

**Cities Alliance**

Cities without slums

PROJECT DOCUMENT

Country: CÔTE D'IVOIRE

City: ABIDJAN

**Title of Proposal: Slum Upgrading in 13 Municipalities in the District of Abidjan**

**(Implementation Program)**

<b>1 Project Data</b>	
<b>1.1 Title of proposed project</b>	Slum Upgrading in 13 municipalities in the District of Abidjan
<b>1.2 Objective of the Project</b>	Draw up, for the purposes of fund-raising, a study and action plan for slum upgrading in 13 municipalities of the District of Abidjan, through a participatory approach, taking into account the interest of the people, their organizations, their leaders and institutional and development partners.
<b>1.3 Type of project</b> (Check one)	<p><b>City Development Strategy</b> <input type="checkbox"/></p> <p><b>Slum Upgrading</b> <input checked="" type="checkbox"/></p> <p><b>Both</b> <input type="checkbox"/></p> <p><b>(If it's the two, check "both" and the primary component box, City development strategy or slum upgrading</b></p> <p><b>Other</b> ..... <input type="checkbox"/></p>
<b>1.4 Geographic scope of project</b>	<p>City: 13 municipalities of the District of Abidjan (Adjamé, Abobo, Anyama, Attécoubé, Bingerville, Cocody, Marcory, Koumassi, Plateau, Port Bouët, Songon, Treichville, Yopougon) State/Province: Lagunes</p> <p><b>State/Province:</b> Lagunes Region <b>Country:</b> Côte d'Ivoire</p>
<b>1.5 Expected project duration</b>	From: 02 January /2011 to 31 December 2012
<b>1.6 Proposal submitted by:</b>	<p>Organization: Union des Villes et Communes de Côte d'Ivoire (UVICOCI)(Union of Cities and Municipalities of Cote d'Ivoire</p> <p>Name and Title: François Albert AMICHIA, Mayor of the Municipality of Treichville, President of UVICOCI</p> <p>Address: 01 BP 6534 ABIDJAN 01 Telephone: 225 20 32 08 85 / 21 21 64 40 / Cel.: 07 00 11 25</p> <p>Fax : 21 75 91 25 / E-mail: afa@aviso.ci</p>
<b>1.7 Contact persons for questions on the project</b>	<p><b>Organization:</b> UVICOCI <b>Name and title:</b> Mr. Jean-Baptiste AKE, Permanent Secretary of UVICOCI <b>Address:</b> 01 BP 6534 ABIDJAN 01 <b>Telephone :</b> 225 20 32 08 85 / <b>Cel.:</b> 05 79 94 10 /<b>Fax :</b> 22 52 72 94 <b>E-mail:</b> <a href="mailto:ake_uvicoci@yahoo.fr">ake_uvicoci@yahoo.fr</a></p> <p><b>Organization:</b> Programme d'Appui à la Sécurité Urbaine (PASU) (Urban security support program) <b>Name and title:</b> Agnès GNAMMON -ADIKO <b>Address:</b> 01 BP 1747 Abidjan 01 <b>Telephone:</b> 225 22 52 72 90 / 08 08 16 61 <b>Fax:</b> 225 22 52 72 94 <b>E-mail:</b> <a href="mailto:agnes.adiko@undp.org">agnes.adiko@undp.org</a></p>
<b>1.8 Budget summary</b>	<b>Amount of total budget requested from Cities Alliance funding:</b>

<i>Please compare with data provided in section 8 on the budget</i>	<b>US\$284,928.07</b> <b>Total co-financing amount from UNDP : US\$116,379.07</b> <b>Total project cost: US\$401,307.14</b>
<b>1.9 Date of submission</b>	31 March 2010

<b>2 Project partners and project management</b>	
<p><b>2.1 Recipient organization</b></p> <p><i>Organization that will receive the CA grant</i></p>	<p><b>Organization:</b> Union des Villes et Communes de Côte d'Ivoire (UVICOCI)  <b>Task Manager Name &amp; Title:</b> Mr. François Albert AMICHIA, Mayor of the commune of Treichville, President of UVICOCI  <b>Address:</b> 01 BP 6534 ABIDJAN 01  <b>Telephone:</b> 225 20 32 08 85 / 21 21 64 40 Cel. : 07 00 11 25  <b>Fax :</b> 21 75 91 25 / <b>E-mail:</b> afa@aviso.ci</p>
<p><b>2.2 What are the reasons for requesting the grant for the proposed organization?</b></p> <p><i>Please describe your institutional mandate and summarize prior experiences in grant management (if any).</i></p>	<p>UVICOCI is the sole national association that groups the country's 197 municipalities. Its purpose is to work toward the establishment and development of solidarity links between the cities and the municipalities of the Republic of Cote d'Ivoire, with a view to harmonizing their activities and contributing to the improvement of local administration and the development of the urban population.</p> <p>Since its inception, it has been protecting the interests of the city councils of member cities and municipalities; it has also focused on (i) examining issues of interest to the life and activities of local administrations and the well-being of citizens; (ii) coordinating the common goals of the municipalities to defend their interests before the government authorities; (iii) promoting urban and rural development; and (iv) setting up research, technical assistance, legal and documentation departments, as well as other useful departments for the cities and municipalities.</p> <p>As part of this ongoing assistance to the municipalities, UVICOCI has entered into cooperation with other national, international, governmental and non-governmental organizations. Under this cooperation, the manpower and material capacities of the municipalities have been built, the institutional framework for decentralization updated, and development projects for the municipalities implemented, in line with local and national priorities (poverty, MDGs, city profiles, security, HIV/AIDS, social cohesion, environment, coastal municipalities, inter-communality, etc.). Also, a mechanism has been set up at the international and regional levels to improve North-South and South-South cooperation.</p> <p>UVICOCI is part and parcel of the steering and monitoring committees of several nation-wide projects, and its members are the recipients of projects, including the World Bank-financed Municipalities Support Project (PACOM); the Urban Security Support Project (PASU), initiated by the city councils with support from donors such as UNDP and COLLECTIVEA; the forum on Decentralization, with assistance from the European Union; and the household waste component and city contracts component of the Emergency Urban Infrastructure Project (PUIUR), in 20 municipalities, including Abidjan.</p>
<p><b>2.3 Main implementing organization</b></p> <p><i>The organization that has overall responsibility for carrying out the project's objectives, for managing the project and reporting on progress</i></p>	<p><b>Organization:</b> Union des Villes et Communes de Côte d'Ivoire (UVICOCI)  <b>Task Manager Name &amp; Title:</b> Mr. François Albert AMICHIA, Mayor, Abidjan Municipal Council, President of UVICOCI  <b>Address:</b> 01 BP 6534 ABIDJAN 01  <b>Telephone:</b> 225 20 32 08 85 / 21 21 64 40 Cel. : 07 00 11 25  <b>Fax :</b> 21 75 91 25 / <b>E-mail:</b> afa@aviso.ci</p>
<p><b>2.4 What is the rationale for the</b></p>	<p>The project will be implemented by UVICOCI, the recipient organization.</p>

<p><b>proposed organization to implement the project?</b></p>	<p>It has the appropriate organization including an administration, elected officials, a constitution and a bank account, as well as project units in specific areas, namely:</p> <ul style="list-style-type: none"> <li>- AMICALL: Alliance of mayors for HIV/AIDS control;</li> <li>- PMC/OMD: Municipal platform for decentralized cooperation and MDGs;</li> <li>- RFGLCI: Women and local governance network in Côte d'Ivoire;</li> <li>- AVICOMCI: Association of towns and municipalities of the mountainous western region of Côte d'Ivoire;</li> <li>- COSAFOR: Municipalities of the south forest region of Côte d'Ivoire;</li> <li>- FISU: Ivorian forum for urban security;</li> <li>- PASU: Urban security support program (See organizational chart)</li> </ul> <p>PASU is one of these units and has the requisite skills and capacities for the program. It will therefore be responsible for providing a major part of the services. PASU will work on behalf of UVICOCI as the appointed project owner. A memorandum of understanding between UVICOCI and PASU, stating the terms of reference, will be drafted.</p>
<p><b>2.5 Cities Alliance member/s sponsoring the application</b></p> <p><i>Please indicate which of these provide co-financing as stated in section 8 on the budget.</i></p> <p><i>Add as many lines as needed</i></p>	<p><b>Organization:</b> World Bank, Abidjan Côte d'Ivoire  <b>Name &amp; Title:</b> M. Madani Tall, Director of Operations  <b>Address:</b> 01 BP 1850, Abidjan 01  <b>Telephone:</b> 225 22 400 400  <b>Fax:</b> 22 400 461  <b>E-mail:</b> mtall@worldbank.org</p> <p><b>Organization:</b> UN-Habitat  <b>Name &amp; Title:</b> Alioune Badiane, Regional Director, Regional office for Africa and the Arab States  <b>Address:</b> United Nations Avenue, Gigiri-Nairobi, Kenya  <b>Telephone:</b> 254 20 7623075  <b>Fax:</b> 254 20 762 3904  <b>E-mail:</b> alioune.badiane@unhabitat.org</p> <p><b>Organization:</b> UNDP  <b>Name &amp; Title:</b> M. André CARVALHO, Country Director  <b>Address:</b> 01 BP 1747 Abidjan 01  <b>Telephone:</b> 225 20 31 74 00  <b>Fax:</b> 225 20 2113 67 / 20 21 74 04  <b>E-mail:</b> <a href="mailto:andre.carvalho@undp.org">andre.carvalho@undp.org</a> / <a href="mailto:registry.ci@undp.org">registry.ci@undp.org</a></p> <p>UNDP is co-financing the project</p>
<p><b>2.6 Other implementing parties (if any)</b></p> <p><i>Please indicate which organization (if any) other than listed above, will assume responsibility in carrying out specific activities or delivering specific products or services for the project (= implementing partners) and/or who will provide co-financing. Please compare with section 5 on stakeholder contributions and section 9 on</i></p>	<p><b>Organization:</b> Programme d'Appui à la Sécurité Urbaine (PASU)  <b>Name &amp; title of Task Manager:</b> Agnès GNAMMON -ADIKO  <b>Address:</b> 01 BP 1747 Abidjan 01  <b>Telephone:</b> 225 22 52 72 90 / 08 08 16 61  <b>Fax:</b> 225 22 52 72 94  <b>E-mail:</b> agnes.adiko@undp.org</p> <p>The aim of PASU is to support the municipalities of Cote d'Ivoire in preparing, implementing and monitoring security policies based on prevention and local mobilization. From 2003 to 2009, the CFA 3 billion</p>

