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INTRODUCTION

This report examines the challenges faced in developing a project business case for slum upgrading initiatives and the principal difficulties in using PRINCE2 methodology for such projects. Focusing on global significance and United Nations efforts, it addresses complex stakeholder dynamics, legal and regulatory hurdles, financial constraints, and the measurement of social impact. Additionally, the report explores the adaptability of PRINCE2 in fluid environments, stakeholder engagement, cultural sensitivity, scope changes, and long-term sustainability, providing insights and recommendations for effective project management in slum improvement projects.

PART 1: CHALLENGES FACED WHEN DEVELOPING A PROJECT BUSINESS CASE FOR PROJECTS LIKE THE UN SLUM

Slum upgrading projects have global significance in improving living conditions for over a billion urban poor worldwide (Corburn and Sverdlik, 2017). These initiatives typically involve infrastructure improvements, tenure security, and social interventions (Corburn and Sverdlik, 2017). The United Nations, through UN-Habitat, has been actively involved in slum upgrading projects worldwide. The Slum Upgrading Facility, an UN-Habitat initiative, aims to improve the condition of slum residents in Africa and other regions by emphasizing neoliberal principles and financialization (Zubaidah *et al.*, 2023). The UN has also partnered with the World Bank to promote the "Cities Without Slums" initiative, which evolved from efforts to advance community development (Jones, 2012).

A project business case is a critical document that provides a structured justification for an investment, particularly in large-scale projects like slum upgrading. It outlines the project's rationale, expected benefits, costs, risks, and feasibility, offering a framework for decision-making and project planning (Denaldi and Cardoso, 2021a). Project justification, cost-benefit analysis, risk assessment, and an implementation plan are key essential components of a project business case which help in assessing the viability and strategic alignment of the project (Herath and Chong, 2021). Stakeholder engagement is also crucial in developing a business case and securing buy-in from various parties, including government agencies, donors, and community members. As stated by (Flinck, 2017) it ensures broad support and collaboration from government agencies, donors, and community members, thus enhancing project sustainability and effectiveness. Engaging stakeholders from the start helps address diverse needs and fosters trust, which is vital for the successful execution of complex projects (Flinck, 2017).

However, developing a project business case for initiatives such as upgrading or transforming slums involves a range of challenges that can impact the planning, funding, and implementation phases. Some of these challenges that are faced during the development of project business case for this kind of projects include.

Complex Stakeholder Dynamics

The dynamics of the Stakeholder in international projects are complex due to diverse cultural backgrounds, differing expectations, and varied communication styles (Owusu *et al.*, 2021). Effective stakeholder management is crucial for project success, particularly in multinational and multicultural settings (Appiah-Kubi, 2020). The impact of Cultural differences extends from

significant communication impact and collaboration to influencing the implementation of stakeholder management policies (Wainaina *et al.*, 2023). For example, a project manager working with teams in Japan and Brazil must navigate distinct cultural practices and communication styles to foster collaboration and achieve project goals.

Research has shown that cultural dimensions play a critical role in cross-cultural collaborations, affecting innovation approaches and project outcomes. (Poku-Boansi, 2021) stated that in international construction projects, communication behaviors and strategies are vital for effective stakeholder management, while communication barriers can have negative effects. However (Meredith *et al.*, 2021) argued that developing cultural sensitivity is essential to balance trade-offs and enhance collaboration. Therefore, organizations must prioritize these strategies to mitigate challenges and ensure successful project execution.

The Body Shop's Community Fair Trade program of 1987 exemplifies a successful stakeholder engagement which addresses economic, environmental, and social needs by building strong relationships with suppliers. According to (Prebanić and Vukomanović, 2023), This holistic approach has improved the company's brand reputation and contributed to community development. In contrast, the New Coke debacle by Coca-Cola shows the importance of understanding and respecting stakeholder sentiments (Thomson *et al.*, 2020). Despite extensive market research, Coca-Cola underestimated the emotional attachment consumers had to the original formula, resulting in significant financial losses and brand damage (Silvio, 2019).

