities.



See the video Thandi and the IDP

### 3.2 Project level

Participation is needed throughout an upgrading project. The intensity of participation can vary across the life of a project, and so can the depth of participation and extent of community control. This idea of variation is captured in the diagram below, where the levels of participation are shown in the left hand column and the life or progress of a project is shown across the top. The table highlights that substantial community input is particularly important when key decisions are made, often called the planning phase of the project.

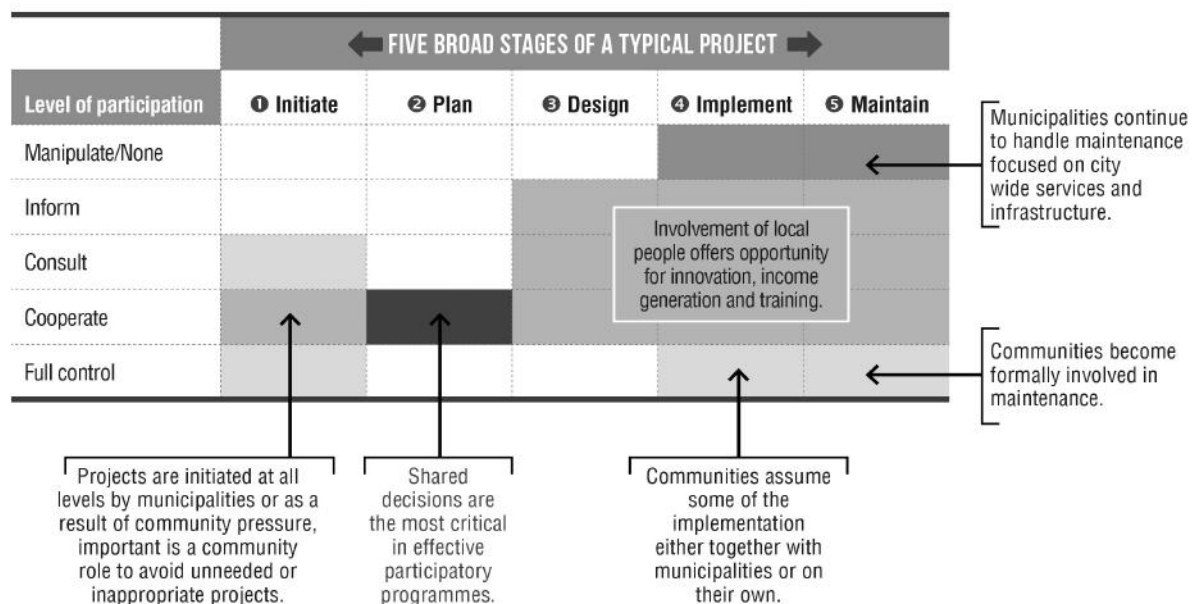
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<sup>2</sup>Hamdi, 2004, p. 30

During the **application and initiation stages** it is crucial to join the community and the outsiders in debate and negotiation. This is the stage at which a number of key decisions are taken. Therefore, the recommendation is that there is shared control so that all vested interests can be considered.

During the later stages full community involvement may be less crucial, if decisions are clear in the planning stage. During **implementation**, for e.g., participation can vary through all levels (see below). In some cases implementation is better carried out by the municipality, because of the technical complexity. In other cases residents' involvement is optimal.

At the **maintenance stage** both the municipality and community should be involved according to their abilities. For e.g. day-to-day maintenance of school buildings could be managed by community members, while major repairs should be managed by municipalities as they require significant financial resources and technical skills. However, for maintenance to be successful there should be agreement on the clear and definite tasks of each party based on a realistic assessment of capacity.



## Participation in the UISP phases

**Phase 1 – Application:** In the early stages different levels of community engagement can happen, but UISP requires that the community must have a role, and take the initiative if needed. This allows the process of an upgrade to start from a bottom-up approach, not with an imposed decision from outside. Municipalities can secure support for the project and meet the application requirements of the pre-feasibility report. Participation can also occur when communities put pressure on municipalities to undertake a project.