*budget.*

*Add as many lines as needed*

spent on the phase covering 13 municipalities of the Abidjan district was financed jointly by UNDP, the Belgian Technical Cooperation, through the Ivoir-Belgian Fund, the European Union and recipient municipalities, with further assistance from UN-Habitat, the International Centre for the Prevention of Crime (Canada) and the European Forum for Urban Safety.

**Organization of PASU:** In terms of the institutional framework, PASU is under the supervision of the Ministry of Interior, in charge of local authorities, and directed by a steering committee which works in conjunction with institutional, technical and financial partners, the municipalities, national projects and programs and recipient institutions and organizations. In terms of operations, it has a team of 20 coordinators, including 17 based in the 13 city councils concerned, who work in the municipalities with the authorities, administrations and inhabitants to further the achievement of the goals of PASU.

**PASU's approach** is on the one hand, preventive, because it entails using local diagnosis and action plans to analyze and consider causes or situations and factors that perpetuate insecurity; and on the other, participatory, as all stakeholders are involved in all stages of the program (diagnostics, action plan, strategy implementation), and their capacities built by way of national seminars, local training workshops, awareness programs, meetings and exchange of best practices.

Community interventions have been carried out in the municipalities with 100 micro development projects in the following areas: (i) support to vulnerable groups, in the form of training and socio-economic integration of vulnerable groups - perpetrators and victims of insecurity alike; (ii) urban environmental development, by way of public lighting, surveillance, and sanitation so as to make these areas safe and attractive for economic and social activities; (iii) in terms of support to security institutions with the aim of building intervention capacities for the people, and improving their collaboration and dialogue in security management for city dwellers, and (iv) awareness and local governance by setting up and supporting permanent mechanisms for dialogue and local participatory security management, and promoting public campaigns on the culture of prevention.

**Organization:** UNDP

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**Organization:** BNETD : Bureau National d'Etudes Techniques et de Développement

**Name & title of task manager :** Ahoua DON MELLO Dr Engineer, Director General, BNETD - Bd Hassan II - Cocody, 04 bp 945 Abidjan 04 - Côte d'Ivoire

Tel (225) 22 44 28 05, 22 48 34 00 / 35 00 / 36 00 - Fax (225) 22 44 56 66

**Organization:** CCT / BNETD : Centre de cartographie et de Télédétection (Centre for mapping and remote sensing) / Bureau National d'Etudes Techniques et de Développement (National bureau for technical studies

and development)

**Name & Title:** Mr. KONAN Kouadio Director, Centre de cartographie et de télédétection

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**2.7 What are the project's management, coordination and decision-making structures?**

*Please describe the structures (e.g. units, committees, boards) put in place for managing the implementation of this project. Please identify the responsibilities for day-to-day management, strategic adjustments, M+E, procurement and financial administration. An organizational chart might be helpful.*

*See supplementary organizational chart attached*

The monitoring and orientation committee is responsible for project orientation, monitoring and control. Specifically, its duty is to build consensus around the project's planned strategies and outputs. It provides guidance, when needed, on making significant changes to the expected outcomes, the project implementation strategies and measures, and monitors progress, where necessary, by participating in field visits to project sites and ensuring that opportunities and potential risks and lessons drawn from experience are taken into account by the implementation team. All the committee's meetings must come out with recommendations, which will serve as the basic guidelines for program monitoring. Chaired by the Minister of Interior, the Committee has representatives from the following institutions and organizations: Ministry of State, Ministry of Planning and Development, Ministry of Interior, Ministry of Construction, Urban Planning and Housing, Ministry of Economic Infrastructures, UNDP, UVICOCI. The PASU team will be responsible for the secretariat of the steering committee.

**In terms of operations, the project will be managed on a daily basis by PASU, which will be supported by a team of Experts from the ministries, organizations and entities mentioned above, which were established as part of the preparation of this proposal... On the ground, and in addition to the focal points appointed within city governments. The project will rely on the bodies set up by the municipalities to oversee local development. These are the neighborhood management committees and the communal security committees, which can be found in all municipalities, and whose responsibilities include oversight for development policies. The project will specifically rely on the Upgrading Support Committees (CARs), which can be found in all slum settlements, as a transmission link between the people and national and local partners and development organizations. Slum dwellers will be involved in local coordination processes through their representatives and associations (youths, women, economic operators, education sectors...). Representatives of these local committees and informal groups will participate in periodic meetings organized to assess the project implementation. PASU, as implementing agency, will have overall responsibility for achieving the project's objectives, as well as handling progress report preparation, in line with the rules and procedures of the Cities Alliance. Financial management and procurement will be provided by UVICOCI based on work plans and terms of reference for service providers developed by PASU. As regard the management of resources, the funds will be deposited into UVICOCI's account. The periodic work plan will be endorsed by the monitoring committee and UVICOCI. Depending on activities to be conducted, the implementation team would submit request for payment to the President of UVICOCI (through the permanent officer), who will endorse them before forwarding them to the treasurer for authorization. Then, the Treasurer shall effect payment.**

### 3 Project background

*This chapter should provide an overview of the urban development context and policies, the key issues to be tackled by the proposed project, and its linkages to previous or ongoing projects. This information should provide the background to understand why the proposed approach has been chosen, which will be explained in detail in section 6 and 7.*

#### **3.1 What is the context of the project? Please give a brief outline of the main urban development trends and challenges that the country, province and city are facing, as far as they are relevant for the proposed project**

At independence, Cote d'Ivoire had nearly 4 million inhabitants. In 1998, the population had reached 15 million (RGPH (population/housing census) 1998), and is estimated today at 18 million inhabitants. This rapid population growth of 3% per annum on average stems from 2.6% natural growth and 14% massive immigration, which only abated during the crises of the eighties. Cote d'Ivoire is traditionally a country that experiences intense internal and external migration. Internal migration, generally from the north to the south forest regions, where conditions for farming are more clement, has intensified with the problem of internally displaced persons, in the aftermath of the war which affected over a million people. In the so-called reception areas, the military and political crisis that followed the September 2002 war, triggered migratory flows of populations from the hinterland to the city of Abidjan, whose population doubled from 3 million to nearly 6 million today. With its demographic and economic strength, Cote d'Ivoire's economic capital has always dominated the urban network, currently comprising 127 towns, eight of which have over 100,000 inhabitants. Abidjan (a sub-regional development pole) alone hosts over 44% of the urban population. The population grew rapidly, with urban rates increasing from 15% in 1960 to 48% in 2007. In Abidjan, as in all the urban centers of Cote d'Ivoire, population growth has had an impact on all sectors of activity, especially housing and the local environment. Population growth led to spatial expansion with a proliferation of slum settlements in the big cities. Indeed, these settlements have spread everywhere - in the peripheral areas, areas for future development and even areas not earmarked for construction, way beyond the urban areas. In 1992 already, Abidjan had 72 slum areas, with 60,000 inhabitants (BNETD studies, 1992). Today, these areas take up 20% of the total area of the district of Abidjan. Major cities like Bouake, San Pedro and Man have not been spared this phenomenon, as shown by a study conducted in 1995 by the Direction et Controle des Grands Travaux (DCGTx).

The development of human settlements in the form of slums, which have become rampant in both the central urban areas and in the peripheries, stems from Government's poor housing and urban planning policies as well as urban poverty caused by the various economic crises that have beset the country, just like other countries on the continent.

