



# GLOBAL ACTION PLAN

Accelerating for Transforming Informal Settlements and Slums **by 2030**



## **Global Action Plan (GAP) Launch**

This document is a technical framework document prepared for the International Meeting: ***Global Action Plan Launch – Accelerating for Transforming Informal Settlements and Slum by 2030 hosted by the Government of South Africa.***

The event was co-organized by UN-Habitat's Participatory Slum Upgrading Programme (PSUP) and the Republic of South Africa. The Global Action Plan is anchored in the Slums and Informal Settlements Network (SiSnet) launched during Habitat III Conference (in 2016, Quito, Ecuador) and the Participatory Slum Upgrading Programme (PSUP), initiated by the Organization for African, Caribbean and Pacific States (OACPS) and financed by the European Commission. It further is result of a multiple partnership effort coordinated by UN-Habitat together with World Bank, UNICEF, Cities Alliance, Habitat for Humanity, Slum Dwellers International, Huairou Commission and core partners of the PSUP, the European Commission and the Organisation of the African, Caribbean and Pacific States (OACPS).

First published October 2022

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### **ACKNOWLEDGEMENTS**

We gratefully acknowledge with appreciation to the experts and partner organisations who contributed to the development of this framework as part of the Global Action Plan taskforce. These are The Government of South Africa through the Ministry of Human Settlements; European Commission; Habitat for Humanity; Cities Alliance; World Bank; Organisation of African Caribbean and Pacific States; UNICEF; Slum Dwellers International; and Huairou Commission as core partners in the taskforce. We would also like to extend our sincere appreciation to the member states who have endorsed the Global Action Plan via a communiqué delivered on 17th October 2022, as well as to the diverse range of countries that have actively participated in this initiative, contributing their expertise and valuable insights to the development of this framework. Their invaluable contributions have enriched the global dialogue on addressing the slum challenge, and we are grateful for their commitment to fostering inclusive and sustainable human settlements worldwide.

### **DISCLAIMER**

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# Table of Contents

<b>1.</b>	<b>Introduction</b>	4
	The Global Action Plan Framework	9
	The Global Action Plan Partnership Framework	10
<b>2.</b>	<b>The Slum Challenge Post-2020</b>	11
	The state of slums and informal settlements today	11
	Trends	14
	Urgent action needed	16
<b>3.</b>	<b>The Global Action Plan</b>	17
	Lessons learned for transforming informal settlements and slums	17
	Guiding Principles	18
	Core Ingredients of Transformative Actions	20
	Towards coordinated actions	22
	Outcome of the South Africa meeting: 10 Key Actions	24

# 1. Introduction

The **Global Action Plan for Slum Transformation** consolidates a **collective partnership vision shaping Cities for All, leaving no one and no place behind**. It is designed as a contribution towards accelerating the **implementation of the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA)** in informal settlements and slums.

Slum transformation is mandated by SDG Target 11.1 [1] and is progressively delivering the Right to Adequate Housing in slums and informal settlements as part of everyone's Right to an Adequate Standard of Living [2].

The Global Action Plan (GAP) derives from the joint assessment that while much effort has been made to tackle informal settlements and slums globally, the real slum challenge still lies ahead. Globally, the number of slum dwellers is projected to triple in the decades to come, if no action is taken. The elevation of the issue is urgent, and actions need to be taken now. There are areas of coordinated action that need to be tackled, collective principles to overcome and unlock sustainable and inclusive slum and informal settlements transformation [3].

The GAP and a Global Publication on Slums and Informal Settlements will inform a **Global Implementation Framework**, a structured approach for diverse partners to contribute. It is designed to engage multiple stakeholders at all governance levels, to foster international cooperation, regional and sub-regional strategies, and to complement implementation efforts at the country level.

The process of co-production will facilitate a political process for broader stakeholder engagement and stronger political commitments. The objective is to drive for more commitments, more learning, accountability and monitoring as well as greater impact in transformative programmes. In a coordinated partnership effort designed to match the scale of intervention and mobilisation needed, stakeholders will unify around a common purpose and get ready to respond in a partnership effort. The same spirit is to be localized where joint contributions complement one vision and where local stakeholders and communities are supported in a spirit of co-production.

The **complexity of informality requires strategic engagement and aligned actions**: effective and inclusive governance, comprehensive and integrated responses with complementary strategic planning frameworks, innovative and diverse financing instruments, and expanded partnerships connecting to people living in slums and informal settlements. Transformation is not a quick fix, it needs continuous and long-term engagement.

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[1] By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

[2] The definition for Adequate Housing and Adequate Standard of Living as per General Comment No 4 of the UN Committee on Economic, Cultural and Social Rights apply.

[3] UN-Habitat (2002: Expert Group Meeting on Urban Indicators) defines a slum as “a contiguous settlement where the inhabitants are characterised as having inadequate housing and basic services. A slum is often not recognised and addressed by the public authorities as an integral or equal part of the city. It is an area which combines to various extents the following characteristics: insecure residential status, inadequate access to safe water, inadequate access to sanitation and other infrastructure, poor structural quality of housing, overcrowding.” This definition was referred to and internationally endorsed through the groundbreaking flagship publication UN-Habitat (2003): The Challenge of slums. However, in an effort to create a universal and operational definition with a limited number of indicators to be reported against in national reports, the first two sentences were omitted.

All stakeholders are called on to increase ambition and join efforts. The GAP provides a vision, principles, accelerators and actions to be taken on all governance levels to sustainably transform slums and informal settlements, and aims to inform such a consolidated effort.

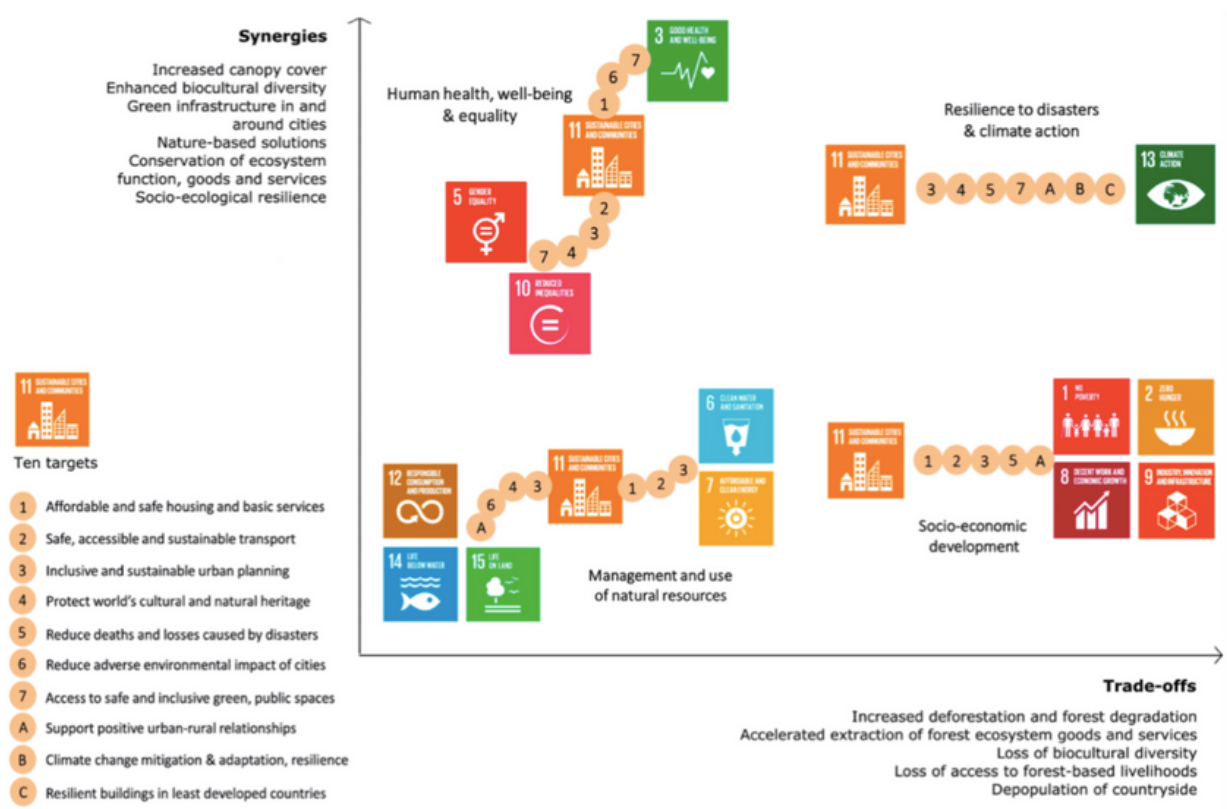
The GAP responds to the urgent call for transformation in the Decade of Action. It is co-produced with key stakeholders at the forefront of urban transformation on what is needed first to create a new momentum for slum transformation at scale.