Reflecting on these examples, the importance of cultural sensitivity and effective communication with stakeholders in international projects is evident. Therefore, comprehensive understanding of diverse cultural dynamics improves communication strategies. Building trust, fostering open dialogue, and implementing clear communication channels must be a major focus area. These practices once adopted will better navigate stakeholder dynamics, mitigate challenges, and contribute to successful project outcomes in diverse, multicultural environments.

Legal and Regulatory Hurdles

Legal and regulatory considerations are crucial in international projects, especially those addressing complex issues like slum improvement. Its frameworks determine the feasibility and sustainability of projects, impacting everything from land tenure to community participation. (Appiah-Kubi, 2020) argue that comprehensive statutory processes are necessary to manage the technical, financial, and organizational challenges inherent in slum projects. While (Yeboah, Asibey and Abdulai, 2021) also emphasizes the importance of community-driven approaches within these frameworks, as seen in Mumbai's Transferable Development Rights initiative. (Agayi and Serdaroğlu Sağ, 2020) advocates regulatory frameworks are revised to prevent future slum formation, all showing the need for flexible, pro-poor policies that promote participation and transparency.

Challenges in navigating legal and regulatory frameworks are shown by projects like the Kibera Slum Upgrading Project in Kenya and Mumbai's Slum Rehabilitation Authority (SRA) in India. In Kibera, residents lacked legal ownership, risking eviction; the solution was temporary occupancy licenses providing legal recognition and security (Ahmed Sinthia, 2020). In Mumbai,

forced evictions were addressed by the SRA through comprehensive resettlement plans that included compensation and alternative housing (Goussous and Tayoun, 2022). These case studies clearly illustrate how innovative legal solutions can address complex challenges, but also emphasize the need for tailored approaches sensitive to local contexts and stakeholder needs.

Best practices for overcoming legal hurdles in international projects involve a combination of innovative tenure security measures, regulatory audits, and community engagement. (Yeboah, Asibey and Abdulai, 2021) suggests a twin-track approach: improving tenure security in existing settlements while revising frameworks to reduce future slum formation. (Shah *et al.*, 2021) also stated that effective strategies which include intermediate tenure options and regulatory audits of planning regulations are essential in this process. As demonstrated by Mumbai's successful engagement with stakeholders through the SRA, community participation is crucial, while fostering more effective and sustainable outcomes (Parikh *et al.*, 2020). These practices highlight the importance of adapting legal frameworks to local conditions and involving affected communities in decision-making processes.

The importance of thorough legal analysis and stakeholder engagement must be acknowledged. Understanding the specific regulatory environment and potential legal challenges is essential for developing a robust project business case (Wainaina *et al.*, 2023). While collaborating with legal advisors and ensuring compliance with local and international laws can mitigate risks and enhance project sustainability. (Agayi and Serdaroğlu Sağ, 2020) stated that by incorporating best practices and learning from successful case studies, Legal complexities can be effectively navigated, ensuring that projects are both legally sound and socially responsible. This approach not only addresses legal challenges but also fosters trust and cooperation among stakeholders, crucial for the success of international projects.

Financial Constraints

Financial constraints are a significant challenge in international projects, particularly in slum improvement initiatives where the scale of urban poverty demands substantial funding. Government grants alone are often insufficient, necessitating alternative approaches to secure necessary resources (Asumadu *et al.*, 2023). These constraints can impact project scope, quality, and timelines, making effective financial planning a necessity (Doe *et al.*, 2020). Without adequate funding, projects may face delays, quality issues, and even complete failure (Asumadu *et al.*, 2023). Thus, addressing financial limitations is critical to the success and sustainability of international projects, especially those aimed at improving living conditions in slums.