Urban expansion has led to rising housing needs in urban centers. In 1970, over 70% of households did not have access to decent housing. To address the situation, the State (i) set up housing companies such as GFCl, SICOGI and SOGEFIHA, to undertake building projects in Abidjan and in the interior of the country; (ii) facilitated private sector initiatives after withdrawing from the sector; (iii) set up, with or without assistance from financial partners, social housing financing mechanisms in urban and rural areas (housing mobilization fund, housing support fund). These efforts notwithstanding, housing supply has not kept pace with urban growth, compelling most city dwellers to seek space themselves and build a roof over their heads, thereby creating the conditions to integrate themselves into city life. Compounding the problem of housing is the issue of scarce serviced plots by (plots serviced by SETU and AGEF), lack of financing, failure to standardize housing developments, and the complex procedures for obtaining building permits, as well as ignorance of such procedures.

Apart from the shortage of housing, there is also the impact of the implementation of the urban planning program. Although from 1977 to 1999, 173 localities were provided with master plans under this program, failure to update these plans to keep up with population and spatial growth, has led to settlements in areas outside the city plan, with the attendant proliferation of slum areas with no amenities, wanton settlement in public spaces (streets, play grounds, parks). In all, supply of housing, infrastructures and basic social investments do not meet the needs of the urban areas, giving free rein to spontaneous, uncontrolled occupation of urban space.

The living standard of the majority of the urban population is pretty poor, limiting their access to the viable and safe housing available, because of their high costs. Poverty (lack of resources for vital needs) in Cote d'Ivoire rose sharply from 10% in 1985 to 34.4% in 2002 and further to 48.9% in 2008. Although poverty may be more rural than urban, in the cities (apart from Abidjan), poverty rose from 31.9% in 2002 to nearly 38.06% in 2008. In Abidjan, poverty has risen significantly, insofar as the poverty ratio rose from 14% in 2002 to 21.02% in 2008. The poverty reduction strategy and

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development recovery paper prepared by the Minister of State, Minister of Planning, shows that “clearly, most of the people do not have decent housing and that large poor households inevitably end up in slum dwellings without the basic conveniences.

Slum settlements have thus become part and parcel of the architecture of cities and municipalities, because of their growing number and extension into the entire urban landscape, the number and characteristics of the people living in them, and the urban development management problems they pose to the authorities. The situation was assessed rather early by the national authorities and indeed, the municipal authorities, who, since the military and political crisis, have been faced with unprecedented pressure for land, rampant degradation of the environment, and the recurrent problems of slum neighborhoods, whose population, year in and year out, have to cope with catastrophes like landslides, fire outbreaks, drowning, walls crumbling and caving in.

Pilot activities initiated in Abidjan and some cities in the interior in an attempt to upgrade these neighborhoods and improve the livelihoods of the people, have had different results. However, the low impact of these activities, the stoppage of major urban development projects, the continuing economic crisis, rising poverty in urban areas and the seriousness of the problem of slum neighborhoods has led the authorities to integrate this issue into government policy on emerging from the crisis, as a way of improving social well-being by promoting housing and improvement of the living environment. This project, which is an initiative of the municipalities, through their umbrella organization UVICOCI, is in line with this effort. It is aimed at updating and improving knowledge about these slum areas with a view to identifying appropriate and sustainable actions for those areas.

### **3.2 What are the main city development and slum upgrading issues that will be addressed by the project?**

*Please present an analysis of the specific problems that will be addressed by the project? Include a profile of the projects main target groups (see also section 4)*

The prime objective of this project is to enable local and national authorities and their partners to have a strategy paper for the entire Abidjan area and each of its municipalities, with a view to implementing policies on slum upgrading. It is expected that the study and activities that will stem from its implementation and evaluation will contribute to formulating a general policy for improving and reducing the number of slum areas.

This study, which should lead to concrete action plans for slum areas, will also help address issues that will have both local and national impacts.

The information to be gathered and analyzed will take into account all aspects of slum areas as well as the overall urban environment and development policies; this will be used to put together a database, without which no policy shall be possible or sustainable. This information will be useful for informing and updating indicators on slum areas, thereby helping to reduce the lack of urban information, which hinders concrete action. One of the advantages of the documents that would stem from surveys and diagnosis of slum areas would be updated statistical data on municipal and urban areas. Likewise, it would be appropriate to disaggregate the data and include gender needs in order to mainstream gender

Moreover, the paper will be an instrument to raise awareness and ensure accountability among decision-makers, taking into account all aspects of the sustainable development of slum areas, and arming them with tools for taking action. The authorities will also be given the opportunity to tackle essential and urgent issues and work toward achievement of the Millennium Development Goals. These issues include the constraints of land occupation, land security, community amenities, urban poverty, stigmatization of people, personal and property security, sanitation and community organization, environment. The study will point to major means of gaining access to basic amenities, land management strategies, and policy direction on solving problems of access to property and housing financing. The budgeted action plans that will stem from the study will be used carry out concrete medium and long-term action plans in an easier and more realistic manner for the areas concerned, through municipal financing or fund-raising.

It would be ideal if this strategy is backed by community participation for problem identification and action priorities. The targets are the populations of slum areas and their organizations. The survey and local thematic committees, which will be the permanent reference points for the consultants and various workshops (diagnoses, action plans...) will help involve all the various segments of slum dwellers and mainstream their life experiences and aspirations.

Environment is another issue, which will be addressed. Environmental issues facing the people and which will

be included in slum profiles are related to natural hazards and human occupation. Human occupation breeds insalubrity through the production of household refuse or the establishment of slums near landfills, water table contamination and related diseases, landslides due settlement on slopes. Natural hazards involve climate change, which is causing floods and landslides or coastal erosion. In any case, the survey will focus more specifically on this dimension of risks since slums are located in various sites and in areas involving different risks, and since this type of risks put slum dwellers in the spotlight every year as they are afflicted by bad weather conditions and by the lack of organized government action in this regard. On this basis, it would be important to take into account the recurrent and specific events to further determine the most appropriate actions. In this perspective, the team of consultants would include experts with the required skills in developing environmental profiles: they will be responsible, starting from the design of observation and interview guides as well as the questionnaires, for mainstreaming these concerns and for ensuring that these issues are well addressed in the action plans. The survey would deliberately use the environmental profiles carried out in many slums in the District of Abidjan and will cooperate in this particular area with the Ministry of Environment as a member of the Monitoring and Guidance Committee, which was established as part of this exercise

One of the final problems to be tackled by the project is development and updating of technical instruments and tools to improve and the institutional framework, so that policies proposed for slum areas may be made operational. Concretely, the project will contribute to curbing conflicts of responsibilities between the ministry in charge of slum areas, and the local authorities where the slum areas are located; especially as recent decentralization laws voted have further empowered the local authorities. The institutional and regulatory framework and the need to formalize the management approach to upgrading and restructuring as well as expectations from institutional and local stakeholders. The institutional framework of upgrading policies would be reviewed in order to prepare for updating its contents. This will foster concerted action in the implementation of the upgrade. Stakeholders will be well equipped to efficiently carry out the upgrading in their respective municipalities. The project will provide the relevant stakeholders (representatives of city governments, umbrella organizations of municipalities, ministries and beneficiary areas) an opportunity for exchanging ideas to foster continuous collaboration and consultation on slum-related issues. From this standpoint, the project will contribute to improving the standard of officers of the administration and resource persons of the municipalities, whose capacity would be built to understand and take ownership of current challenges and framework for action who will propagate the program internally as well as to other municipalities (resource persons from the Ministry of Construction, Urbanization and Housing, the Municipalities, the District, associations of beneficiary populations).

Lastly, the issue of financing: the project that would lead to diagnosis documents and budgeted action plans is being prepared with the support of international organizations, namely, Cities Alliance and UNDP; this will enhance the possibilities for securing financing. The municipalities will also be able to integrate into their three-year plans some activities that they would be able to finance.

### **3.3 What are the linkages to previous or ongoing programs/ projects supported by CA, by other development partners, or by the local or national government? *What has been done so far, what are potentially complementary projects and how will the proposed project build on it?***

The unending economic crisis and growing urban poverty, led the State, with the assistance of donors, to redirect urbanization policy for vulnerable populations, by upgrading some slum areas. The first slum upgrading operations to improve living conditions for under-equipped areas started in 1979 in Abidjan with Abobo (Abobo Gare 112ha) and Adjame (Bramakoute, Adjame-Fraternite, Adjame-Liberte) under the urban development project (PDU I). In 1987, the Soukoura neighborhood in Aboisso underwent upgrading under the USAID project. From 1992, several other urban restructuring projects were carried out in Abidjan and upcountry. All these projects had their strengths and weaknesses. Projects carried out include Zoe Bruno, Remblai 1 and 2 and the Grand Campement in the municipality of Koumassi in Abidjan. These projects were monitored by the Ministry of Construction and Urban Planning. In Man, the mountainous region in the west of the country, upgrade projects were carried out at Kennedy, Campus and Belleville, with the Bureau National d'Etude Technique (BNETD) as works manager. In 1997, previous slum dwellers were resettled at Biabou in the municipality of Abobo. Under the coastal municipalities development program and the decentralization and land-use planning support program, the Bardot slum in San Pedro underwent upgrading.