**Image 1.1:** Core dimensions of the New Urban Agenda

Source: UN-Habitat 2019 *New Urban Agenda Illustrated handbook*

The GAP will **accelerate** the implementation of the **Sustainable Development Goals (SDGs)**, by coordinating actions for the integrated transformation of slums and informal settlements, targeting not only SDG11, but also **leveraging synergies across the SDGs**.



**Image 1.2:** Synergies and tradeoff between SDG11 and the other SDGs [1]

[4] Devisscher, T. et al (2019). SDG 11: Sustainable Cities and Communities – Impacts on Forests and Forest-Based Livelihoods.


**Table 1.1: Sustainable Development Goals and Linkages to Slum Transformation**

Goal	Relationship with integrated slum transformation and adequate housing
<p><b>SDG 1</b> No Poverty</p>	<p>SDG 1.4 foresees that “all men and women, in particular the poor and the vulnerable, have [...] access to basic services, ownership and control over land and other forms of property”. Slum transformation, as defined below, is linked to this as it aims at enabling “Secure tenure, social function of land, prevention of land speculation” as one of its key elements. SDG 1.5 targets to “build the resilience of the poor and [...] reduce their exposure and vulnerability to [...] disasters”, which is directly linked to SDG 11.5 “reduce the [...] number of people affected [...] by disasters, [...] with a focus on protecting the poor and people in vulnerable situations”, which is linked to slum transformation as stated below SDG 11.</p>
<p><b>SDG 2</b> Zero Hunger</p>	<p>SDG 2.1 calls to “end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round”. In the same way, slum transformation, as defined below, aims at enabling “sustainable production and consumption patterns, food security and nutrition”.</p>
<p><b>SDG 3</b> Good Health and Well-Being</p>	<p>SDG 3.9’s focus is to “substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination”. This SDG is first linked to SDG 11.6 which calls to “Reduce the adverse per capita environmental impact of cities. In parallel to those two SDGs, slum transformation mentions “protection of air, water and land ecosystems and biodiversity” as one of its key elements (see definition below).</p> <p>SDG 3.3 targets to “end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases”. Slum transformation, in the same way, stresses the importance of “risk reduction and management of external shocks,(...) like pandemics” (see definition below).</p>
<p><b>SDG 4</b> Quality Education</p>	<p>SDG 4.a calls to “build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all”. Slum transformation, more generally, mentions “culturally adequate and inclusive design of housing, infrastructure, services and public spaces” for all, as a key element (see definition below).</p>
<p><b>SDG 5</b> Gender Equality</p>	<p>SDG 5.5 targets “women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life”. Slum transformation points out to this goal, by calling for “full, effective and inclusive participation of all key stakeholders in planning and decision making, promoting social interactions, safety nets, and diverse cultural expressions”, as well as “equal rights and social cohesion” (see definition below).</p>
<p><b>SDG 6</b> Clean Water and Sanitation</p>	<p>SDG 6.2 calls to “achieve access to adequate and equitable sanitation and hygiene for all (...)”. In parallel, slum transformation mentions “availability of services, materials, facilities and infrastructures” for all as one of its key elements (see definition below).</p>

Goal	Relationship with integrated slum transformation and adequate housing
<b>SDG 7</b> Affordable and Clean Energy	<p>Slum transformation targets the “availability of services, materials, facilities and infrastructures” as mentioned in the right to adequate housing, which includes energy for cooking, heating, lighting and thus relates to the “universal access to affordable, reliable and modern energy services” mentioned in SDG 7.1</p>
<b>SDG 8</b> Decent Work and Economic Growth	<p>Target 8.5 works towards “achieving full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”. Slum transformation points towards “equal access to economic opportunities, productive resource” for all as one of its key elements (see definition below).</p>
<b>SDG 10</b> Reduced Inequalities	<p>SDG 3.9’s focus is to “substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination”. This SDG is first linked to SDG 11.6 which calls to “Reduce the adverse per capita environmental impact of cities. In parallel to those two SDGs, slum transformation mentions “protection of air, water and land ecosystems and biodiversity” as one of its key elements (see definition below).</p> <p>SDG 3.3 targets to “end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases”. Slum transformation, in the same way, stresses the importance of “risk reduction and management of external shocks,(...) like pandemics” (see definition below).</p>
<b>SDG 11</b> Sustainable cities and communities	<p>Slum transformation aims at slums being recognised and addressed as an integral or equal part of the city, envisioning the City for All. Key elements below its four dimensions are</p> <ul style="list-style-type: none"> <li>• “Affordable, habitable and accessible housing and services” and „Availability of services, materials, facilities and infrastructures“, directly linked to „ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums“, as per SDG 11.1</li> <li>• “Enabling locations near employment, asocial facilities and services, and public transportation“, linked to SDG 11.2 target to “provide access to safe, affordable, accessible and sustainable transport systems for all”</li> <li>• “Balanced, sustainable and integrated urban development” and „Full, effective and inclusive participation of all key stakeholders in planning and decision making“, directly linked to SDG 11.4 with its targets for „inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning“.</li> <li>• “Risk reduction and management of external shocks, like disasters, pandemics, or climate change“, linked to SDG 11.5 with its aim to „reduce the [...] number of people affected [...] by disasters“ and to 11.b request for „plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters“</li> <li>• “Culturally adequate and inclusive design of housing, infrastructures, services, and public spaces“, linked to SDG 11.7 call to „provide universal access to safe, inclusive and accessible, green and public spaces“</li> </ul>

Goal	Relationship with integrated slum transformation and adequate housing
<p>SDG 12: Sustainable consumption and production</p>	<p>SDG 12.2 targets: “by 2030, achieve the sustainable management and efficient use of natural resources” which is directly linked to slum transformation which calls to “ensure sustainable production and consumption patterns, food security and nutrition” and “protect (...) ecosystems and biodiversity” (see definition below).</p>
<p>SDG 13: <i>Climate Action</i></p>	<p>SDG 13.1 calls to “strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”. A parallel can first be made with SDG 11.5 which aims at “reducing (...) the number of people affected by disasters (...)”. In the same way, one of slum transformation’s key elements is the “risk reduction and management of external disasters, pandemics or climate change” (see definition below).</p>
<p>SDG 14: <i>Sustainable use of the oceans, seas and marine resources</i></p>	<p>SDG 14.2 calls to sustainably manage and protect marine and coastal ecosystems, linked to one of the key elements of slum transformation which is the protection of “air, water, and land, ecosystems and biodiversity” (see definition below).</p>
<p>SDG 15: <i>Sustainable use of terrestrial ecosystems</i></p>	<p>SDG 15.5 calls to “take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species”. In parallel, slum transformation includes the protection of “air, water, and land, ecosystems and biodiversity” as one of its key elements (see definition below).</p>
<p>SDG 16: <i>Peace, Justice and Strong Institutions</i></p>	<p>SDG 16.7 “ensures responsive, inclusive, participatory and representative decision-making at all levels”, which is linked to slum transformation’s key element on “inclusive, decentralised governance systems” (see definition below).</p>
<p>SDG 17: <i>Partnerships for the Goals</i></p>	<p>With coordination and knowledge as well as finance and demonstration being identified as accelerators to be streamlined across all key actions, slum transformation targets to “Mobilize additional financial resources for developing countries from multiple sources” (SDG 17.3) through “multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries” (SDG 17.16), For “effective public, public-private and civil society partnerships” (SDG 17.17) with “international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals” (SDG 17.9). Furthermore, with monitoring being a separate key action below the environmental stability dimension, slum transformation targets to “increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location” (SDG 17.18)</p>





