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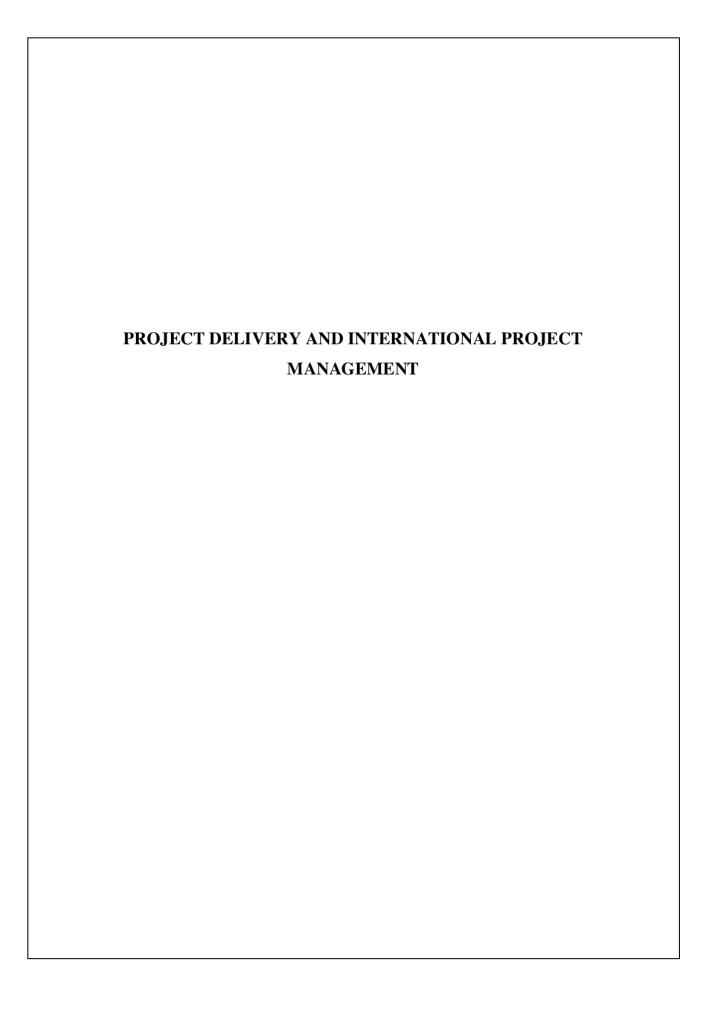
PROJECT DELIVERY AND INTERNATIONAL PROJECT MANAGEMENT

Executive summary

Slums were known as conversational settlements within the cities with insufficient miserable and squalid housing living conditions. The study has analysed the UN habitat initiatives towards the Slum upgrade process. The UN habitats faced various issues regarding "waste management, gender equality and human rights, climate resilience and participation". The UN habitats mainly work for developing "the living conditions for millions of slum dwellers worldwide". In addition, the study also explores the complication of "PRINCE2 mode" during the implementation of the slum upgrade process.

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Introduction

Slums mainly determine the informal settlements within the cities with inadequate "squalid housing" and miserable living conditions. The study is mainly focused on the UN habitats faced challenges while developing a project business case in the UN slum upgrading projects. UN Habitats mainly focus on "the biggest deprivations for slum communities" and work to provide the slum residents with "adequate and safe housing conditions, and fresh water supply". In addition, the study has also covered the conflicts in the slum residence due to "gender equality and human rights" along with "climate resilience and participation of the local society" in the slum up gradation procedure. Moreover, the study has also analysed the various challenges faced by the UN habitats during the implementation of "PRINCE2 mode".

Challenges faced during the UN slum upgrading project

UN-HABITAT has mainly worked to improve the living conditions for millions of slum residents all over the world. The project's experts of "UN-HABITAT" are managing and identifying various challenges in informal settlements and slums. Accordingly, the project also obtains "stakeholders together to create slums as a improved place to live". Significantly, around 5,000,000 slum residents have benefited from the "Inhabitant's Participatory" Slum Upgrading programme (Unhabitat.org, 2023). In addition, the projects are spreading around 190 cities in 40 countries for n developing sustainable urbanisation. Moreover, around 800,000 slum residents have benefited from enhanced term security through the "UN-Habitat Participatory Slum Upgrading Programme". However, the project has also countenance "various challenges during the implementation of the Slum Upgrading" initiatives.