Apart from the projects initiated by the Government and its partners to upgrade slum areas and resettle the people, other projects targeted the actual dwellers of these areas. These include poverty reduction and MDG projects; urban security support projects carried out since 1995 with financial and technical assistance from UNDP, UN-Habitat, the Belgian Cooperation and the European Union, and under the leadership of the local authorities of the District of Abidjan. The projects had components on improving the living conditions of the populations concerned through socio-economic resettlement and building the capacities of grassroots organizations. Other components had to do with the environment, supply of basic equipment, including stand pipes and public lighting. For the benefit of the municipal authorities and residents, especially those in slum areas, Cote d'Ivoire has been put on the UN-Habitat Participatory Slum Upgrading Program, with financial support from the European Union. Six municipalities have started activities in conjunction with the EU Delegation in Cote d'Ivoire.

Independently, the municipalities integrated the concerns of the slum areas into development plans and have been carrying out interventions, albeit occasional, with the aim of curbing the exclusion of this category of the population. All the slum areas are identified, recognized, organized and taken into account, depending on the prerogatives and resource level of the municipalities.

In any case, the key issues of these areas remain, and it is important to support the municipalities in their management work, especially as it is their responsibility to transfer skills to this category of the population. The current initiative will assess all these experiences in so as to draw lessons from them and take them into account in the action plan to be proposed and the assistance to be sought.

**Using earlier experiments as references for this proposal:** Interventions targeting informal settlements and the involvement of the people in local slum upgrading activities have specifically been the subject of many studies, experiments, manuals and guides in Côte d'Ivoire and many countries in the sub-region and in Africa (French- and English-speaking countries alike). In Côte d'Ivoire, such activities were initiated by various ministries, including the Ministry of Economic Planning and Development, with support from international organizations. Recognizing the need to build on the achievements, the implementation team would carefully review all the available documents in order to identify the lessons learnt, identify best practices and adopt the most relevant strategy for the survey to involving all the segments of slum dwellers. Documents from English-speaking countries (Kenya, Uganda) with experience in slum upgrading will receive careful consideration.

The diagnostic study will therefore involve a review of literature and past experiences on informal settlements as this effort will be a follow-up on many others, which it is important to appreciate. This will not be an evaluation, but a process of collecting existing data and lessons which may be used, updated as necessary and help select the best operational alternatives.

### **3.4 How does the project relate to the urban development policies and strategies at local and national level**

*How will the project be affected by the policies and strategies? Are policy or strategy changes to be expected or possible? How would they affect the project?*

*How will the project contribute to the debate and formulation of national urban development policies?*

Today, the issue of reducing slum settlements is still topical and is included in the poverty reduction and development strategy drawn up in 2009 as part of the policy of emerging from the crisis. One of the strategic pillars of Cote d'Ivoire's PRSP is social well being for all by improving access to quality basic social services, environmental protection, promoting gender equality and social protection. The Government's goal for the promotion of housing and upgrade of the living environment is to improve living conditions for the people and conditions of access to decent housing. To this end, reliable and sustainable housing financing mechanisms will be put in place to increase the capacity of housing production. New urban planning and housing provisions will also be drafted and implemented. These will focus on the architectural quality of buildings and the use of local building materials. The proliferation of slum areas will be monitored, following the formulation and implementation of an urban upgrade policy on rehabilitating or relocating some slum areas, by providing them with basic community amenities like water, electricity and roads. There will also be basic serviced plots to facilitate the production of social housing<sup>1</sup>.

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<sup>1</sup> Poverty Reduction Strategy Paper (PRSP), Ministry of State, Ministry of Planning and Development 2009, 180 pages

This project will help in the formulation of this policy by providing the municipalities and their partners with updated and reliable information on the status of squatter settlements and guidelines for concerted action with direct recipients, so as to facilitate appropriate and sustainable interventions that can be replicated as part of an overall slum clearance policy. In other words, this project is a study that will lead to the identification of concrete development projects and actions. Furthermore, upon evaluation, the study will provide the basic elements needed to formulate a national slum clearance policy.

<p><b>4 Stakeholder involvement and contributions</b></p> <p><i>This section should provide a systematic analysis of all possible stakeholders, their interest but also their concerns with respect to the project. In a second step, the expected involvement or contributions of each stakeholder should be analyzed. Please give special attention to gender, differentiating the viewpoint, potentials, concerns and contributions of men and women where sensible.</i></p> <p><i>The fastest way to conduct a stakeholder analysis might be in the context of an initial participatory planning workshop, where the project goals and the strategies are discussed with key stakeholders. Complementary interviews with other stakeholders should be conducted in order to get a comprehensive understanding.</i></p>		
<p><b>Who are the key stakeholders?</b></p> <p><i>Please feel free to add additional stakeholders that might be relevant for your project.</i></p> <p><i>Please indicate if stakeholders listed below are not relevant for the proposed project</i></p>	<p><b>What are their interests and/or their concerns about the project?</b></p> <p><i>What are their views? Why is the project important to that group or organization? Where do they see obstacles or limitations?</i></p>	<p><b>What are their expected involvement and/or contributions to the project?</b></p> <p><i>What could the group or organization contribute to support the project (know how, financial resources, public relations, etc.) Please indicate which organization will assume responsibility in carrying out specific activities or delivering specific products or services for the project (= implementing partners)</i></p>
<p>National and decentralized public institutions (State, region, province)</p> <ul style="list-style-type: none"> <li>▪ <b>Ministry of Interior</b></li> </ul>	<p>The Ministry of Interior oversees the decentralized authorities, including the municipalities. It is responsible for assisting all initiatives for or from the mayors and ensuring their consistency with national development objectives; it provides experts to the municipalities, in relevant areas, and also at the level of government; it is the institutional memory for local activities. It also controls the municipal budget.</p> <p>The Ministry of Interior is responsible for all public surveys prior to approval of urban upgrading plans.</p>	<p>As a member of the drafting committee of this project, and member of the steering committee, it sees to the execution of the project budget.</p> <p>Its resource persons will provide their time and advice during the project implementation, by going to the field and validating the activities of the enterprise. It will also ensure that the three-year plans include and reflect the conclusions of the study, by allocating specific budget lines to slum areas. As a key player in the public surveys it will also have an important role to play in formulating the project guide and building stakeholder capacity.</p>

<p><b>Ministry of Construction, Urban Planning and Housing (MCUH)</b></p>	<p>The Ministry of Construction, Urban Planning and Housing is the ministry responsible for all slum settlements, and therefore has the relevant regulations for the sector. This ministry is therefore responsible for everything concerning slum settlements; and has the relevant laws and regulations for the sector. This ministry is therefore entitled to plan all upgrading activities and has the relevant laws and regulations, which, however, need updating. These include decree 77,615 of 24 August 1977 on urban upgrading. The new stakeholders in upgrading policies and actions should be taken into account.</p> <p>MCUCH is the institutional memory of policies and projects for slum areas. It contributes to disseminating information gathered for fund-raising for the municipalities.</p>	<p>MCUH was involved in the drafting of this project and is also on the steering committee. It will contribute to information gathering and the validation of reports and concrete activities proposed. It will lead the tools preparation and institutional framework component, together with other relevant experts. It will also be involved in capacity building, given its experience in this area (formulation of training areas, resource persons etc.).</p> <p>Opportunity will be given to the Ministry of Construction, Urban Planning and Housing to have an updated database on slum settlements in Abidjan, update the institutional and regulatory framework, and have well-resourced workers for the upgrading process, and disseminate the information gathered for replication.</p>
<p><b>Ministry of Environment</b></p>	<p>This ministry is important for providing information on the city of Abidjan its areas and sensitive sites. However, it lacks the necessary resources to play this role.</p>	<p>The Ministry of Environment is responsible for producing the environmental impact study of resettlement sites, where settlers are relocated from risky sites to serviced sites. Its experts will be involved in the entire study, some as service providers.</p> <p>The Ministries of Interior, Construction, Urban Planning and housing and Environment will be involved in the study, review of documents, and validation of activities. They will share their problems and experiences, so that these are taken into account in future phases, in which they will be stakeholders. These national public institutions will bring their expertise to bear during the setting of priorities and in field interventions during the implementation phase.</p>
<p><b>Decentralized public institutions</b> (n/a)</p>		

<p><b>Local authorities associations</b></p> <ul style="list-style-type: none"> <li>▪ <b>Union des Villes et Communes de Côte d'Ivoire</b></li> </ul>	<p>The project will allow some of its members to carry out their responsibilities in construction, urban planning and housing, environment, social well-being of the people, through urban rehabilitation, improving the living conditions of the people, reducing poverty and exclusion and consolidating local governance.</p> <p>The project will help build a database for the Union</p>	<p>Raising awareness among authorities and populations, to promote reception of the project and create a measure of social cohesion based on this project.</p> <p>Make municipal activities available for the study and provide budget estimates for activities (provision of resource persons and logistics)</p> <p>Daily involvement in monitoring and implementation</p> <p>Support in implementation.</p> <p>Improving relations between the authorities and marginalized populations.</p> <p>Produce implementation reports</p> <p>Provide leadership in collaboration with other partners In every municipality; ensure that study is in line with similar past, ongoing or future initiatives. Supervise work carried out by PASU Report on activities to steering committee through PASU</p>
<p><b>Informal sector economic groupings</b></p> <ul style="list-style-type: none"> <li>▪ <b>Upgrading Support Committees (CAR), Housing cooperative grouping (GVCH)</b></li> </ul>	<p>Their interest is to see their needs identified and taken into account, in order to improve their living conditions.</p> <p>Need for organization, dynamism and capacity building</p>	<p>Steering Committee, awareness, local engineering, interface between the people and the partners, participation in all aspects of the project, in capacity as stakeholders and recipients (they will provide information, their capacities will be built, and their options validated).</p>
<p><b>Private businesses (n/a)</b></p>		
<p><b>NGO (n/a)</b></p>		
<p><b>Investment partners (international, national, publics and/or private)</b></p> <ul style="list-style-type: none"> <li>▪ <b>UNDP</b></li> </ul>	<p>Support to decentralization efforts</p> <p>Support to community authorities and grassroots communities</p> <p>Poverty reduction, achieving MDGs through access to decent housing</p>	<p>Technical and financial partnership (PASU, UNDP office).</p> <p>Advisory support</p> <p>Consultants in several areas requested by UVICOCI.</p> <p>As a member of the steering committee, UNDP will contribute to the review and validation of directives and activities. In this respect, it will provide the project with human resources. Evaluation of operations carried out. .</p>