**Phase 2 – Initiation:** Both full control and co-operation, and at a minimum consultation can will ensure that the business plan submitted reflects and includes the community's needs.



**Phase 3 – Implementation:** A range of participation levels can be used to enable communities to participate in implementation decisions and to inform them of progress as implementation is undertaken.

**Phase 4 – Consolidation:** The participation level used will depend on the basis by which consolidation is undertaken. If the People’s Housing Process is undertaken the level will be full control. If a subsidised house is being provided then informing would be applied.

## 4. Stakeholders in upgrading initiatives

In a participatory process, the selection of the participants/stakeholders is heavily influenced by the scope and the scale that the project is meant to affect. We have referred earlier to parties, participants or stakeholders in the participation process. But who are they? One of the important obligations to be taken by the entire group of initial participants is a commitment to an open and inclusive style of working, with new stakeholders being admitted as they begin to play a role in the planning process, even if they were not present at the beginning of the process.

Various factors must be carefully considered in the initial identification of participants for a participation process (considering both informal networks and marginalised groups). This step is called stakeholders analysis and selection, and is a vital tool for understanding the social and institutional context of a project or area. Stakeholders are people, groups, or institutions who are likely to be affected by a proposed intervention (either negatively or positively), or those who can affect the outcome of the intervention. Stakeholder analysis provides a foundation and structure for the participation process.

### 4.1 Stakeholder analysis

Stakeholder analysis includes a consideration of:

- Who will be affected by the project (positively or negatively)?
- Who could influence the project (positively or negatively)?
- Which individuals, groups, or agencies need to be involved in the project?
- How will they be involved?
- Whose capacity needs to be built upon to enable them to participate?

There are no fixed rules to selecting the stakeholders, but there are general principles. One principle is to promote the inclusion of a wide range of different interest groups such as:

- Local residents
- Councillors
- Council employees
- Members of a committee
- Members of a political party
- Parents
- Land-owners

- Landlords
- Members of campaign groups
- Specific ethnic/religious/cultural groups.

The guidelines for selecting other stakeholders include:

- **Those who must be involved in decision-making** because they can help, such as representatives of the major authorities who can bring resources into the process;
- **Those who cannot be excluded from decision-making** because they could pose a threat. Certain strong interests could destroy the process from the outside, but if they are included rather than excluded from a collective debate and negotiation, the risk will decrease (it is much harder to destroy the process from the inside);
- **Those who would like to be involved in the decision-making:** those who must live with the process and the products, such as neighbouring communities that will not benefit directly, but could be affected by the process;
- **Those who may not be decision-makers, but should be present** to support the decision-making process: such as intermediaries and capacity building support.

## 4.2 Identifying key stakeholders and gaining entry

In 2013 a South African NGO, the Development Action Group (DAG), supported the City of Cape Town in participatory action planning processes in a number of informal settlements. In terms of meaningful participation, DAG noted that the first step is to ensure that all stakeholders are on board. Identifying key stakeholders, and gaining entry to an informal settlement, is a complex process and needs to be informed by an understanding of local leadership, social groups and power dynamics. This requires a comprehensive **scoping of stakeholders**. This is done in a variety of ways:

- Via one-on-one meetings with councillors, ward committees, local NGOs and social movements;
- Through workshops with city officials;
- Through introductory meetings and site visits with local community-based organisations; and
- By establishing local level institutional arrangements.

This initial process of gaining entry is critical for building trust and it is wise to employ the skills of an experienced development facilitator at this stage. The process forms the basis for the future institutional arrangements, so it is worth taking one's time. It also helps to ensure that gatekeeping is prevented in the future. This baseline and entry stage could take anywhere between one week to a few months.

## 4.3 In what way can participation be structured?

### Establishing institutional arrangements

A range of institutional arrangements can be established once there is consensus and agreement on the level and detail of participatory planning required. For instance, this can include a working group or a project steering committee (PSC). During the subsequent stages of the planning process the PSC or working group will play a key role in guiding the informal settlement upgrading intervention and in keeping stakeholders informed on progress. Building the capacity of a PSC or working group is critical to the success, accountability and development of these local level institutional arrangements.