The Kampung Improvement Program (KIP) in Surabaya, Indonesia, exemplifies successful management of financial constraints. Running from 1969 to 1998, the project focused on community involvement, incremental upgrading, and the use of local materials and labor to reduce costs (Denaldi and Cardoso, 2021a). Similarly, the Favela-Bairro Project in Rio de Janeiro, Brazil, utilized public-private partnerships, flexible design solutions, and community participation to manage financial limitations effectively (Georgiadou *et al.*, 2021). These projects show the importance of innovative strategies and stakeholder engagement in overcoming financial challenges and achieving significant improvements in living conditions.

Cost-benefit analysis (CBA) is a crucial tool for evaluating the financial viability of international projects. According to (Asumadu *et al.*, 2023), It involves measuring and valuing results, comparing them with costs, and informing decision-making. Key components of CBA include discounting, valuation of unpriced commodities, and consideration of intertemporal issues (Atia, 2022). Effective financial planning also involves developing performance measurement methodologies and creating incentive-based funding schemes (Denicol, *et al.*, 2020). Despite its importance, the use of CBA at organizations like the World Bank has decreased, underscoring the need for updated methodologies and guidelines (Becker and Ward, 2023).

Developing a project business case for slum improvement projects, like those under the UN, involves navigating complex financial constraints. These challenges include securing diverse funding sources, engaging the private sector, and ensuring community involvement. Financial limitations can lead to delays, scope reductions, and quality issues. By adopting comprehensive financial planning and innovative management strategies, project developers can address these challenges and enhance the success of slum improvement initiatives.

Measurement of Social Impact

Measuring social impact in international projects is crucial for evaluating the effectiveness and sustainability of interventions, particularly in complex environments like slum improvement initiatives. Social impact assessments (SIA) provide insights into how projects affect communities, ensuring that benefits are maximized, and adverse effects minimized (Vanclay, 2020). Effective SIAs help project developers understand the social dynamics, prioritize community needs, and make informed decisions, which is vital for achieving long-term success and gaining stakeholder support (Kivilä, Martinsuo and Vuorinen, 2017). Given the challenges inherent in slum projects, comprehensive and accurate social impact measurements are essential for developing a robust project business case.

The Baan Mankong Program in Thailand serves as a model for successful social impact measurement in slum upgrading. As stated by Hayden (2024), the program used community-led data collection, baseline and follow-up surveys, participatory evaluation, and technology like Geographic Information Systems (GIS) to monitor and report social impacts. Another example is the Favela-Bairro Project in Brazil, which leveraged incremental upgrading and community participation to measure and manage social impacts effectively (Mackay and Taylor, 2024). These case studies highlight the importance of using a mix of qualitative and quantitative methods, such as surveys, ethnography, and demographic change assessments, to capture a comprehensive picture of social impact.

Stakeholders play a critical role in social impact measurement by providing valuable insights, ensuring data accuracy, and enhancing project relevance (Rawhouser, Cummings and Newbert, 2019). Engaging stakeholders early in the process, including marginalized groups, helps identify key social issues and fosters transparency and accountability (Buheji, Cunha and Mavrić, 2020). For example, the Kampung Improvement Program in Indonesia actively involved residents in planning and implementation, ensuring that improvements met their actual needs and that data

collected was accurate and relevant (Epstein, 2017). According to (Rawhouser, Cummings and Newbert, 2019), This participatory approach not only builds trust but also empowers communities, making the social impact assessment process more effective and sustainable.

Incorporating social impact assessments into these projects involves setting clear objectives and indicators from the outset, engaging stakeholders throughout the process, and utilizing a blend of qualitative and quantitative methods (Wiedmann and Lenzen, 2018). An huge priority of community involvement in planning and data collection also ensures that assessments reflect actual needs and conditions (Vanclay, 2020). Regular monitoring, evaluation, and transparent reporting are essential for tracking progress and making necessary adjustments (Rawhouser, Cummings and Newbert, 2019). Leveraging technology, like GIS and data analytics, enhances the efficiency and accuracy of assessments which helps to develop robust project business cases that address social challenges comprehensively, especially in complex settings like UN slum improvement projects.