<p>▪ <b>World Bank</b></p> <p>▪ <b>PASU</b></p> <p><b>UN HABITAT</b></p>	<p>Having contributed to initial slum upgrading programs and having kept a close eye on vulnerable groups in these areas at the height of the crisis, it is in the interest of the World Bank that support to these populations should be sustained.</p> <p>PASU is carrying out activities in urban environment planning, support to vulnerable groups and capacity building (local communities, ministry workers, etc.).</p> <p>PASU has developed expertise in the approach to stigmatized areas like slums, and assessed their security situation. This project will therefore be a follow-up on what had already been conducted. Indeed, in CI, PASU is the UN-Habitat focal point for city profiles. It is also involved with the World Bank (Social Development department, Conflict, Crime and Violence Section) in research and activities on violence and insecurity in slum areas in three municipalities in Abidjan.</p> <p>Within the United Nations system, UN –Habitat coordinates all human settlements activities and is responsible for the MDGs aimed at improving the living conditions of at least, 100 million slum dwellers, by 2020. Its interest is to see a wide-scale study on slum areas and observe sustained willingness by government and city managers to reach and target these settlement areas by seizing every opportunity in this respect.</p>	<p>As part of the efforts to emerge from the crisis, the Bank plans to implement a vast infrastructure rehabilitation program over the next few years. It has already started with the Urban Emergency Infrastructure Project (PUIUR), which it finances in the municipalities. The outcomes of the current project will feed its base and the municipalities could refer to the action plans stemming from the studies to request to be covered by the investment program to be rolled out.</p> <p>PASU will bring its expertise to bear in this intervention and will achieve its goal to support the municipalities of Abidjan in improving the living and environmental conditions of the people.</p> <p>It will also contribute to disseminating information for resource mobilization and formulation of national policy.</p> <p>Abidjan has been a target area of PASU since 1998, and will bring its knowledge about this environment to bear on the project.</p> <p>UN-Habitat is already working in conjunction with UVICOCI on the Participatory Slum Upgrading Program (PSUP) for African Caribbean and Pacific (ACP) countries. The agreement letters have been submitted for signature. The European Union has provided US\$80,000 for the drafting of urban profiles of six municipalities (three in Abidjan) and the information gathered, which will guide the activities to be undertaken (albeit unbudgeted) will focus on poor areas, and will be considered in this study. They will be reserved for the study with a view to creating synergies and coherence for the activities to be undertaken in the municipalities. The results of this study, which will take place over a longer period, will also be used to document the PSUP. All the</p>
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		<p>data will be used in the formulation of the national policy on slum upgrading.</p> <p>Close collaboration between the two projects in terms of information exchange and data harmonization and dissemination. The PASU coordinator, who is also the urban profiles project focal point for UVICOCI and UN-Habitat received information on profiles carried out for slum areas and will see to the necessary synergies and complementarities.</p>
<p><b>Universities/research institutions (n/a)</b></p> <p><b>Consulting firms</b></p> <p><b>Bureau National d'Etudes Techniques et de Développement (BNETD)</b></p> <p><b>National Statistical Institute (INS), National School of Applied Statistics (ENSEA)</b></p>	<p>This national bureau has a wealth of theoretical and operational experience in slum upgrading. Its services will be required by the project.</p> <p>These polling and survey institutes have nation-wide coverage and are specifically commissioned by Government and international organizations for major surveys, including on poverty, security, war-displaced people, refugees, etc. They have and commercialize national statistics and basic and thematic maps. They also have human resources for the surveys.</p>	<p>BNETD has experts who have contributed to the formulation of the proposal. The office also has useful documentation, such as studies, statistics and maps, which need updating. It also has several experts in all areas of urban development, whose skills could be utilized for data collection, surveys, participatory consultation, site mapping, and identification of equipment and infrastructures.</p> <p>These institutes would be selected after a call for proposals for the survey. A large proportion of the data to be acquired for the literature review would be provided by their staff.</p>
<p><b>Recipient urban population (urban poor, slum dwellers, community organizations)</b></p> <p><b>Recipient population of the District of Abidjan, population CAR, GVCH</b></p>	<p>Improved urban fabric, improved living environment, land security, improved living conditions, enhanced local governance, social cohesion</p>	<p>Awareness, needs assessment database building, participatory approach at all stages of the process, capacity building, contact with local stakeholders; Interface and intermediation with recipient populations.</p>

## 5. Results Framework

*This section should present the results of the detailed project planning. It provides the main objectives, outcomes, outputs and components of the project, thus the overall project approach. The “Results Framework” summarizes the overall project design in a logical structure. There should be a strong and plausible cause-effect relationship between activities, outputs, the use of the outputs, and the anticipated effect of the use of the outputs (objectives, outcome) The results framework permits crosschecking of the overall project design in terms of coherence and complementary effects. The project design should respond to the development context and clearly address the problems as described in section 2.*

*In some cases, a project might have 2 or 3 different components (e.g. infrastructure development, training, awareness creation, creation of self-help groups) with specific actors involved and specific objectives. These components complement each other to reach the project objectives. In case of less than 3 components leave the unnecessary columns in blank or merge them.*

*The results framework should also include measurable key indicators suitable for monitoring quantitative and qualitative project progress and achievement of objectives. Indicators need a baseline value, indicating the situation before the project started.*

*The results framework is the key element of a project and should be developed with the support of the main stakeholders during a planning workshop. It is recommended to seek support of a facilitator or trainer with previous experience in planning processes.*

*For additional guidance on the methodology of results frameworks, see XXXXXXXXXX*

<p style="text-align: center;"><b>Development Goal</b></p> <p>The overall long term urban development goal to which the project must contribute, namely “impact”</p>	<p>Contribute to improving the living conditions of the dwellers of slums of Cote d’Ivoire</p>	
<p style="text-align: center;">Project Objective/Outcome</p> <p><i>The project’s objective or outcome should name the direct short- and medium term benefits produced by the projects intervention and its utilization. (What is the benefit and who will benefit?)</i></p>	<p>Formulate and disseminate a study on slum areas in the 13 municipalities of the District of Abidjan, and draw up concrete action plans for the upgrading, based on a participatory approach that takes into account the communities, their authorities and institutional as well as development partners.</p>	<p>Indicator:</p> <p>13 assessment studies of slum areas available ; 13 concrete action plans drawn up ;</p> <p>1 action plan that includes local diagnosis items, developed a city-wide assessment study drawn up</p> <p>1 city-wide program formulated</p> <p>The number of municipalities of Abidjan having an action plan for slums that makes it easy to include them in upgrading policies</p> <p>Number of outreach activities of the program</p> <p>Number of regulations and other instruments on slum areas updated or drawn up</p> <p>Number and types of capacity building sessions organized</p>

<p><b>Objectives of Components</b></p> <p><i>If the project has more than one component, please specify the objective for each component and, in addition, define the overall project's objective.</i></p>	<p>Component 1</p> <p>Formulation of participatory diagnoses of slums throughout the District of Abidjan</p>	<p>Component 2</p> <p>Formulation of partnership action plans by municipality and at the level of the entire District</p>	<p>Component 3</p> <p>Support to the technical capacity building of the actors upgrading program by (i) improving the institutional framework of the upgrading policies of slums, (ii) development of a methodological guide for improving slums, (iii) training of relevant actors at MCUH, executing agencies, municipalities concerned by the program and associations representing the beneficiary communities</p>
	<p>Indicator:</p> <p>1 citywide diagnoses validated and available</p> <p>13 communal diagnoses formulated and validated</p>	<p>Indicator:</p> <p>1 general action plan validated and available</p> <p>13 communal action plans validated and available</p> <p>A document outreach and resource mobilization strategy implemented</p>	<p>Indicator:</p> <p>Number of regulatory texts updated and submitted for adoption</p> <p>1 draft of the methodological guide for the upgrading of slums validated</p> <p>Number of discussion and training sessions conducted</p> <p>Number of beneficiaries of the training activities</p>
<p><b>Use of Outputs</b></p> <p><i>Who will use the outputs generated by the project and what for? How will this use become visible?</i></p> <p><i>Please be as precise as possible, so monitoring of the progress can easily be undertaken by project management and the beneficiaries themselves.</i></p> <p><i>"Use of outputs" refers to the utilization of products, goods and services by the beneficiaries of the project. It might also</i></p>	<p>Component 1</p>	<p>Component 2</p>	<p>Component 3</p>
	<p>Following the sensitization of the communities and organizations, they could take part in all the stages of the program formulation, information gathering,</p>	<p>The overall and sectoral upgrading plans which include monitoring-evaluation modalities will be useful for all: to the communities whose needs would have been clearly defined and,</p>	<p>It is necessary to support the Ministry of Construction, Urban Planning and Housing to work together with its partners on slum upgrading issues, as well as the</p>