Investing in **slum transformation supports** the **implementation** of **multiple SDGs**. The GAP creates the framework to address goals and targets in clusters in a **context-sensitive, cross-sectoral approach**, thereby achieving more with limited resources. This framework presents a set of principles and key actions to facilitate an expansion of the scale for transforming informal settlements and slums and improving people's lives. It promotes equitable, green, sustainable and targeted solutions to the many diverse contexts around the world. With this, it integrates informal settlements and slums in sustainable urban development approaches and tackles inequalities and vulnerabilities of residents to climate change and external shocks, in line with the goals of the NUA.

## 1.1 The Global Action Plan Framework

The GAP is presented during Urban October 2022 with the motto – Mind the GAP – leaving no one and no place behind! It builds on the momentum of the **Decade of Action** and the High-level Meeting on the New Urban Agenda putting housing and informal settlements at the core of the global agenda until 2030. It responds to the **priorities** of the Executive Director of **UN-Habitat** highlighting **climate change, adequate housing, post-conflict and post-disaster urban regeneration, and the SDG localisation**.

The GAP is informed by the co-creation of a **Global Publication** “Solutions to Slums”. Twenty years after the adoption of MDG 7.11 in the Millennium Development Goals in 2000, and international efforts addressing slums, it is critical to update and integrate knowledge and practical lessons to guide the way forward for the next decade of action globally. UN-Habitat with its core partners – the Organisation of the African, Caribbean and Pacific States; the European Commission; the World Bank; UNICEF; Habitat for Humanity; Slum Dwellers International; and HUIAIOU Commission – have started a global scoping paper to cover progress, learning, sustainable approaches, finance and delivery mechanisms for scaled actions towards a comprehensive publication in 2023 – 20 years after the introduction of the slum definition.

The publication will **provide a snapshot of the current global status quo** of slums and informal settlements, reflect on **lessons learnt in the past 20 years** and **identify sustainable and inclusive solutions for transforming informal settlements and slums**.

It will create a **knowledge and innovation platform** that informs how to transform informal settlements and slums and can be linked strategically to an overarching, coordinated and integrated response. Together, we are **committed to ensuring future approaches are sustainable, affordable and inclusive**. Our future efforts must proactively facilitate sustainable urbanisation and development and respond to the demands and needs of people living in informal settlements and slums.

## 1.2 The Global Action Plan Partnership Framework

The Global Action Plan Framework is designed as an initiative of the Slums and Informal Settlements Network (SiSnet) launched during Habitat III in Quito in 2016 and the Participatory Slum Upgrading Programme (PSUP), initiated by the Organisation of the African, Caribbean and Pacific States, and financed by the European Commission. The Government of South Africa championed the issue of informal settlements during the Habitat III process and conducted with UN-Habitat's support the "Thematic Meeting on Informal Settlements". Since then, the Government of South Africa, UN-Habitat and SiSnet have jointly conducted global policy, thematic, and expert meetings and events together.

The Slums and Informal Settlements Network has heard the calls and is joining forces to act now. As a **multiple partnership framework composed of powerful key actors**, it will collectively establish the GAP which is to be politically supported and which will inform a **broader stakeholder implementation setting** towards scaling efforts in transforming informal settlements and slums.

Governments **from all regions** are joining efforts and are invited to drive the same political mobilisation processes in sub-regions. In a consolidated global effort of transforming informal settlements and slums, the taskforce demonstrates a partnership approach for joint programme implementation, to change the "way of doing" to integration of actions at multiple levels informed by policy decisions, prioritisation and contextualization.

The GAP aims at taking **coordination, collaboration, commitments, and partnerships to the next level**. It is looking at consolidating efforts to **accelerate the implementation of the Sustainable Development Goals and the New Urban Agenda during the Decade of Action** and providing a joint partnership vision.

It will outline actions and activities and serve as an **umbrella action plan** against which:

- annual targets, implementation arrangements and activities of the work plan can be defined,
- national and local governments can be mobilised towards multi-governance delivery mechanisms, and
- finance partners can be invited to contribute to the demonstration of impact in the implementation of a coordinated partnership approach towards integrated, inclusive, and sustainable transformation.

# 2. The Slum Challenge Post-2020

## 2.1 The state of slums and informal settlements

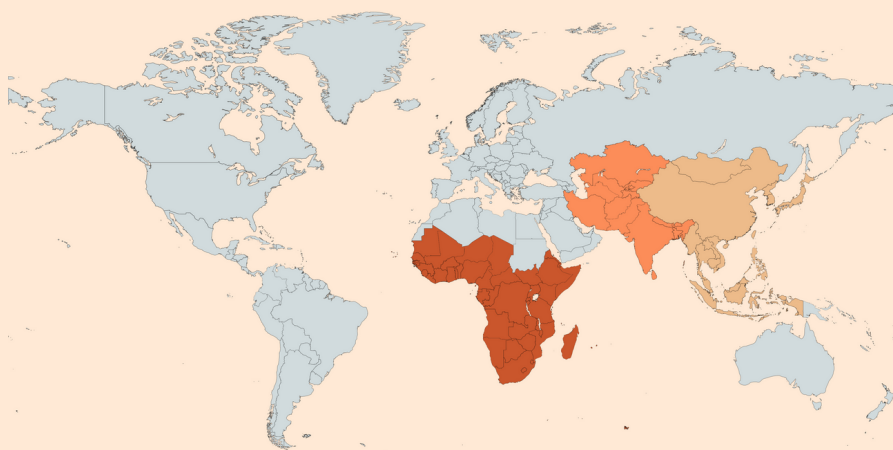
In 2007, the world population arrived at a critical milestone; for the first time in history more people were living in urban than in rural areas. Rapid urbanisation in many countries with fragmented and weak institutional frameworks to tackle multiple, complex, and interrelated urban challenges has led to currently about 1.7 billion people, or over 13% of the global population, living in inadequate, crowded and unsafe housing and being severely affected by multiple shocks and risks [5].

### Box 2.1: Factsheet on slums and informal settlements today



**1 in 4** urban dwellers worldwide lived in slums or informal settlements in **2020**, marked by the most severe deprivations [6]

This translates to more than **1 billion people**, **85%** of whom live in **three regions**:



● **Sub-Saharan Africa**  
(230 million)

**50,2%**

of the urban population live in slums [7]

● **Central & Southern Asia**  
(359 million)

**48,2%**

of the urban population live in slums [7]

● **Eastern & South-Eastern Asia**  
(306 million)

**21,7%**

of the urban population live in slums [7]

[5] UN-Habitat (2022): World Cities Report 2022

[6] The UN-Habitat (2003): The challenge of slums, defines a slum as “a contiguous settlement where the inhabitants are characterised as having inadequate housing and basic services. A slum is often not recognised and addressed by the public authorities as an integral or equal part of the city. It is an area which combines to various extents the following characteristics: insecure residential status, inadequate access to safe water, inadequate access to sanitation and other infrastructure, poor structural quality of housing, overcrowding.”