The institutional arrangements can be formalised via a Memorandum of Understanding or other kind of formal agreement between the stakeholders.

### Structures and organisational frameworks

Depending on the size, nature and complexity of the scope of an informal settlement upgrading project or programme and the municipal environment, a range of organisational structures may be appropriate, such as:

**Community committee:** This must include all parties within the community who should be consulted consistently. This committee should be nurtured and capacitated to be as effective as possible, particularly in understanding issues and communication.

**Co-ordination committee:** This is to keep actors in touch and informed. It is a network structure rather than a decision-making body. It is important in complex projects where multiple agencies are involved.

**Steering committee:** This guides the process and is normally used to decide upon policy issues that are required by operational structures. It could provide a policy framework in which the work should proceed and monitor application of this policy.

**Project committee:** This is created to manage the project and has the authority to make decisions within the limits of approvals granted by a higher body for implementation and financing. The focus of this committee is on delivery and resolving problems.

**Sub-committee and task team:** These are small structures with specific and often short-term responsibilities. They can be useful for focusing on specific tasks and dissolved upon completion.

**Ward committee:** A ward committee consists of the councillor representing the ward, who must also chair the committee, and not more than 10 other people. Ward committees are seen as the vehicle for deepening local democracy. It is at the local level within wards that all development issues converge. Ward committees, therefore, have a crucial role to play as an interface between government and communities (not just local government).

**Community development workers (CDWs):** Community development workers are deployed by government to work in communities to make sure that people can access government services. They have to give advice, help people with problems, assess needs and work with local organisations to build partnerships with government. They usually know the community well, have good contacts with organisations and can help to do consultation and research, spread information and monitor implementation.

The participatory planning team will need to work with these or similar structures to enable participation. The selection of the most suitable **institutional arrangements** and the **relevant organisational method** to be chosen for the informal settlement upgrade process, constitutes the basic **organisational framework** for meaningful participation.

In many cases community participation must go beyond the use of ward committees, but aims at defining arrangements that will progressively transfer competences and duties to the community itself. Municipalities should also establish whether **community development workers** are available and where possible utilise CDWs in collaboration with ward structures.

Section 12 discusses institutional arrangements.

## 5. Participatory methods and techniques

### 5.1 Overview of participatory methods

There are various tools that can be used to involve people in the different parts of an upgrading process, but it's not possible to create a universal recipe for participatory processes. No one approach is applicable to all situations. Here we use the phrase "participatory methods" to describe the collection of tools that can be put together to achieve a certain purpose or goal.

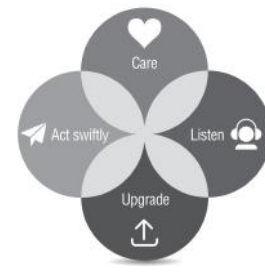
There are participatory methods for analysis and planning and methods for doing and reviewing. The differences between participatory methods lie in their purpose, the level of participation they aim to achieve, and their guiding principles. Some methods are large scale and multi-sectorial, others are more focused in scope. It is important to clarify the purpose and desired level of participation throughout the development process, before focusing on a method.

For informal settlement upgrading international agencies such as the World Bank, UN-Habitat and The Cities Alliance tend to recommend community-level or community-based planning methods. Action planning is one of the methods that has been used successfully in informal settlement situations.

Action planning aims at empowering communities to design, implement and manage their own upgrading projects. It is community-based, problem-driven and designed to create

policies from the grassroots level. It is a project-linked method that focuses on the planning phase of a project where a number of key decisions are generally made<sup>3</sup>.

Later on in this Section we describe an action planning process used to identify development priorities in an area. It's one of easier methods to use and has been used successfully in South Africa.



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First, however, we will introduce some communication skills that will encourage discussion and conversation. Then we will introduce some of the tools and techniques – the activities people might get involved in – to provide a feel for the kinds of activities that are useful in participatory processes. Later, in describing an action planning process you will recognize where some of these tools have been used.