<p><i>be a change in behavior of beneficiaries</i></p>	<p>identification of needs and enable the authorities to be sure that needs were identified in an exhaustive and consensual manner and that these needs correspond to the life experiences of the communities and meet their expectations.</p> <p>The diagnoses prepared in a participatory manner based on the information provided will enable all the dwellers, authorities and developers to have an updated and reliable database that can assist in raising awareness about the scale for the interventions</p> <p>These documents will be used as a baseline for the assessment of the situation following the implementation or otherwise of the interventions.</p> <p>The change here will entail a better assessment of problems and policies to be resolved urgently, following the initial consultations.</p>	<p>consequently, can be translated into concrete action that they can initiate. Thus, they will be able to participate in the evaluation process and assess the changes. Also, the authorities have a range of actions with cost estimates and which can be incorporated in the annual budgets or submitted to the development partners. This will constitute an improvement in municipal planning which often lacks accurate data. The development partners and other bodies or institutions have data to undertake targeted and effective interventions.</p> <p>The feedback or accountability will instill in all and sundry the feeling of having contributed to establishing actions that would improve the lives of slum dwellers.</p> <p>It is necessary to disseminate this information in order to arouse the interest of potential donors. This is the responsibility of the authorities. The authorities and their partners are responsible for this. .</p>	<p>municipalities and their umbrella organizations, in the updating of institutional and regulatory tools to be put in place for the implementation of relevant policies and the upgrading program.</p> <p>Given their meager resources and capacities, UVICOCI and its member municipalities, notably those of Abidjan, will be the main beneficiaries of the Capacity Building component of the project.</p> <p>Thus, depending on the realities experienced in recent years, each party will be able to indicate its constraints and put forward its expectations. The ultimate objective of the discussions to be held for the first time at a workshop is to ensure an effective distribution of responsibilities which should translate on the ground into complementarity in the interventions. The conditions for revising the 1977 decree defining the framework of the scheme will thus be met.</p> <p>The main thrusts of the methodological guide will also be defined in conjunction with partners and help provide the municipalities and relevant ministerial departments a</p>
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			<p>practical governance tool that can be improved as the upgrading experiences in the neighborhoods of Abidjan as well as upcountry grow.</p> <p>On the whole this activity will entail the institutional capacity building</p>
<p><b>Outputs</b></p> <p><i>What outputs will the project generate? "Outputs" are products, goods and services (including knowledge and skills) that result directly from an activity or set of activities undertaken by the project. Please list all outputs and deliverables which are relevant to observe progress towards the objectives.</i></p>	<p>Component 1</p> <ul style="list-style-type: none"> <li>▪ A diagnostic document identifying the major problems of slums in each municipality is prepared</li> <li>▪ A mapping of the phenomenon is available (geographic sites, land status, typology of the housing and dwellers, available services, etc)</li> </ul>	<p>Component 2</p> <p>Concerted local action plans prepared</p> <p>Metropolitan action plan, showing all the problems identified in the 13 municipalities is available</p> <ul style="list-style-type: none"> <li>▪ A strategy for disseminating these plans and resource mobilization is designed and implemented</li> </ul>	<p>Component 3</p> <ul style="list-style-type: none"> <li>▪ The institutional and regulatory framework of slum upgrading is adequately revised</li> <li>▪ A Slum Upgrading Methodological Guide is developed</li> </ul>
<p><b>Activities</b></p> <p><i>Actions taken or work performed through which inputs are mobilized to produce specific outputs.</i></p> <p><i>Please list only the main activities which will lead to the outputs as described above. See also section 7</i></p>	<ul style="list-style-type: none"> <li>▪ Collection and analysis of available documentation on slums</li> <li>▪ Awareness tour on the objectives of the process</li> <li>▪ Participatory socioeconomic and spatial survey of slums taking into account FFOMs and analysis report (historical, development, situation analysis, mapping, policies and strategies, better practices, lessons learnt)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local partner identification of action priorities</li> <li>▪ Consultancy</li> <li>▪ Consultancy for valuation/estimation of costs of interventions and structures including technical and economic studies and control of works</li> <li>▪ Preparation of concrete upgrading action plan (strategic thrusts of program, persons and resource institutions, implementation schedule, monitoring-</li> </ul>	<ul style="list-style-type: none"> <li>▪ Setting up and support to committee for updating the slum upgrading institutional framework</li> <li>▪ Workshops for reviewing the framework (review of regulatory instruments) and support for the formulation and adoption of updated and concerted regulatory instruments</li> <li>▪ Consultancy for the formulation of a</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Local consultations on survey results (feedback/validation sessions of diagnosis to authorities, communities and partners)</li> </ul>	<p>evaluation plan, modalities for resource mobilization)</p> <ul style="list-style-type: none"> <li>▪ Workshops for the validation of local programs and citywide program</li> <li>▪ Dissemination/communication of information</li> </ul>	<p>slum upgrading methodological guide</p> <ul style="list-style-type: none"> <li>▪ Workshop for the validation of strategic thrusts of guide</li> <li>▪ Training sessions for institutional and local actors on conducting a upgrading process</li> </ul>
<p style="text-align: center;"><b>Inputs</b></p> <p><i>Human and material resources needed for the activities presented above. The financial inputs are presented in section 8.</i></p>	<ul style="list-style-type: none"> <li>▪ Supervision teams</li> <li>▪ Interview teams</li> <li>▪ Information teams</li> <li>▪ Mapping</li> <li>▪ Vehicles</li> <li>▪ Office automation and consumables</li> <li>▪ Local resource persons</li> <li>▪ Communication tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervision teams</li> <li>▪ Program preparation teams</li> <li>▪ Consultancy firms</li> <li>▪ Vehicles</li> <li>▪ Office automation and consumables</li> <li>▪ Local resource persons</li> <li>▪ Communication tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supervision teams</li> <li>▪ Regulatory framework review committee</li> <li>▪ Trainers teams</li> <li>▪ Methodological guide drafting team</li> <li>▪ Vehicles</li> <li>▪ Office automation and consumables</li> <li>▪ Communication tools</li> </ul>

## 6. Project Strategy

Although the results framework provides a concise overview, this section provides greater detail and key elements of the project strategy, particularly with regard to sustainability, learning, ownership, environmental impacts and risk reduction.

### 6.1 Please describe how the project will impact on local governance in urban development?

*(e.g. forms of interacting between citizens and local government, defining development priorities, budget allocation, access to information, accountability, and other*

The project is an initiative by the municipalities through their umbrella organization. It is meant for the communities they administer including those in the slums. Its implementation will take into account the needs of all the parties; thus, elected representatives, municipal administrations and communities will all be involved in identifying needs and priority actions for the upgrading program through existing committees or those to be established (steering committee, CAR, **GVCH**, communal security **thematic committees**...). As also mentioned under section **4 on commitments and stakeholders, the target of this survey will involve more groups than the well-established groups including CARs and GVCH. This survey is actually targeting at “all the urban poor, slum dwellers, community-based organizations and the people living in the District of Abidjan”**. Information meetings will be organized where decisions will be taken on the project objectives and state of progress of the program, progress reports prepared by the implementation team, workshops for the review/validation of diagnoses and action plans based on consensus, citywide sessions, reports to municipal councils, etc

### 6.2 How will the project scale up and institutionalize the approaches to slum upgrading and city development?

*Please describe how you intend to increase or extend the impacts of the project. How will the results and experiences of this project be made useful to solve similar problems in the same city or in others? (e.g. by modifying legal definitions or policies relevant for urban development; by enhanced institutional mandates or capacities; by establishing new coordinating mechanisms, workflows, by enhancing capacities of stakeholders, other)*

The project includes an operational capacity building component for relevant actors from both the ministry in charge of housing policies and urban planning as well as municipalities (umbrella organization, elected officials, municipal administration, and dwellers). Firstly, the aim is to create a general enabling environment for development and the implementation of upgrading policies that are also conducive for the settling of land disputes by starting discussions on by updating the relevant regulations and specifying as well as enhancing the mandates of those in charge of the process. The improved framework will have a national impact since it will be used for all the subsequent experiences, irrespective of the place of intervention. Secondly, the project will highlight the creation or development of skills, representatives of municipal administrations, commune umbrella organizations, ministries and beneficiary neighborhoods that should be provided with the means to effectively undertake the upgrading process in their relevant municipalities and, in the long-term at national level. From this perspective, the project will contribute to upgrading the standard of the staff of the administration and resource persons in the municipalities. With this capacity to disseminate the methodology internally and, as part of the effort to spread the program to more municipalities, these resource persons will consequently facilitate the extension of the approach.