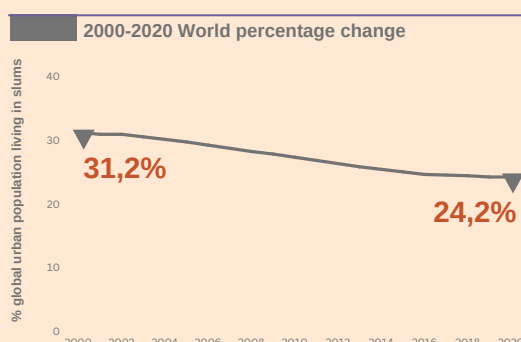
[7] United Nations (2022): SDG Sustainable Development Goals Report 2022

UN-Habitat (2020) and World Bank (2018) put the following countries among the top countries with highest percentage of the urban population living in slums varying from above 90 percent to above 60 percent: Afghanistan, Angola, Benin, Central African Republic, Chad, Democratic Republic of Congo, Ethiopia, Guinea-Bissau, Liberia, Madagascar, Mauritania, Mozambique, Sao Tome and Principe, Somalia, South Sudan, and Sudan.

The SDG targets have an explicit focus on reducing inequalities, but national, regional and global averages often mask significant inequalities in service levels between and within countries, between wealth quintiles, and between rural areas and urban areas. Accurate and consistent data collection, analysis and reporting are identified as critical issues. From 193 member states of the United Nations, only 81 countries provided data on their respective slum populations in 2020, as informed by the slum definition and deprivations. One of the five slum deprivations, tenure security, is not yet being reported on by member states [8].

**Box 2.2: Evolution of the global urban population living in slums, from 2000 to 2022** [8]

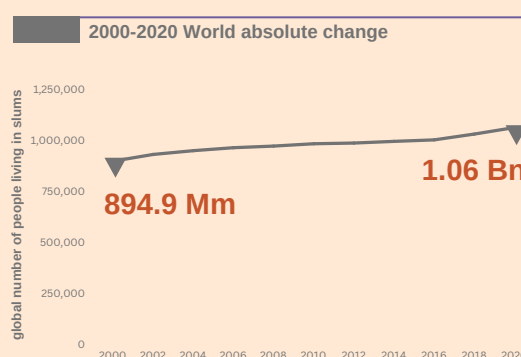
➤ **A decrease in relative numbers of slum dwellers (% of urban population)**



**2000-2020 Regional percentage change**

Eastern & South-Eastern Asia	-15.8%
Latin America & the Caribbean	-14.2%
Sub-Saharan Africa	-14%
Western Asia and Northern Africa	-12.9%
Central Asia and Southern Asia	-7.8%

➤ **An increase in absolute numbers of slum dwellers**

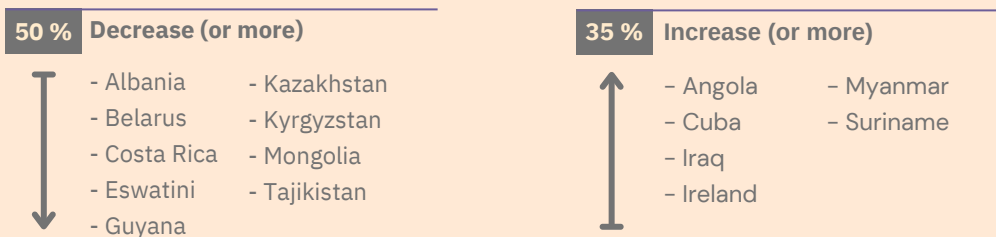


**2000-2020 Regional absolute change**

Regions with starkest increase	2000	2020	Percent increase
Sub-Saharan Africa	130 Mm	230 Mm	+77%
Central Asia & Southern Asia	250 Mm	359 Mm	+43.6%
Oceania (without New Zealand & Australia)	331 Mm	431 Mm	+30.1%

[8] UN-Habitat (2020): Global Urban Indicators Database 2020 (unpublished). There are efforts for enhancing reporting – particularly on indicator 1.4.2 – through the Global Land Indicators Initiative which is co-hosted by UN-Habitat, through the Global Land Tool Network.

## ➤ Countries presenting drastic changes in slum population from 2000 to 2020\*[9]



*\*both in percentage of urban population and in absolute numbers*

### Box 2.3: Marginalised groups and multidimensional poverty

The urban poor living in slums are heterogeneous groups with different levels of vulnerability based on gender, age, ethnicity, race, household structure, migration status and other intersectional factors. The most marginalised populations are migrants, refugees, women, the elderly and others who live in overcrowded and risk-prone informal settlements [10]. Children living in slums and informal settlements (estimated to be approximately 350 million to 500 million) are arguably one of the most vulnerable groups globally, given the inadequacy of their standard of living, the multidimensional poverty they experience, and their dependency on others and their environment to meet their basic needs and survive [11].

Research conducted in 107 developing countries revealed that 1.3 billion people or 22% of the global population are multidimensionally poor, suffering from severe deprivations. About 200 million of the 1.3 billion multidimensionally poor people reside in urban areas (Sub Saharan Africa: 92.3 million, South Asia 65.2 million). Urban poverty has social, economic, environmental and spatial dimensions, and its manifestation differs from place to place. Dimensions vary across indices, and can include poor quality and overcrowded housing, inadequate provision of infrastructure and basic services (such as improved water and sanitation), high prices paid for basic necessities, inadequate income, limited or no safety net, inadequate, unstable, or risky asset base, poor groups' voicelessness in governance and political systems, as well as inadequate protection of the poor's rights. These dimensions are interrelated. For instance, affordable public transportation provides access to jobs; jobs better access to housing and basic services; and access to improved housing and services increases participation in urban governance and decision-making processes. Dimensions interact with and reinforce each other as entailing a web of deprivation to create, recreate and entrench urban poverty, cumulative vulnerabilities and deprivations that are difficult to reverse without collective and integrative action. Inadequate access to water and sanitation is one of the key drivers of multidimensional poverty in slums, and which have a greater impact on women and children [12]. Children's well-being, including their cognitive development, health and education, is significantly impacted by the quality of their housing. By 2030, 60% of urban residents will be children, who are more susceptible to the impacts of disasters, climate change, public health emergencies and conflict given their multidimensional poverty and already compromised living and health conditions. Despite being one of the groups most affected by the climate crisis, children and youth are often not included in the decision-making processes, including around climate mitigation and adaptation [13].

[9] UN-Habitat (2020): Global Urban Indicators Database 2020

[10] UN Habitat (2022): World Cities Report 2022

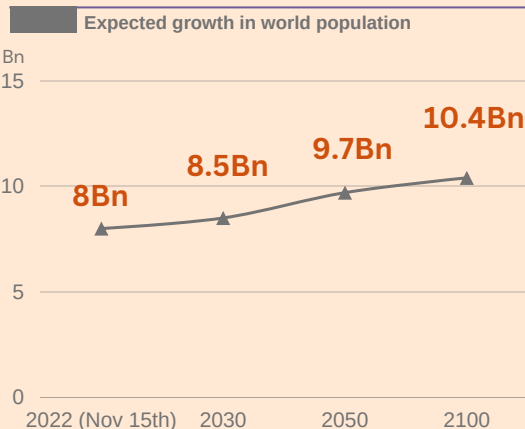
[11] UNICEF, Habitat for Humanity, UN-Habitat (2022): Children, cities and Housing: Rights and Priorities

[12] UN Habitat (2022): World Cities Report 2022

[13] UNICEF, Habitat for Humanity, UN-Habitat (2022): Children, cities and Housing: Rights and Priorities

## 2.2 Trends

### Box 2.4: Growth projections



### The fastest growing megacities through 2030 <sup>[15]</sup>

- Dar es Salaam (Tanzania)
- Luanda (Angola)
- Lagos (Nigeria)
- Kinshasa (DRC)
- Dhaka (Bangladesh)
- Karachi, Lahore (Pakistan)
- Bangalore, Agnadabad, Hyderabad (India)