## 5.2 Communication skills for a participatory approach

There are many tools and techniques for encouraging community participation in an informal settlement upgrading process, but the most important tool is you! No method, tool or technique will work if the person using them has poor communication skills or a bad attitude. In this section we will look at a few key points about communicating in a way that encourages participation.

### Achieving mutual understanding

Communicating means making sure that your information gets across to another person in such a way that they can understand it in the way you meant it. It means listening to the other person in such a way that you understand them and what they really mean. It involves sending messages and receiving messages. Communication is a two-way process.

Most people understand that communication is the process of sending, receiving and interpreting messages; but what we often forget is that the goal is shared meaning. Conversations need to result in mutual understanding. Communication is effective when the messages sent is the same as the message received. For this, communication must be two-way.

### Active Listening

One of the key principles arising out of the Constitutional Court cases on the right to housing is that municipalities must listen to their citizens. Municipalities cannot listen – the people who represent the municipality must listen.

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<sup>3</sup>Hamdi & Goethert, 1997, p 78

## Check for mutual understanding

A useful communication skill to keep a discussion on track is to check for understanding. You might need to check for understanding if something about an important part of the discussion is unclear to you. Use phrases like:

*Let me check my understanding of what you're saying.*

*So, are you saying that ...?*

Checking for understanding can also mean that you check that the other person has understood what you have said. Use phrases like:

*Do we agree (or disagree) that ...?*

*What do you understand by what I said?*

Checking for understanding builds mutual understanding and effective communication.

## Meeting personal needs and practical needs

Another key principle arising out of the Constitutional Court cases is that municipalities should care about their citizens.

We all bring needs to every interaction that we have with other people. For any interaction to be effective, including a discussion on housing, two kinds of needs must be met – **personal needs** and **practical needs**. Personal needs are basic human needs that we all have. Practical needs are what you want to achieve by having the interaction.



Personal needs are basic, we all need to feel:

- Heard and understood;
- Respected and valued;
- Trusted (and able to trust);
- Meaningfully involved;
- Supported;
- Empowered.

## Responding with empathy

The word empathy comes from the Greek word *pathos* which means feeling. People come with a variety of feelings developed from their previous experiences; and feelings are always present in all human interactions. Responding with empathy means understanding what another person is feeling, and what has made them feel that way, and then responding in words that show that you understand.

Empathy builds mutual understanding and trust. You don't have to be in the same situation yourself and you don't have to agree with how the other person feels. Responding with

empathy shows that you understand them, not that you agree with them. Empathy means seeing things through the other person's eyes.

An effective statement of empathy includes two elements:

- Correctly identifying the feeling that is being expressed; and
- A restatement of the content of what the person said that conveyed the feeling.

Here are some examples of empathetic responses:

- *You seem pleased that the fire fighters will be able to reach the shacks.*
- *I understand that you don't trust us because you feel the council has often broken its promises and you don't believe that we are actually going to do this thing.*

When the other person's feelings are positive, you have an opportunity to build on them to help create an enthusiastic atmosphere. When the feelings are negative, listening and responding with empathy will communicate that you have heard and understand their concerns.



### 5.3 Tools and techniques for a participatory approach

#### Tools for collecting information and building relationships

**Listening (e.g. through interviews):** Information gathering needs to be done in ways that make people feel comfortable and willing to communicate. The following techniques can be used:

- When talking to local people (men, women, children, shopkeepers, respected elders and other key informants), and listening to their needs, problems and aspirations, it is essential to know how and why things work, or do not work, and who suffers or benefits.
- Individual interviews, community or group and focus group discussions are also useful techniques.

**Looking and observing:** Carefully observing the environment allows you to compare the actual circumstances that need to be addressed or taken into consideration, with information that might be on maps, plans or other documents. It is possible that information collected previously is out of date or inaccurate. Useful information to inform future improvements could include where rubbish accumulates, what kinds of businesses are run, from which homes, and where the transport points are.

**Measuring and learning from what exists:** For example, there may be existing footpaths or roads that are smaller than specified technical standards, but which can be the basis for a

discussion on what can work in the future improvements. Using this tool emphasizes the starting point of what already exists and how this is viewed locally.