### 6.3 How will the project facilitate learning processes and dissemination of knowledge?

*Which mechanisms for monitoring, evaluation and learning will be used or established by the project? How will M&E be used to stimulate learning processes within the project management, among stakeholders and beyond?*

*How do you plan to disseminate the project’s experiences on local and national level and for the Cities Alliance?*

The project will be monitored through the various committees established or to be established through persons whose skills will have been upgraded in the ownership and dissemination of the upgrading process. Field trips to relevant successful experiences such as those of the Grand Campement in Koumassi and Banco in Bouaké, will serve as additional means of learning. This monitoring will be included in the report and lessons learned on which the necessary adjustments and corrections will be based for the smooth implementation of the operations and the consolidation of the achievements for dissemination. The latter will be undertaken through the means of communication available in the municipalities, and at

national level, through the representatives and media of UVICOCI, PASU, UNDP and the Ministry of Construction, Housing and Urban Planning.

The evaluation will consist of mid-term reviews, periodic reports and final evaluation workshop.

#### **6.4 How will the project facilitate broad participation of stakeholders, build partnerships and achieve complementary cooperation?**

*This section should explain how the interests of the stakeholders and their possible contribution, as identified in chapter 4, will be addressed and mobilized. Please include CA-members and other development partners. If appropriate, consider different needs and potentials of men and women (gender).*

The project is based on a participatory approach entailing workshops that take into account surveys and meetings of the steering committee, the interests of all and associates all the persons, organizations and institutions directly concerned or otherwise. Consequently, the project will facilitate the setting up or development of consultative mechanisms, undertake comprehensive surveys and open meetings, local level surveys for the identification of needs, gathering of reliable data and provide feedback to ensure that all interests are addressed. The members of the Alliance and other partners are included in the steering committee and, where necessary, will undertake regular site visits and as well as engage in discussions with the beneficiaries.

#### **6.5 How will the project engage financing partners to provide capital for the implementation of plans and strategies to be developed by the project?**

*Please give special attention to capital investment for infrastructure*

The project is a study that will lead to concrete action, once financing has been secured. An initial category of activities to attract financing will be carried out through reporting and organization of site visits. This will enable the partners to engage in useful observation and discussions with project recipients, for them to become aware of the urgency of the activities and hence of resource mobilization. Mobilization tools will be developed (institutional film, prospectus) to accompany this phase. A conference or roundtable will then be organized to share the outcomes of the project (slum transformation program of) and agreements will be signed between stakeholders in order to ensure financing of the implementation. The Steering Committee as well as the sponsor should play a key role in this respect.

#### **6.6 How will the project contribute to achieve environmental improvements?**

*Please give special attention to adaptation and mitigation measure to climate change*

The urban upgrading is primarily a process for improving the environment of vulnerable persons whose living conditions are deprived of minimum facilities and services to enable them reduce health or climatic risks, those related to the lack of hygiene, security, etc. ( treatment of household wastes, raising the awareness of the communities about hygiene etc...). The aim of the project is to identify all the environmental constraints and possible solutions, with the support of the communities and local and institutional partners.

#### **6.7 What are the major risks which could affect the objectives of the project and how will they be mitigated by the project?**

*Please describe risks that are likely to affect the project (based on your experience) and think about measurements of how these risks could be monitored and mitigated.*

The major risk is the degradation of the social and political climate of the country, in view of the gradual pace of restoration of stability conditions.

The second major risk associated with this environment is the reluctance of beneficiaries toward the surveys. With the current sensitivity in urban management of slum issues which are compounded by the influx of domestic

migrants due to the crisis and seasonal disasters affecting slum dwellers in the rainy season (landslides, floods, evictions, divergent approaches to interventions between city and national governments), it is very likely that the survey will be disrupted by a climate of mistrust by slum dwellers. In line with the standard practice within PASU for activities targeting the people, and prior to any engagement, the survey has planned an extensive awareness-raising campaign to help the people understand the objectives and challenges of the survey and to win their support and involvement at all stages of the process. Actions to be taken include:

- The implementation team would first seek the involvement of city authorities and governments, but also the support of the relevant units within the Ministry of Construction, Urbanization and Housing to define the components of a coordinated and efficient communication strategy.
- Under that strategy, it will be critical to use all local platforms available: beyond the leaders of the Restructuring Support Committees (CARs) and GVCHs, targeting leaders of various well-established groupings and associations (religious, community-based, national and non-national, professional, sector development committees, residents' associations, youths, women, political parties, economic operators, etc.)
- During the fieldwork, the leaders identified would be educated as a priority and would contribute to the formulation and validation of the approach strategy.
- The categories and number of groups to be consulted will be ascertained through this initial consultation,
- Then there would be a visit to all the communities, with briefings on the objectives and nature of operations. Brochures on the survey will be distributed at these events.
- Community radios operating in the municipalities will be used to disseminate information
- Concerns will be also collected to fine-tune the survey methodology, especially in relation to communities' involvement in the process.

The communication strategy will be implemented from the beginning of the study and will remain active throughout the process, through consultations and workshops, periodic reviews, meetings aimed at presenting the tools (diagnoses, action plans, methodological guide...), involving all the relevant stakeholders (See section 7-Time frame of activities and project output). See also section 5:

- Activities under component 1: *Briefing tours on the objectives of the process;*
- Use of component 1 outputs: *“Briefing tours on the objectives of the process: Raising the awareness of the people and organizations will help them contribute at all stages of program development, data collection, needs identification and provide assurances to the authorities that the needs have been identified in a comprehensive manner and by consensus. And that those needs are a true reflection of the living conditions and expectations of the people.”*

The other risks are:

- Delay in access to funds for the implementation
- Inadequate involvement of local authorities who need to be sensitized early enough and whose interest must be maintained throughout the process, notably through a process of accountability é
- The absence of intermediate organizations to support the process and which must be put in place or revitalized early enough
- Inadequate acceptance of recommendations by the political class

## 7. Project schedule and deliverables

This section should be based on the results framework presented in section 5. Please present the duration of the main activities needed to produce the deliverables. Please also indicate in which trimester the deliverable or milestones are expected. Please consider national holidays, elections or other aspects that might have considerable influence on realistic planning.

Components and key activities <i>Please mark the duration of the activity (#####) and indicate what deliverable is planned to be due in which time period</i>	QUARTER							
	1	2	3	4	5	6	7	8
<b>Component 1: Formulation of participatory diagnoses on slums throughout the city of Abidjan</b>								
<b>Activity 1:</b> Collect and review available documentation on slums <b>Deliverables:</b> <ul style="list-style-type: none"> <li>- Report on available documentation review ;</li> <li>- Data-base created and maintained</li> </ul>	■							
<b>Activity 2:</b> information campaign on objectives of process <b>Deliverables</b> (Training sessions reports) <ul style="list-style-type: none"> <li>- Communities and their organization, authorities and partners sensitized and willing to participate in the formulation and implementation of programs through a campaign to present the objectives and identify resource persons</li> </ul>	■							
<b>Activity 3:</b> Socioeconomic and spatial participatory survey of slums in 13 municipalities <b>Deliverables</b> <ul style="list-style-type: none"> <li>- 13 communal diagnoses are available including the mapping of the phenomenon</li> </ul>		■	■					
<b>Activity 4:</b> Review/validation of diagnoses to the authorities, communities and partners <b>Deliverables</b> <ul style="list-style-type: none"> <li>- Validation session report</li> <li>- 13 diagnoses validated, improved and consolidated</li> <li>- Stakeholders briefed on outcomes</li> </ul>				■				

<b>Component 2: Formulation of partnership action plans by municipality by District</b>								
<p><b>Activity 1:</b> Drafting and formulation of strategies for slum upgrading at the municipal levels</p> <ul style="list-style-type: none"> <li>▪ <b>Deliverable</b> <ul style="list-style-type: none"> <li>- 13 municipal slum strategy documents, including concrete actions, are formulated</li> </ul> </li> </ul>								
<p><b>Activity 2:</b> Local/municipal workshops for the validation and consolidation of 13 upgrading plans in each municipality</p> <ul style="list-style-type: none"> <li>▪ <b>Deliverables</b> <ul style="list-style-type: none"> <li>- 13 local slum strategy documents, including concrete actions, are validated</li> </ul> </li> </ul>								
<p><b>Activity 3 :</b> Drafting of a District wide (Abidjan Metropolitan) upgrading program: implementation schedule, monitoring-evaluation, resource mobilization modalities )</p> <ul style="list-style-type: none"> <li>▪ <b>Deliverables:</b> <ul style="list-style-type: none"> <li>- Slum upgrading program of the District of Abidjan</li> </ul> </li> </ul>								
<p><b>Activity 4:</b> Workshops for validation of district wide Slum upgrading program</p> <ul style="list-style-type: none"> <li>▪ <b>Deliverables</b> <ul style="list-style-type: none"> <li>- A validated district wide slum upgrading program</li> </ul> </li> </ul>								
<p><b>Activity 5:</b> Dissemination/communication of information and achievements; ceremony of tools presentation</p> <ul style="list-style-type: none"> <li>▪ <b>Deliverables</b> <ul style="list-style-type: none"> <li>- A communication strategy paper is formulated <i>and implemented</i></li> <li>- <i>Institutional and local stakeholders sensitized on challenges and opportunities related to slum upgrading</i></li> </ul> </li> </ul>								