Uncertainty in Traditional Approaches

Traditional business case methods often face significant challenges when evaluating complex IT investments and strategic decisions under high uncertainty (Brianna, 2022). (Haarhaus and Liening, 2020) noted that these methods, typically based on linear assumptions and financial metrics like discounted cash flow, struggle to capture the ambiguity and complexity inherent in modern organizational challenges. However, (Renn, 2022) argued that such conventional approaches are less effective in environments characterized by rapid change and unpredictable outcomes, necessitating more dynamic and adaptive frameworks .

Several high-profile slum improvement projects in the past has shown the limitations of traditional approaches. For instance, the Dharavi Redevelopment Project in Mumbai. According to (Agayi and Serdaroğlu Sağ, 2020), The project faced significant resistance from residents due to inadequate community involvement and compensation, stalling the project. Similarly, initial efforts in the Kibera Slum Upgrading Project in Nairobi as reported by (Meredith *et al.*, 2021) has disrupted social networks and livelihoods, leading to resistance and partial project abandonment. Conversely, innovative approaches, such as public-private partnerships and participatory planning, have shown greater success by involving communities directly in the planning and implementation processes.

To address these limitations, researchers propose supplementing traditional methods with more dynamic approaches. For example, (Divyani, Richard and Alfred, 2015) stated that scenario planning, helps manage uncertainty by considering multiple possible futures, providing a more flexible and responsive framework for decision-making. Stochastic business cases aid in strategic decisions for complex projects, incorporating probabilities and varied outcomes (Cuervo-Cazurra *et al.*, 2018). Additionally, methodologies like the BC4IOP framework focus on benefits management and value creation analysis, specifically tailored for inter-organizational projects (Susan, 2016). Technologies such as Object-Based Image Analysis (OBIA) also aid in mapping and managing slum areas, though uncertainties in classification accuracy must be considered (Susan, 2016).

Reflecting on these methodologies, it's been recognized that adopting innovative approaches to manage uncertainty in project business cases is more important. Embracing techniques like scenario planning and stochastic modeling can provide a more robust framework for decision-making under uncertainty. Integrate these dynamic methods, along with fostering community involvement and leveraging technology, to ensure that projects are both responsive to changing conditions and inclusive of stakeholder needs.

PART 2: PRINCIPAL CHALLENGES OF USING PRINCE2 FOR SLUM UPGRADING PROJECTS

PRINCE2 (Projects IN Controlled Environments) is a structured project management methodology widely used across various industries. It provides a flexible and scalable framework that emphasizes clear project organization, planning, and control stages. PRINCE2, according to Aivaras, Mindaugus and Jurate, (2024) is based on seven principles, seven themes, and seven processes, ensuring comprehensive management from start to finish, and often focuses on defining roles and responsibilities, managing risks, controlling resources, and maintaining quality. This methodology is designed to improve project efficiency and effectiveness, delivering successful outcomes by promoting best practices and standardizing processes (Demisse, 2021). It is particularly valued for its ability to be tailored to specific project needs and environments (Aivaras, Mindaugus and Jurate, 2024).

Applying PRINCE2 methodology to United Nations slum upgrading projects presents several distinct challenges, largely due to the unique complexities of such environments. PRINCE2, a structured project management method, might struggle with the fluidity and uncertainty inherent in slum development. Some of the principal challenges involved in implementing PRINCE2 in such contexts include.