### Countries concentrating the highest growth rates

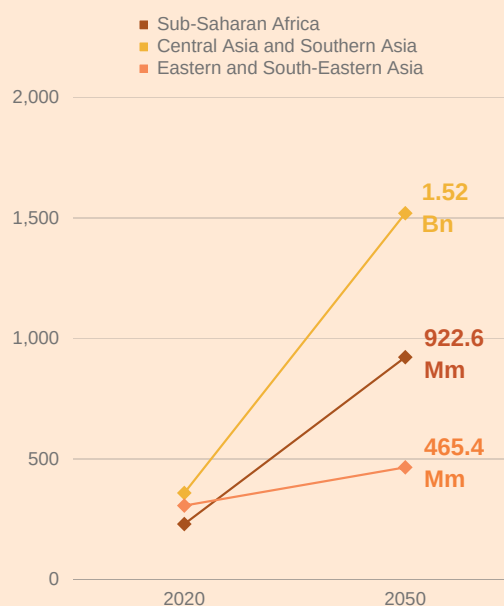
➤ More than **half** of the projected increase in global population up to 2050 will be concentrated in just **8 countries [14]**:

- The Democratic Republic of Congo
- The United Republic of Tanzania
- The Philippines
- Ethiopia
- India
- Nigeria
- Egypt
- Pakistan

➤ **Sub Saharan Africa** will account for **most** of the **growth** of the world's population, expecting to reach **3.44 billion** by the end of the century [16]. The population of many of its countries is projected to **double** between **2022 and 2050**.



### Projected slum population rise by area, based on urban growth predictions [17], [18], [19], [20]



➤ Another **two billion people** living in slums in the next **30 years** represents roughly **183.000 people each day** in need of **adequate housing [21]**.

[14] DESA (2022) World Population Prospects 2022

[15] UN Habitat (2022): World Cities Report 2022

[16] DESA (2022) World Population Prospects 2022

[17] Overseas Development Institute (2018): SDG progress. The ODI projects an increase of slum dwellers by 2030 of 106.2 million people, which will raise the total number to over 1.2 billion. However, the number is likely to be underreported, as 71% of Low- and Middle-income countries lack data on this indicator.

[18] Habitat for Humanity (2021): Progress report SDG 11.1

[19] UN Habitat (2020): World Cities Report 2020

[20] <https://population.un.org/wup/DataQuery/>

[21] UN Habitat (2022): World Cities Report 2022

### **Box 2.5: Drivers of slum growth: impacts of pandemics and climate change**

So far, these estimations have not considered the inevitable impact of the COVID-19 pandemic as well as other external causes that are expected to further impact the situation.

COVID-19 is a global health crisis, and it has far-reaching implications for urban areas that should orient future interventions to increase resilience of urban areas to future pandemics. With over 90 per cent of confirmed cases coming from urban areas, cities have been the epicentres of COVID-19. By their nature, cities are built-up agglomerations with concentration of people and high densities, and as such, the impact of pandemics such as COVID-19 increases with crowding of people, making slums highly susceptible to disease spread in a pandemic, in sharp contrast to well resourced neighbourhoods with adequate housing, infrastructure and access to effective health services [22] such as epidemiological surveillance. COVID-19-induced lockdowns and physical distancing measures have disproportionately affected low-income households, the poor and vulnerable, the informal sector, and daily wage workers who must leave their homes for subsistence wages. The overcrowded nature of slums and informal settlements, with their shared multi-family living areas, inadequate infrastructure, poor public services and precarious locations, means that self-isolation and physical distancing are not feasible [23]. In 2020, around 1 in 4 people lacked safely managed drinking water in their homes and nearly half of the world's population lacked safely managed sanitation. COVID-19 has highlighted the urgent need to ensure everyone can access good hygiene. At the onset of the pandemic, 3 in 10 people worldwide could not wash their hands with soap and water within their homes [24].

With the construction sector being one of the major climate stress contributors, the climate crisis severely affects urban economies through infrastructure damage and livelihood disruption, especially in coastal cities and in contexts where resilience to climate shocks is relatively weak. Current projections indicate that a 2°C increase in global temperature in 2050 will expose 2.7 billion people, or 29 per cent of the global population, to moderate or high climate-related risks, with 91 to 98 per cent of the exposed and vulnerable population living in Asia and Africa respectively [25]. Hotspots of high human vulnerability are concentrated in small island developing States, the Arctic, Southern Asia, Central and South America, and much of Sub Saharan Africa [26]. By 2030, 600 million of the urban poor will be directly exposed to climate change risks. By 2050, there will be 143 million internal climate-related migrants, if climate mitigating actions are not taken [27]. Low-income urban residents cumulatively contribute the least to greenhouse gas emissions but often disproportionately bear the burden of environmental risks [28] and lack the capacities to adapt effectively, requiring additional support [29]. Indeed, populations living in slums and informal settlements are increasingly exposed to flooding, rising sea levels and extreme weather, making them more vulnerable to the loss of life, property and livelihoods. Many of these settlements exist on land that is deemed undesirable or unsuitable for formal development, including the outskirts of cities, low-lying land earmarked for storm drainage and steep slopes. These locations expose residents to disproportionate risks associated with flooding, landslides and extreme weather. Use of substandard building materials and practices and lack of infrastructure also influence households' vulnerability to climate change. Resilient housing materials are needed to protect against flooding, withstand heavy storms, and cope with extreme temperatures. Several factors can impact heat stress in slums and informal settlements, including lack of trees and vegetation, poor construction materials, poor ventilation, lack of efficient and affordable cooling technology, and lower elevation [30].

[22] In urban slums, vaccination completion with children is of concern, with social stigma of unmarried mothers and lack of access being considered possible contributing factors, see Mahachi et al. (2022)

[23] UN Habitat (2020): World Cities Report 2020

[24] WHO/UNICEF (2021): Progress on household drinking water, sanitation and hygiene 2000–2020: five years into the SDGs

[25] UN Habitat (2022): World Cities Report 2022

[26] SDG Sustainable Development Goals Report 2022

[27] UNICEF, Habitat for Humanity, UN-Habitat (2022): Children, cities and Housing: Rights and Priorities

[28] UN Habitat (2022): World Cities Report 2022

[29] UN Habitat (2022): World Cities Report 2022

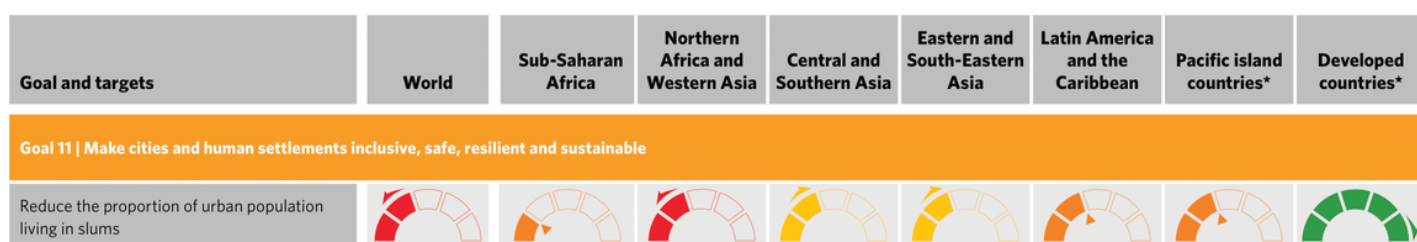
[30] UNICEF, Habitat for Humanity, UN-Habitat (2022): Children, cities and Housing: Rights and Priorities



## 2.3 Urgent action needed

SDG Target 11.1 is one of only nine targets regressing [31]. Main causes of the lack of progress toward achieving SDG 11.1 are attributed to population growth, rapid urbanisation, natural population increase, climate change impact, migration, political and economic instability, systemic inequalities, weak and ineffective urban planning and land management practices, local governance, policy frameworks, and finance instruments for scaling [32]. As shown above, slum transformation is a critical element across many of the SDGs, and regression in SDG 11 will impact progress across other sectors that are essential for human development [33]. Those living in slums and informal settlements are disproportionately affected by the urban services divide; they bear the brunt of disease outbreaks, economic shocks and environmental risks. Studies have demonstrated that disparities in accessing essential infrastructure and urban services can have a greater impact on lives, livelihoods and long-term prospects compared with differences in earnings [34]. Immediate action is needed to address the regression of Target 11.1.