<b>Component 3: Support to the building of the capacities of stakeholders and actors of slum upgrading programs</b>								
<b>Activity 1:</b> Study on the institutional framework of slum rehabilitation policies <b>Deliverables</b> - An issues and analytical paper is available					_____			
<b>Activity 2:</b> Support for the formulation and validation of a slum upgrading methodological guide <b>Deliverable</b> - A draft slum upgrading methodological guide is developed and available					_____			
<b>Activity 3:</b> Workshop for sharing of knowledge between institutional and local stakeholders involved in slum rehabilitation and upgrading policies on the institutional framework and upgrading processes <b>Deliverables</b> - A workshop report indicating that the sharing of knowledge on the institutional framework has been carried out - A platform for collaboration including institutional and local stakeholders is established							_____	
<b>Monitoring-Evaluation (see below)</b> <i>Indicate the approximate dates of the progress reports of the project for which the financial assistance is being sought, mid-term review and workshop on the final evaluation</i>							_____	
Progress reports		_____			_____			_____
Mid-term review					_____			
Final report (evaluation workshop)								_____

## 8. Budget and financing plan

### 8.1 Budget plan and co-financing sources

Please add or delete lines as needed. Explanation for the expenditure categories and budget line items are provided in the Guideline.

Project Component	Budget by category of expenditure (US\$)				Total Budget per Project Component (US\$)
	Consultation Services	Training Workshop/Seminars	Dissemination	Other (specify in 8.2)	
<b>Budget for Component 1 Preparation of participatory diagnoses on slums citywide</b>	<b>182 331,57</b>	<b>18 999,98</b>	<b>0</b>	<b>27 291,07</b>	<b>228 622,62</b>
Share of budget of Component 1 is submitted for Cities Alliance financing	<b>182 331,57</b>	0		23 692,26	206 023,83
Co-financing from Partner A (specify)	0	18 999,98	0	3 598,81	22 598,79
Co-financing from Partner B....					
<b>Budget for Component 2 Formulation of partnership action plans by municipality at city level</b>	<b>41 333,23</b>	22 947,70	<b>0</b>	0	<b>64 280,93</b>
Co-financing request to Cities Alliance for Component 2	41 333,23	5 370,86	0	0	46 704,09
Co-financing by Partner A....	0	17 576,84	0	0	17 576,84
Co-financing by Partner B....					



<b>Budget for Component 3: Support for capacity building of upgrading programs actors by (i) improving institutional framework of slums upgrading policies, (ii) development of a slum upgrading methodological é guide, (iii) training of actors at MCUH, executing agencies of communities concerned by the program and associations representing the beneficiary communities</b>	12 111,09	15 830,04	55 409,12	18 053,34	101 403,59
Co-financing requested from Cities Alliance for Component 3	10 333,33	0	0	1 342,72	11 676,05
Co-financing from Partner A....	1 777,76	15 830,04	55 409,12	16 710,62	89 727,54
Co-financing from Partner B....					
<b>Project Audit Cost</b>				<b>7 000</b>	<b>7 000</b>
Co-financing requested from Cities Alliance	0	0	0	7 000	7 000
Co-financing from Partner A....	0	0	0	0	0
Co-financing from Partner B....					
<b>Sous-total – budget pour toutes les composantes du projet</b>	<b>235 775,89</b>	<b>57 777,72</b>	<b>55 409,12</b>	<b>52 344,41</b>	<b>401 307,14</b>
Sub-total Co-financing requested from Cities Alliance for all components	233 998,13	5 370,86	0	32 034,98 )	271 403,97
Sub-total Co-financing requested from Partner A....	1 777,76	52 406,86	55 409,12	20 309,12	129 903,17

8.2 Cost/Budget Assumptions					
Types of expenses	Unit/type	Number (Man/day)	Rate /Lump sum (US\$)	Cost / type of service	Total cost (US\$) As in 8.1
<b>Consultant Services</b> (i)	Data collection and analysis from various materials (documents, study reports, maps, etc.) <b>(Component 1, activity 1)</b>	1 Man/day (contract with one specialized institute or consulting firm)	24 000,00	24 000,00	24 000,00
	Socioeconomic and spatial participatory survey of slums. <b>(Component 1, activity 3)</b>	1 Man/day (contract with one specialized institute or consulting firm)	78 331,57	78 331,57	78 331,57
	Mapping of spatial and human facts in slums (Typology of housing, area of slum, level of equipment and provision of basic infrastructure, etc.). <b>(Component 1, activity 3)</b>	1 Man/day (contract with one specialized firm)	80 000,00	80 000,00	80 000,00
	<b>Sub-total Component 1</b>				<b>182 331,57</b>
	Formulation of communal plans/ programmes for slum upgrading <b>(Component 2, activity 1)</b>	360 Man/day (6 consultants x 60 work days)	6 000,00	36 000,00 (6 consultants x 6 000,00 \$)	36 000,00
	Preparation of the plan for the upgrading of slums at the level of metropolitan Abidjan. <b>(Component 2, activity 3)</b>	1 Man/day (1 consultant x 60 work days)	5 333,23	5 333,23	5 333,23
	<b>Sub-total Component 2</b>				<b>41 333,23</b>

	Support the formulation and validation of methodological guide for slum restructuring and upgrading. <b>(Component 3, activity 2)</b>	60 Man/Day (2 consultants x 30 days)	150,00	9 000,00 (150\$ x 2 consultants x 30 j)	9 000,00
	Review of the institutional framework for slum rehabilitation and upgrading policies. <b>(Component 3, activity 1)</b>	21 Man/Day (1 consultant x 21 days)	148,15	3 111,09 (148,15 x 21)	3 111,09
	<b>Sub-total Component 3</b>				<b>12 111,09</b>
	<b>Sub-total Consultant Services</b>				<b>235 775,89</b>

Types of expenses	Unit/type	Number (Man/day)	Rate /Lump sum (US\$)	Cost / type of service	Total cost (US\$) As in 8.1
<b>Training/Workshops/ Seminars</b>	Validation workshop of the 13 municipal diagnoses by municipal authorities and local stakeholders (*) Venue: 13 municipalities of Abidjan participants : 200 per municipality <b>(Component 1, activity 4)</b>	7	2 714,28	<b>18 999,98</b>	<b>18 999,98</b>
	<b>Sub-total Component 1</b>				<b>18 999,98</b>
	Local/municipal workshops for the validation and consolidation of 13 upgrading strategy/plan in each municipality (*) Venue: 13 municipalities of Abidjan participants : 200 per municipality <b>(Component 2, activity 2)</b>	7	2 357,61	<b>16 503,26</b>	<b>16 503,26</b>
	Workshop for the validation of the diagnosis and of the slum upgrading programme at the level of the District of Abidjan. (*) venue : district of Abidjan participants : 150 – 200 <b>(Component 2, activity 4)</b>	1	6 444,44	<b>6 444,44</b>	<b>6 444,44</b>
	<b>Sub-total Component 2</b>				<b>22 947,70</b>
Workshop for the sharing of knowledge between institutional and local stakeholders involved in slum rehabilitation and restructuring policies: review of the draft methodological guide and regulatory framework(*) Venue : district of Abidjan participants : 150 – 200 <b>(Component 3, activity 3)</b>	2	4 444,44	<b>8 888,88</b>	<b>8 888,88</b>	

	Mid-term Review(*) Venue : district of Abidjan participants : 100	1	2 222,22	<b>2 222,22</b>	<b>2 222,22</b>
	Final Evaluation workshop (*) Venue : district of Abidjan participants : 150 - 200 <b>(Monitoring and Evaluation)</b>	1	4 718,94	4 718,94	4 718,94
	<b>Sub-total Component 3</b>				<b>8 888,88</b>
	<b>Sub-total Training/Workshops/Seminars</b>				<b>57 777,72</b>
<b>Dissemination Cost</b>	Sensitization and Information dissemination campaigns on the benefits, objectives, activities and achievements of the initiative  <b>(Components 1 and 2, activities 2 and 5)</b>				<b>55 409,12</b>
<b>Project Audit (from other cost component)</b>					<b>7 000</b>
<b>Sous-Total budget</b>					<b>355 962,73</b>
<b>Administrative / Management Cost</b>	Supervision, operational cost, office supply, etc.... <b>(from other cost component)</b>				<b>45 344,41</b>
<b>TOTAL BUDGET</b>					<b>401 307,14</b>

- (i) Consultancy contract should specify whether individual or firm contract. If international consultants are contracted then the budget assumptions should separate the cost for international and national contracts. See Guidelines for more information.

**8.3 If the project implementation will depend on funds other than the requested Cities Alliance grant, please describe your contingency plans if full project funding does not become available.**

UNDP supported the entire formulation phase of this proposal and undertook to continue its support in keeping with the agreement established with UVICOCI.

# Annex 1

## ORGANIZATION CHART