**Mapping and making models (drawing with everyone):** Alternative kinds of maps can be created that reveal social and political relationships in an area. The idea is for all stakeholders to record in the map their perceptions, feelings, sentiments, prejudices, wants, needs and suggestions.

This technique can uncover which people have influence, who owns what, how the settlement is used by different age groups, different religious orders, who goes where and when, who uses what and so on. A physical model (built in miniature out of scrap material) can be used to show specific situations difficult to see in the maps. This technique is important in breaking down barriers between experts/outside and the community and building a sense of co-operation among participants.

**Resource surveys and skills inventories** (what exists locally that can be used and supported?): The aim is to find human resources such as teachers and electricians, and the availability of equipment such as vans, which can be used in the project or supported through the project. (This is discussed in section 5.4.)

## **Four techniques that encourage sharing of ideas and knowledge**

These four techniques can be used for different purposes and at various stages in the planning or implementation of an upgrading process. They are techniques which encourage the sharing of ideas, exposure to different points of view, and learning from one another.

**Brainstorming (all ideas count):** This is a process of encouraging the sharing of many different ideas, including unusual, new, untried and even impractical suggestions that might spark fresh possibilities.

**Games and role-play:** Stepping into other people's shoes or putting yourself in their situation can be used to build awareness and sensitivity to points of view different to your own. It can be used to show that differences are not necessary threatening, and it can also be a good tool to build awareness of the needs and desires of groups of people who are not well represented.

**Group work and intermixing (expanding perspectives by learning from others):** Group work deliberately mixes together people from different disciplines, genders, age groups, and skills. The idea is to expose participants to a wide range of interests and viewpoints at the same time that it builds co-operation and trust.

**Prioritizing (what needs to be done first):** It is important for all stakeholders to be involved in the process of defining and ranking (scoring) priorities. An easy way of doing this is to decide what needs to be, and can be done now, soon and later.

**When using all the tools and techniques described above, you need to listen and care, so that effective communication happens and there is mutual understanding.**



## 5.4 Community surveys

This is a broad term to describe gathering data about the community, with the community. Different types of data can be gathered as follows:

- **Demographic profile:** This focuses on gathering useful information about the people who live in an area in order to inform what needs to be addressed and what human resources there are. It seeks to understand the demographic profile of the community so as to support more informed decisions on development options. To avoid data-gathering for its own sake, it is important to have a fairly clear idea of what the information is needed before embarking on gathering it. For example in the Captain Charles informal settlement near Bethlehem in the Free State, specific information was sought on how people in the settlement get an income. This information was used to plan ways to support income generation<sup>4</sup>.
- **Analysis of risk factors:** This uses local knowledge to identify issues that pose a risk to the community. An example of one of the tools of analysis is crime mapping. A map produced through the Violence Prevention through Urban Upgrading (VPUU) project in Khayelitsha shows the places in the settlement where different kinds of crime occur. It is used to gain a better understanding of the trends, patterns and specific characteristics of crime in the area, so that tailored responses can be developed.
- **Asset inventory:** This is a way of taking stock of existing positive features and strengths of a settlement. It produces a record of information on skills and talents, formal and informal associations, local institutions, culture and heritage, physical and economic assets<sup>5</sup>. Below is an example of how it was done in Monwabisi Park in Cape Town, with student partners from the Worcester Polytechnic Institute Cape Town Project Centre<sup>6</sup>.

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<sup>4</sup>Kayamandi and HDA, 19

<sup>5</sup>PPT and HDA 2014: 48

<sup>6</sup> Adapted from the executive summary of Profiling Community Assets in Monwabisi Park, Cape Town WPI Cape Town Project Centre 2010

Asset-based community development is a community-driven approach to compiling an inventory of community assets. The goal of this project was to create a document that describes the economic, social and cultural resources of Monwabisi Park through extensive community collaboration. It is a snapshot taken in 2010 and thus serves as a baseline against which future progress can be compared. The inventory was built on the following activities:

- Interviews were conducted with key informants in Monwabisi Park to identify physical and social assets;
- A list of potential assets was developed to gather information on crèches, the community hall, the weekend patrol and youth groups;
- A profile for specific assets was developed including a general description, background information, history, impact on the community, current initiatives, and personal goals of the community member who was being interviewed;
- Follow-up interviews were conducted with the leaders of the following key assets: churches, youth groups, spaza shops, barber shops, hair salons, a community hall, the weekend patrol, and crèches;
- A skills checklist was developed with the following nine categories of skills: communication, leadership, entrepreneurship, cultural knowledge, caring, building, crafting, musical, and engineering/automotive skills. Each asset profile in the inventory includes this checklist and indicates which skills are used or taught through asset activities.

The project also focused on how to capture and record the information. In this case an electronic database was created and community facilitators were trained to update the inventory.

## 5.5 Action planning

*Action planning* is a term used for the participatory process of identifying key issues and agreeing on priority projects in a community. There are many techniques which can be used to encourage people to participate, identify and record what people express, review what has emerged and collectively prioritise and identify action steps. This is normally a facilitated process that takes place over a period of time in a series of participatory forums.

### **Action planning: An example of how it is done**

In this section we give an example of action planning. Here we draw from a form of rapid action planning which focuses on identifying development priorities, as implemented by the NGO DAG. The DAG approach to rapid action planning involves three workshops hosted at the local settlement level. These sequential workshops engage local participants in the process of identifying their **key development priorities** over the short-, medium- and longer

term. One of the key outcomes is that local partnerships between the local committee and the municipality are strengthened and, over the longer term, the municipality has the ability to plan and implement informal settlement upgrading interventions in a more programmatic manner.

The workshops are held both in a closed workshop setting, as well as on site in the targeted informal settlement. A wide range of participatory methods and tools are used to enable participation. Experienced facilitators, including a participatory architect or planner and development facilitator, facilitate and guide the workshops.

The workshops are attended by a wide range of stakeholders, including community-based organisations, local ward councillors and ward committee members, informal settlement residents and officials from the municipality such as planners, field officers and project managers. The more diverse the stakeholder participation is, the greater the likelihood of new and existing partnerships being forged. This aspect is critical if the process of planning is to be taken forward into the implementation phase.

The three workshops include:

**Workshop 1: Introduction to participatory action planning** (rapid approach to identifying stakeholders and reaching consensus on the purpose and process). The aim of Workshop 1 is to introduce participants to action planning principles and practices with the intention of achieving consensus on the purpose and process. The workshop focuses specifically on identifying the specific roles and responsibilities of key stakeholders. Understanding how the settlement has changed over time, in the short-, medium- and longer term, is a key workshop activity.

**Workshop 2: Community mapping** (rapid approach to identifying and mapping settlement priorities). This involves local residents working with aerial photographs to map relevant settlement information such as the location of toilets and standpipes, high risk flood areas, local shops and shebeens, crèches and churches, movement routes for cars and pedestrians and public open spaces. The aim of community mapping is to enable the local stakeholders and officials to identify and locate key settlement priorities. This, in turn, provides the basis for robust settlement level plans, exact locations for improved services or the basis for future land use and layouts. It can also be used to enhance security of tenure, something that will be discussed in a later module. Community mapping is first introduced in a one-day workshop on thinking spatially, i.e. how to use aerial photography and GIS, and then prioritizing the mapping exercise. This workshop is followed by a four-week period of on-site mapping by local volunteers.

**Workshop 3: Development options** (rapid approach to identifying settlement level development options). The aim of Workshop 3 is to rapidly identify a number of priority settlement-level development options for the short-, medium- and longer term (this participatory planning tool is known as the scenario planning workshop). The workshop begins with an analytical review of the profile and settlement level mapping, followed by a detailed discussion on emerging opportunities, constraints and considerations.

A series of priority recommendations arises from this discussion. These recommendations are based on principles of sustainable human settlements and integrated development. The recommendations include information on:

- What kinds of issues the community can attend to;
- What is required from the municipality to address key challenges;
- What kinds of services need to be delivered;
- What the potential joint issues and actions to be taken are.