**Figure 2.1: SDG 11 Progress Chart**



Source: UN Stats, 2022

### Box 2.6: Key considerations for slum transformation

*Lessons learned of the past 20 years guide recommendations for key considerations to be made when engaging in transformational efforts.*

- **Vertical and horizontal integration:** Informality across all sectors needs to be considered and connected to policies and strategies that are designed to promote adequate solutions, according to local contexts
- **Continuum of implementation:** Actions need to be informed by a common vision with immediate, mid- and longer-term targets, financed by strategic investment harnessing existing socio-economic potentials
- **Diversity of solutions:** The diversity of solutions and approaches towards spatial transformation must be recognised, the spatial context and potentials for meeting the scale need to be assessed, and the best possible standard of living for the most vulnerable must be prioritised
- **Sustainability:** Considerations for enhancing sustainability in its four dimensions (social, economic, ecological, spatial) need to be integrated into the design of actions

[31] United Nations (2022): Sustainable Development Goals Progress Chart 2022. Based on a limited number of information available as of June 2022, 36 indicators are assessed.

[32] Habitat for Humanity (2021): Progress report SDG 11.1

[33] Habitat for Humanity (2021): Progress report SDG 11.1

[34] UN Habitat (2022): World Cities Report 2022



## 3. Global Action Plan

The **Global Action Plan** derives from the ambition of accelerating the delivery of the Sustainable Development Goals in informal settlements and slums and thus: "*By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums*".

Slum Transformation stands for the vision to **end marginalisation of people and places**, enabling **spatial integration** and a **better standard of living for all**. It shapes **Cities for All** where human and spatial potentials can be realised.

Transformation **harvests the positive elements of informal settlements and slums**: social safety networks, creativity of economic activities, dynamic use of spaces, high diversity of services, compactness; and **overcomes the alarming negative elements**: high levels of poverty and vulnerability, exclusion, pollution, hazardous locations and inadequate standards of living.

Sustainable slum and informal settlement transformation towards progressively delivering human rights in cities consists of four dimensions, closely aligned to the core dimensions of the New Urban Agenda.

### 3.1 Lessons learned for transforming informal settlements and slums

Principles orient the implementation of Global Actions for integrated inclusive and sustainable urbanisation, and urban development shaping Cities for All. Transformation needs to be managed transparently and with the full accountability of all responsible entities engaged in the process.

#### Box 3.1: Management of slum transformation

##### Process of complete spatial change:

- **No quick fix / long-term:** To *completely change* the situation, *institutionalised mandates* at all levels under a dedicated leadership are provided for by *streamlined policies* and *legal frameworks* to maintain political momentum for *long-term engagement* and *sufficient finances*
- **No half-hearted approach / integrated:** To ensure change in the whole contiguous settlement, spatial interventions integrate solutions *across sectors* to leverage synergies
- **No one left behind / informed:** To measure change, *disaggregated data* collection, management and monitoring systems regularly provide information about *people-centred impacts*, from an intersectional perspective that include the perspectives of marginalised groups

- **No one solution fits all / diverse:** To ensure that interventions meet the various needs identified, flexible approaches are adopted, that allow for a diversity of solutions

#### Adequate housing:

- **No dimension left out / multi-dimensional:** The economic, social, and cultural human right to adequate housing is respected through interventions in *all dimensions*: secure tenure; affordable, accessible, habitable housing options; availability of services, materials, facilities and infrastructures; enabling locations; culturally adequate solutions
- **No one left behind / freedom-enhancing:** Interventions target spatial justice and socio-economic inclusion, creating the base for unlocking people's potentials and capabilities to overcome poverty

#### Recognition of settlements by public authorities and integration of settlements as equal parts into the city:

- **No place left behind / everywhere:** To enable effective and socially just distribution of available resources for equal integration, *slum transformation strategies at national, regional and local levels* align projects of different stakeholders to overall goals for efficient partnerships
- **No one excluded / everyone:** To ensure recognition of the needs of all marginalised groups, *inclusive multi-governance settings* with balanced representation mechanisms enable *participatory planning and decision making processes for community-led interventions*

## 3.2 Guiding Principles

The application of guiding principles is key to inform the *how* — the implementation of the Global Action Plan. It strives to endorse principles for impactful transformation. This shall inform the Implementation Framework of the Global Action Plan and serve as a check-list for identifying if interventions in informal settlements and slums have met the criteria of transformation. The principles shall drive localization to diverse spatial and target group settings.

### *Inclusive and participatory, in the spirit of co-production*

Transformative actions foster urban governance systems that enable efficient engagement and response to the needs of people living in informal settlements and slums. Transformative actions engage target populations and create ownership, belonging and wellbeing as well as healthy and safe urban societies. Transformative actions bring different stakeholders together and empower deprived communities to partner equally in public affairs. Transformative actions create systems for diverse stakeholders to engage throughout the different cycles of implementation, including inclusive access to finance.

***Evidence and data-driven, leveraging the localisation of actions***

Transformative actions are informed by multi-level data, local and global knowledge, continuous and documented learning, comprehensive monitoring, and a richness of diverse solutions that can be applied to context. Transformative actions expand data availability and analysis at multiple governance levels with a people-centred and gender-responsive lens. Transformative actions are informed by local and spatial realities, demand, supply, and the scale of the need.

***Integrated and proactive, providing a strategic framework for continuous transformation***

Transformative actions are to be designed as part of a comprehensive and forward-looking transformation scenario. Transformative actions are to be designed informed by integrated short-, medium, and long-term and local, city and national transformation frameworks, such as in line with local and national strategies and policies facilitating a dynamic transformation process rather than linear implementation plans. Transformative actions build on each other and follow in awareness that transformation requires a long-term engagement and investment. Transformative actions consider the whole neighbourhood, city, and the country and provide solutions for a diversity of sectors. Transformative actions are linked to different levels of governance and sectors. Transformative actions facilitate the integration of settlements into the urban fabric. Transformative actions mainstream access to technology, smart solutions, connectivity and high service quality towards reducing spatial and socio-economic inequalities – delivering the Right to Adequate Housing.

***Equitable and gender-responsive, meeting the needs of everyone progressively delivering human rights***

Transformative actions are to be carried out in response to a particular context and stakeholder group, targeted and tailored to suit the individual's needs leaving no one behind, balancing financial investments and enabling affordability for all. Transformative actions need to be driven by a deeper understanding of the diverse context and respond to all segments of society, including people in all income brackets, women and girls, people with disabilities, youth, racial minorities, displaced persons, and all those at heightened risk of severe disease or discrimination. Transformative actions put the most vulnerable first.

***Sustainable and climate-smart, aiming for a healthy urban living environment***

Transformative actions consider people and planet, social and environmental protection. They positively impact people, urban society and the environment. Transformative actions create resilience to crisis, conflict, and climate change while increasing socio-economic empowerment and social cohesion. Transformative actions are driven by nature-based solutions, circular economy, careful attention to building material, use of space and resources and building people's capacity to provide a better urban environment. Transformative actions create mechanisms to maintain investment, ownership for maintenance, and continued transformation.

***Affordable and catalytic, prioritising most impactful interventions at scale, prioritising most impactful interventions at scale***

Transformative actions have diverse solutions that serve the demand from all income groups in the settlements and ensure in-situ transformation remains targeted to the population living in the neighbourhood. Transformative actions are designed with the total population living in slums and

informal settlements in mind. Transformative actions enable multiple financing instruments, partners and investments at different scales to overcome affordability gaps. Transformative actions increase affordability by applying community-led approaches cutting costs and providing income to communities at the same time.