Highly Fluid Project Environments

Highly fluid project environments pose a significant challenge to PRINCE2's structured framework due to the need for adaptability in the face of constant change. Slum upgrading projects often encounter rapid shifts in political, economic, and environmental conditions, demanding flexibility that PRINCE2's rigidity struggles to provide (Mohlabi, 2024). For instance, Agayi and Serdaroğlu Sağ, (2020) stated that in the DRC, sudden policy changes disrupted project timelines, necessitating adaptive strategies to mitigate delays. Similarly Mohlabi, (2024) reported that a construction project halted by unexpected regulatory changes demonstrated the limitations of static risk management (Žužek *et al.*, 2020). Reflecting on these cases, it's evident that integrating more dynamic and flexible methodologies within PRINCE2 is crucial for success in volatile environments.

Complex Stakeholder Engagement

Complex stakeholder engagement in slum upgrading projects presents a significant challenge for PRINCE2 due to its rigid, formal processes. Diverse stakeholder interests—ranging from local communities to government bodies—often conflict, making PRINCE2's structured approach insufficient (Bolzan de Rezende *et al.*, 2022). For instance, in Nairobi's Kibera slum project, initial rigid engagement plans led to community distrust, necessitating a flexible approach with regular meetings and adaptive feedback (Aivaras, Mindaugus and Jurate, 2024). Similarly, in Mumbai,

informal discussions were used to overcome resistance to PRINCE2's formal methods (Shah *et al.*, 2021). Reflecting on these cases, integrating flexible, context-sensitive communication strategies within PRINCE2 is crucial for effective stakeholder management.

Cultural Sensitivity and Social Impact Measurement

PRINCE2's traditional focus on deliverables and timelines often overlooks cultural sensitivity and broader social impacts, posing a challenge in slum upgrading projects. In Brazil, initial resistance was overcome by integrating local customs and engaging community leaders, enhancing project acceptance (Denaldi and Cardoso, 2021b). Similarly, a health project in India adjusted its metrics to include social impacts, improving community outcomes (Shah *et al.*, 2021). These examples reveal PRINCE2's limitations in capturing cultural nuances and social benefits. Adapting PRINCE2 to include cultural training and social impact metrics can address these gaps, fostering more inclusive and impactful project outcomes.

Adaptability to Scope and Objective Changes

PRINCE2's structured framework can struggle with adapting to scope and objective changes due to its rigid planning and formal change control processes (Aivaras, Mindaugus and Jurate, 2024). For instance, an IT infrastructure project faced delays as the fixed PRINCE2 approach failed to accommodate rapidly evolving requirements, requiring integration of Agile principles for iterative development (Aivaras, Mindaugus and Jurate, 2024). Similarly, a construction project delayed by regulatory shifts benefited from adopting flexible strategies and rolling wave planning to address changing conditions (Mackay and Taylor, 2024). These examples illustrate PRINCE2's limitations in dynamic environments, underscoring the need for integrating adaptive methods to enhance responsiveness and flexibility.

Focus on Long-term Sustainability

PRINCE2's structured approach often emphasizes immediate project deliverables, potentially overlooking long-term sustainability and SDG alignment (Islam and Evans, 2020). This focus can hinder projects from achieving lasting environmental and social benefits. For instance, a community health project in India improved outcomes by incorporating sustainability metrics, leading to better long-term benefits (Shah *et al.*, 2021). Similarly, a Brazilian construction project adopted sustainable practices, enhancing social and environmental impacts (McGrath and Whitty, 2020). PRINCE2's framework could benefit from integrating explicit sustainability targets, continuous monitoring, and dedicated roles for sustainability to ensure projects deliver enduring benefits and align with broader global goals.

Conclusion

This report highlights the various challenges in developing a project business case for slum upgrading projects and applying PRINCE2 methodology. Key issues include complex stakeholder dynamics, legal and regulatory hurdles, financial constraints, and measuring social impact. Additionally, the rigidity of PRINCE2 presents difficulties in fluid environments, stakeholder engagement, cultural sensitivity, scope changes, and ensuring long-term sustainability. Addressing these challenges requires adaptive strategies, inclusive stakeholder management, and integrating innovative approaches to ensure successful project outcomes and sustainable development in slum improvement initiatives.

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