DAG notes that once a rapid participatory action planning process has been concluded one can move onto the subsequent phases of the development process.

But DAG also cautions that citizens' expectations are raised as settlements engage in an action planning process. The process outlined above equips community groups, who are left with detailed settlement maps and planning tools, and some basic ability, to identify and prioritise development interventions. Conducting an action planning process requires support to identify resources, such as funding and linking to funding processes and procedures such as the UISP.

There is often a time-lag between the devising of action plan priorities and actual implementation, and it is important to prepare participants for this reality. It is also important to clarify roles and responsibilities in moving the development plans forward.

## Applying the action planning method

The action planning method has been used not only at the project level, but also as a method of engaging citizens in various ways, such as in city-wide platforms, at a programme level, as well as in neighbourhoods and in settlement-specific working groups.

At the **programme** level relevant activities also include developing policies. This requires consultation and negotiation of priorities, strategies and policies with representatives of the different communities that will be affected by the programme at large. At this level participatory techniques have to be thought about on a different basis, opting for instance for a round table or a focus group. In round table discussions and workshops, there is an emphasis on enabling an inclusive process for diverse stakeholders.

At a **project level** different situations require different organisational settings. DAG suggests the following:

- In settlements with UISP funding which have undergone a pre-feasibility orientation, a project steering committee (PSC) is set up and the three phases of the action planning process undertaken to determine development priorities;
- In settlements located on land which does not allow for development and qualifies for interim or basic infrastructure development, working groups are set up which are not formal PSCs;
- At the project level, working with an area-based approach, – considering partial sections of an entire, large-scale settlement – neighbourhood-scale working groups,

rather than settlement-specific ones are set and the PSC remains representative of many smaller informal settlements in an area.

In some neighbourhoods or settlements that may not yet be ready to undergo a thorough action planning process due to complex political or social dynamics that require resolution at a settlement level, the approach is to undertake a rapid settlement assessment. This is compiled as a profile that can provide deeper insight and understanding of obstacles and constraints that need to be overcome in order to undertake a future action planning process towards informal settlement upgrading in the settlement. General principles to take into account in setting up any participatory activity include:

- **Diversity:** Including gender, race, ethnicity, age, social status, geographic location, economic status, life and work experience, and political affiliation;
- **Equity:** Equity of representation and access to power and influence;
- **Openness and transparency:** Sharing ideas and information, open to outside scrutiny, encouraging input from outside the participating team and open to expansion of membership;
- **Accountability:** Assigning authority and responsibility together;
- **Trust:** Lowering barriers and ensuring high quality interactions.

## 5.6 Risk and vulnerability index

Moving beyond an assessment of one individual settlement, there are examples of surveys and evaluations which consider the relative or comparative levels of risk between a number of informal settlements. This is useful for a municipality when trying

Programme level	√
Settlement level	√

to decide the most urgent situations of need, and how to prioritise responses. An example is the assessment of informal settlements carried out by the Western Cape Department of Human Settlements. This considered things like levels of overcrowding in the settlement, risk of fire and flooding. The assessment therefore considered both risk according to everyday living conditions in the settlement, and the risk of disaster. It did this across 262 informal settlements. This allows for prioritisation and targeting of help to settlements at highest risk.

## 6. Participation is challenging

Developing a meaningful participatory process is about creating an enabling environment, with appropriate channels of communication and allocating the time and resources needed to promote it. The success of a participatory informal settlement upgrading process does not only depend on the degree of organisation and the characteristics of the community. It also depends on the support of external actors (public and/or private agencies and other external stakeholders) for funding, organising and providing the technical assistance required within the process.

This sort of externally generated enabling framework can be questioned by saying that it opens the possibility for outside interests or manipulation. Similarly, there are concerns that some stakeholders can undermine the process. For instance, professionals, while bringing technical expertise and experience, may think community participation will jeopardise their professional judgements and standards.

Communities may also be reluctant to engage, due to lack of faith in decision-making processes, having been denied access in the past, having seen broken promises, or not knowing how to engage, or being intimidated.