### 3.3 Core Ingredients for Transformative Actions

Principles orient the implementation of ten Global Actions across the four dimensions of Cities for All that target integrated, inclusive and sustainable urbanisation and the achievement of SDG 11.1.

Strategic planning, pro-poor territorial management, and the provision of housing opportunities, services, and social infrastructures create thriving locations that overcome spatial inequality and establish spatial justice. Flexible policies and legal frameworks that inform inclusive stakeholder settings for participatory planning and implementation, as well as regular assessment of impacts at all levels and across groups establish the base for social inclusion and integrated governance. Socio-economic empowerment of informal workers and slum dwellers together with access to finance and comprehensive investment and finance mechanisms tackle poverty and enhance economic prosperity. Promotion of circular economies and sustainable construction patterns lowers the environmental impact of future urban development and establishes, together with risk management and resilience building, the base for environmental sustainability and protection.

Through the local specification and implementation of those ten key actions, national governments take a big step forward in guaranteeing that no one and no place is left behind.

#### Guideline to applying Core Ingredients



#### *Reduction of Spatial Inequality and Spatial Justice*

1. **Integrated urban territorial management:** Promote instruments that recognise and document tenure along the continuum of land rights to safeguard secure tenure and the social function of land, avoid forced evictions and ensure safeguards in cases of relocation. Establish effective land management systems that avail well-located land for proactive response to urban growth.
2. **Strategic planning for urban development:** Enable strategic planning of resource-efficient interventions for slum transformation at neighbourhood, citywide, national and regional level for sustainable and balanced, people-centred urban development.
3. **Affordable, habitable and accessible housing and availability of services and infrastructures:** Provide affordable, habitable and accessible housing and available basic services through in-situ upgrading and greenfield development, and social housing for the most vulnerable, in thriving locations characterised by availability of education and social facilities, integrated and targeted health care services, and safe and accessible public spaces of high quality, connected through inclusive mobility options.



### *Social inclusion and integrated governance*

4. **Inclusive urban policies and flexible frameworks:** Develop inclusive urban policies and flexible regulatory frameworks to outline a joint vision for integrating informality and protecting marginalised groups.
5. **Multi-stakeholder governance and inclusive participation:** Institutionalise balanced multi-stakeholder systems for decentralised governance with vertical bottom-up and top-down coordination as well as horizontal cross-sectoral partnership settings with local governments at the lead that engage diverse actors. Promote effective participation of all in planning and decision making for culturally adequate and inclusive design of all interventions.
6. **Monitoring for evidence based interventions:** Monitor progress towards implementation, with disaggregated data for all groups of residents in slums and informal settlements, with focus on women, children and other marginalised groups, to assess multidimensional impacts at neighbourhood, city, national and global levels.



### *Reduction of poverty and economic prosperity*

7. **Socio-economic empowerment:** Design socio-economic transformative actions and promote inclusive and decent economic opportunities, with skills training on innovative technologies and business models for social and physical service provision, to build social and human capital with focus on women and youth. Support local pro-poor livelihood options and job creation as catalyst to integrating the informal sector in economic growth opportunities of the city as a whole.
8. **Access to finance and equitable investments:** Enhance access to innovative, diverse and safe finance solutions and productive resources for housing, infrastructure, business initiatives. Develop finance mechanisms for comprehensive and equitable investment in housing opportunities, infrastructures, and services.



### *Environmental sustainability and protection*

9. **Promotion of circular economies and sustainable construction patterns:** Integrate green building materials and nature-based solutions into transformation interventions for lowering impact on air, water and land, ecosystems and biodiversity. Plan interventions to limit use of space and resources and to address existing pollution through adequate infrastructures and promotion of employment opportunities around waste, energy, and resource management.
10. **Climate adaptability and risk management:** Build responsiveness of all population groups to disasters, pandemics, or climate change for risk reduction and management of external shocks and stresses. Proactively address risks of investment in informal settlements and slums at city and national levels and plan measures towards risk mitigation.

### 3.4 Towards coordinated actions

An acceleration of transformative actions is needed, as there are fewer than 10 years remaining in the Decade of Action, leading up to the year 2030. Every second, our world is more and more urban, – a phenomenon mostly explained by natural population growth and rural-urban migration, driven by the prospect of greater employment opportunities and the hope of a better life. It is hence expected that by 2050, 68 percent of the global population will live in cities [35]. If no action is taken to cope with this influx of new inhabitants, the result will be widespread growth in slums and informal settlements. The Global Action Plan calls upon the ambition to provide better living conditions for all to anticipate this challenge. Its Partnership Framework is designed to position transformation in slums and informal settlements as a priority, while providing inputs for contributing to the acceleration of the implementation of the Sustainable Development Goals and the New Urban Agenda.

Together,  
we are  
driving:

Joint political endorsement of the Global Action Plan  
(for example during UN-Habitat Assembly)

Advocacy in the context of a joint Global Campaign

Joint research and knowledge platform embedded in  
the New Urban Agenda Platform

Joint monitoring and reporting (SDFs, NUA and against  
the GAP implementation with annual events)

Joint programming towards coordinated impactful  
scaling at country levels



#### *Coordination and advocacy*

The ambition of transformation can only be achieved by the concerted efforts of a multiple partnership framework – all stakeholders engaging together towards a joint vision. Transformative principles can only be implemented with a strong coordination framework. There are still too many actors working in isolation, often in competition for resources and opportunities. Coordination is to top up everyone's effort and guide a long-term vision with diverse inputs. Limited resources are to be leveraged by diverse actors' contributions. In the spirit of localising the Sustainable Development Goals, local governments are to be in the driving seat and to be supported by national governments and the global community. They are to inform the shaping and evolution of global initiatives. National and local governments, according to their specific mandates, are to take the lead of this process together with communities. They are to set targets and support implementation to achieve the global ambition of slums and informal settlement transformation.

[35] UN-Habitat (2018): Revision of World Urbanization Prospects

The urgency and scale of implementing the Sustainable Development Goals, and the roadmap to achieving sustainable cities as detailed in the New Urban Agenda, are not yet known by all. Many stakeholders are not yet fully aware what the urbanisation of poverty will mean for the future of our cities. More stakeholders need to be mobilised and engaged in priority actions to be taken towards the scaling of transformation in informal settlements and slums. Some countries have most of the urban population living in informality, but lack a clear public response at national or local levels. Some governments have designed national and local responses, but lack access to finance and means to scale pilot projects. Some communities are ready to partner and have local planning at hand, but lack systems to connect to private and public support. A more systematic and holistic response is needed – from policy to implementation of integrated programmes.

#### **Accelerators for advocacy and coordination we need:**

1. **The Global Action Plan's Implementation Framework:** to coordinate global partnerships, strengthen current efforts of partners to meet the scale needed
2. **Coordination and engagement:** to facilitate regular meetings of core and thematic partners against concrete annual work plans and with annual global meetings
3. **Joint global campaigns and advocacy:** to translate the global action framework to national implementation frameworks
4. **Joint monitoring and reporting:** to document the implementation of the New Urban Agenda and the Sustainable Development Goals with a multiple-partnership approach
5. **Resource mobilisation:** Financing partners, instruments and joint diverse funding is strategically leveraged

During the UN-Habitat Assembly in 2023, member states will have an opportunity to set priorities for the years to come towards delivering the Sustainable Development Goals and the New Urban Agenda. Member States are invited to take this occasion to commit and mobilise support towards delivering more inclusive, resilient, safe and sustainable cities and communities.

#### **Knowledge and capacity building**

At the global level, development partners are continuing to diversify solutions, knowledge, processes and tools to facilitate smooth coordination and a reduction of transaction costs for local and national governments. Those are needed to adapt available resources instead of reinventing the wheel and going through the full learning cycle each time. Coordinated and diverse global initiatives and programmes are essential to mobilise a global change process where countries can learn from each other, global knowledge becomes accessible, and a global shift can be achieved in which more and more countries join in to reach a critical scale. Joint actions at the global level are to be a catalyst, reducing transaction costs for governments and reaching more and more countries, cities and communities towards transforming a billion lives globally. Complementary global initiatives and global programmes are to engage at scale with multiple partners – all applying principles, drivers and key actions to transforming informal settlements and slums.

#### **Accelerators for knowledge we need:**

6. **The Global knowledge data and learning platform:** to integrate in the New Urban Agenda Platform informed by the co-production of the Global Publication and linking other available
7. **data, knowledge and learning and capacity building platforms**
- Continued deepened research:** to facilitate solution finding and deep dives on persistent challenges experienced in slum and informal settlement transformation, including the promotion of a global Community of Practice for peer-learning as well as the alignment of curriculum and promotion of courses for public, social, and private stakeholders, capturing the knowledge from practitioners and case studies



8. **Multi-partnership knowledge hubs** informed by national, regional and sub-regional strategies and transformation commitments: to localise global knowledge with a multiple partnership approach and facilitate learning between countries, cities and communities

### **Implementation and demonstration**

The ambition of scaling requires constant commitment of finance. Finance needs to be availed to enable equity delivering solutions for the most vulnerable. There needs to be an increased availability of finance for integrated and inclusive urban development. Often sector finance and large-scale infrastructure development are still prioritised and do not match the full spectrum of transformation. Transformative actions consist of a comprehensive package of actions and implicated stakeholders. Financing needs to be made available for each puzzle piece to complement the bigger ambition of transformation.

Financing needs to match actions and actions need to match available finance at different milestones of scaling. Investment needs to be carefully assessed and strategically prioritised. Financing needs to deliver affordable solutions leaving no one behind, and at the same time provide for spatial transformation. Integrated action requires financing at all governance levels, and for all stakeholders: for public, community and private actors and all relevant sectors. Finance needs to assist in overcoming risks and enable a start-off phase where actions can evolve. Capacity building for financial design looking at the demand and supply sides are key for affordable transformation at scale.

Joint programming and implementation at global, regional, sub-regional and national levels with diverse financing entry-points are important to match the transformation entry-point of diverse national contexts.

### **Accelerators for finance and demonstration we need:**

9. **Demonstrating impacts and transformation**, achieved with pilot actions and translating transformative commitments to Cities for All
10. **Joint programming, global programmes and initiatives**: to demonstrate transformation in informal settlements and slums in a few selected countries, providing a proof of concept as well as practising the shift to co-production and integration
11. **More flexible and integrated financing** to be made available by financing partners: to demonstrate financing needed to deliver transformation



### 3.5 Outcome of the South Africa meeting: 10 Key Actions

As a result of the International Meeting hosted by the Government of South Africa, ten key actions to drive the scaling of slum transformation were identified. These actions encompass various aspects, from governance and spatial planning to data collection and policies. It is believed that by applying these key actions, challenges of informal settlements can be addressed systematically, promoting inclusive development, and accelerating the achievement of Sustainable Development Goal 11, which aims to make cities and human settlements inclusive, safe, resilient, and sustainable.

- **Multi-level participatory governance:** Institutionalising multi-level participatory governance, integrated frameworks with multi-sector, horizontal and vertical coordination among government spheres, enabling democratic and effective participation of all groups, especially communities and civil society, to ensure that capacities of public sector, private sector and civil society are leveraged to the fullest extent possible. These structures will have the built-in capacity to change according to changing circumstances of a community and the individuals within the community. Strengthen institutions to ensure their accountability towards the local community and the implementation of the SDG11.
- **Spatial planning:** Strengthen land management and statutory planning of land, for citywide recognition and integration of informal settlements into the urban fabric, maximising the availability, use and access to public land for housing purposes. Design strategies for balanced densification to avoid non-planned and environmentally predatory urban expansion. Ensure equitable and empowered participation of the residents for direct involvement in integrated planning and decision-making, to enable culturally adequate and inclusive design of interventions and solutions, following a people-centred development approach.
- **Data:** Improve methodologies of enumeration exercises to reflect more accurately the reality of informal settlements and households and disaggregate data. Collect data across all settlements, regardless of tenure status or legal regularisation, through an integrated approach that goes beyond the isolated settlement level, including transformation costs and affordability as well as impacts of interventions, and dynamics of movements of households after interventions.
- **Policies:** Review and design enabling legal, regulatory, planning, investments, and institutional frameworks, at local, metropolitan, and national levels, establishing transformation targets with a long-term perspective with mid-term benchmarks, to create, mandate and capacitate institutions for implementation. This will require the establishment and integration of high-level policy coordination mechanisms for implementation and follow-up monitoring. Mainstream community participation in the formulation of transformative public policies.
- **Comprehensive packages of adequate housing:** Target incremental and progressive provision of habitable, accessible, affordable and social housing with use of local materials that lower the costs; and of available basic services, in thriving locations characterised by availability of education and social facilities, integrated and targeted health care services, and safe and accessible public spaces of high quality, connected through inclusive mobility options. Interventions need to target spatial and socioeconomic impacts, creating access to jobs and livelihoods, for which housing will be incorporated within city structures in well-located areas where there are job opportunities and services. Include all relevant groups, build their capacity to participate and localise interventions. The outcomes should build

responsiveness of all population groups to disasters, pandemics, or climate change for risk reduction and management of external shocks and stresses.

- **Finance:** Establish and adequately resource flexible finance models to respond to the needs of lowest income groups, accommodating mechanisms for localization and responsiveness. Apply integrated fiscal transfers, enabling slum transformation to go to scale, leveraging multiple partnerships and investments, including from the private sector and communities. Strengthen municipal fiscal health, including land-based finance mechanisms and implementation of special vehicles as intermediary instruments especially for smaller municipalities to coordinate and mobilise funds from government, private sector and technical and financial institutions. Establish accountability for progressively achieving transformation benchmarks. Encourage funding to collective infrastructure supportive of housing as roads, water, sewer and electricity lines, and rainwater drainage – this coupled with security of tenure means that private finances will be used to upgrade the residential units incrementally and organically, gradually reducing the reliance on government funding/subsidies during the lifetime of a settlement.
- **Land:** Recognizing the social function of public and private land through guaranteeing secure tenure and land regularisation and increasing the affordable supply of well-located land for housing through underutilised and vacant land and buildings. Recognize the continuum of land rights and property rights and ensure safeguards in cases of relocation, which is to be minimised and negotiated, avoiding forced evictions.
- **Community Resilience and Empowerment:** Produce and create new knowledge based on the local experiences on resilience and community approaches, including tailored adaptation and mitigation measures, establishing platforms to enable horizontal exchange between stakeholders to enhance capacities. Support innovations in identifying potentials of the community in data generation and solution finding in collaboration with the public agencies. Implement actions to strengthen community-based organisation. Support and identify key stakeholders and nurture them through various engagements.
- **Capacities:** Collaborate with universities and academic actors to ensure alignment of curriculum and promote courses for public, social, and private stakeholders, capturing the knowledge from practitioners and case studies.
- **Collaboration for implementation:** Initiate open and regular dialogue on all levels of governance, engaging with other ministries from national government, subnational administration, civil society and communities, private sector agents, and academia to review and specify the central action areas and identify key actions. Commit to co-establish multiple partnership frameworks at different levels (global, regional, national, local) and participate in regional consultations to inform the way forward, expanding and diversifying existing partnerships in consolidated and coordinated structures, and promoting exchanges, accelerating and monitoring the implementation of the Global Action Plan and the SDG11 globally through a Global Implementation Framework, to be endorsed during the UN-Habitat Assembly in June 2023 and regularly revisited during regular international events, such the biannual World Urban Forum.

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