Further, under conditions of poverty and stress, and without some sort of security in place, it is difficult for informal dwellers to engage in processes that are considered to be time-consuming.

However, against all these odds, meaningful participation will constitute a solid base that can limit interest groups from manipulating the outcome of the informal settlement upgrading programme or project. Meaningful participation can be a mechanism for the community to progressively re-gain trust in the process and in the municipality.

Participatory methods have the potential to bring together information from a diversity of sources, rapidly and cost-effectively. They can activate synergies and maximize resources in upgrading projects, starting with considering the community the most important of those resources. The following can contribute to project success:

- The project strategy and impact are relevant;
- Stakeholders are representative;
- Understanding of the development processes is reliable.

In conclusion, this Section underlined the need to create externally generated support to communities in the context of informal settlement upgrading, in order to get greater involvement and to achieve a better synergy within an effective incremental upgrading process. All of these actions are obviously extremely dependent on the level of willingness and commitment of the outsiders to the communities, especially the political institutions and actors. The successful outcome of a participatory informal settlement upgrading process with communities will manifest only with collective willingness and the shared goal of the co-creation of liveable, healthy and well-developed neighbourhoods.

## Toolkit

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You will find the following resources on the Toolkit CD:

- Final Report Guidance Notes On Participatory Action Planning (PAP) For Informal Settlement Upgrading (ISU), DAG and National Department of Human Settlements, 2014.
- Draft George Community Based Participation and Planning Strategy (Aurecon, 2014).

- Video: The Flamingo Park Re-blocking Process (CORC)
- Video: Thandi and the IDP (Afesis and NDHS)

## References and Resources

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- R Goethert, Understanding Participation in Terms of Scale and Speed, presentation to Scaling-up Upgrading and Affordable Housing workshop, Jaipur, India, 2010.
- S. Charlton, “Learning from the local: Experiences of informal settlement upgrading in Kwazulu-Natal”, South African Review of Sociology (previously Society in Transition), 2006
- B. van Horen, “Informal Settlement Upgrading: Bridging the Gap Between the De Facto and the De Jure”, Journal of Planning Education and Research, 2002.
- L. MacPherson, “Participatory Approaches to Slum Upgrading and Poverty Reduction in African Cities”, Hydra Interdisciplinary Journal of Social Sciences, 2013.
- I. Imparato and J. Ruster, Slum Upgrading and Participation. Lessons from Latin America, World Bank ed., 2003.
- K. Patel et al., “A Successful Slum Upgrade in Durban: A case of formal change and informal continuity”, Habitat International, 2013.

### Video links

- “The Promise of Participation”:  
[https://www.youtube.com/watch?feature=player\\_detailpage&v=w3UuyyFOfyw](https://www.youtube.com/watch?feature=player_detailpage&v=w3UuyyFOfyw)
- “Participation in Practice” (Nabeel Hamdi):  
[https://www.youtube.com/watch?feature=player\\_embedded&v=7r9IYI4CtKI](https://www.youtube.com/watch?feature=player_embedded&v=7r9IYI4CtKI)
- Participatory Planning - The Community Action Planning Method:  
<https://www.youtube.com/watch?v=cGpAQz--4nM>
- Participatory Planning Process (focus on housing in Ahmedabad):  
<https://www.youtube.com/watch?v=hPvzDJ2raQo>
- “A policy and strategy for upgrading”: <https://www.youtube.com/watch?v=twBtIX3eZGQ>
- “Integrated Development Planning Process: Tandy’s Story”:  
<https://www.youtube.com/watch?v=ILbOCZoOduc>
- “The Bellagio Initiative: On Community Participation”:  
[https://www.youtube.com/watch?feature=player\\_detailpage&v=Z87j9-3DWOQ](https://www.youtube.com/watch?feature=player_detailpage&v=Z87j9-3DWOQ)
- “UN Participatory Slum Upgrading Programme Documentary”:  
[https://www.youtube.com/watch?feature=player\\_detailpage&v=KO\\_zxTeT87o](https://www.youtube.com/watch?feature=player_detailpage&v=KO_zxTeT87o)