Lack of funds

Lack of funds is the most important and obvious challenge for financing g slum upgrading b initiatives. The slum upgrading process needs sustained and substantial investments from diverse sources such as the private sector, public budgets, international donors, civil society and slum residence itself. Accordingly, many of these mentioned sources are either inconsistent or poor along with inaccessibility for the slum upgrading process. According to the statement of Khawte *et al*. (2022), fiscal obligations, corruption, and competing priorities can restrain the public budget. Accordingly, the private sectors are mainly hesitant to invest in slums due to low returns. Apart from that, investment in slum upgrade projects may face high risks such as legal uncertainties. UN habitats faced high complications regarding lack of investments for this they cannot properly implement their initiative properly. According to the statement of Rao *et al*. (2022), international donors due to the limited resources, stringent conditions and short-term agendas hesitated to invest in slums because the project can be

assured of high returns. In addition, in civil society, the project has faced various issues regarding capability, accountability and coordination issues. Similarly, improper negotiation issues create various complications such as a lack of communication gap and lack of financial management. Moreover, due to the low-income rate of slum dwellers and zero savings, it can be possible for UN habitats to provide safe housing, sanitation and secure land tenure worldwide.

UN-Habitat needs to employ innovative financing mechanisms for addressing the lack of funds to allocate and mobilise resources more efficiently. As per the comment of Hosni *et al.* (2022), Land value capture is a manner of apprehending the growth in land value which results from policy changes and public investments, along with employing it to finance slum upgrading. Moreover, microfinance provides savings, small loans, insurance and other products to low-income people or groups, allowing them to invest in their own housing advancements. According to the statement of Agyabeng *et al.* (2022), public-private partnerships can promote slum upgrading by resources, leveraging the expertise and incentives of both sectors. In this regard, collaboration creates synergies and efficiencies in the delivery of infrastructure, services, or social programs. In this way, collaboration creates efficiencies and synergies in the supply of services, infrastructure and social programs.

Lack of coordination

Lack of coordination among the various stakeholders is a major challenge for financing slum upgrading in the slum upgrading project. According to the statement of Ragheb and Barakat (2022), slum upgrading is a multidimensional and complex undertaking which needs the collaboration and participation of various thespians such as the private sector, civil society, local government and slum residents. Accordingly, these mentioned thespians have different thoughts, agendas, interests and perspectives on slum upgrading. According to the statement of Eicker (2022), diverse concepts on the project create many conflicts, fragmentation, duplications and inefficiencies in the using of funds and allocations. On the other hand, local and national governments may have different priorities, regulations and policies on slum upgrading. Due to this, the government does not support the project initiative properly to implement living in the slum. In this regard, international donors and private sectors have different expectations, conditions and standards regarding their investment in slum upgrade projects, due to the low return the private sector does not involve directly in this slum upgrade project. Apart from that, due to different needs, expectations and preferences civil society and slum residents do not coordinate properly with the project managers.

UN-Habitat can adapt to overcome the challenge of lack of coordination and integrate along with participatory approaches, which enable the engagement and alignment of all stakeholders in the operation. According to the statement of Surjadi *et al*. (2022), citywide slum upgrading is a strategic and holistic approach, which addresses slum upgrading at the city level that can make economies of scope and scale in the allocation and mobilisation of funds. Community-led slum upgrading is a bottom-up and inclusive process that designates slum residents to take the information in determining, scheduling, executing, and monitoring slum upgrading initiatives. According to the views of Mutua (2022), multi-stakeholder partnerships affect the establishment and management of formal or informal partnerships among different stakeholders in slum upgrading to improve communication and trust among them along with constructing shared objectives and values that guide the implementation and financing of slum upgrading.

Lack of impact

One of the major challenges regarding slum upgradation faced by UN-Habitat is the lack of impact such as "living conditions and opportunities of slum dwellers". The UN-Habitat aims to develop the living conditions and opportunities of slum residents along with the social and environmental sustainability of cities Sunarti *et al*. (2022). Analysing and demonstrating the impact of slum upgrading is a complex and time taking project. As per the comment of Ghoneim (2022), slum upgrading involves multiple indicators, dimensions and consequences which may depend on space, time and context. However, the project also faces external issues such as political dynamics, market forces as well as natural disasters, which may affect its impact. In addition, improper housing quality income levels and services decrease the land value, rent pressure and gentrification risk in slum areas.

UN-Habitat needs to embrace adaptive and evidence-based practice to efficiently manage the challenges regarding lack of impact. According to the views of Abanda iet al. (2022), improper monitoring and evaluation can distract the UNHabitants to assess the challenges, progress and results. Learning and innovation is a creative process to generate, test, and scale new ideas for slum upgrading. According to the views of Ghoneim *et al*. (2022), knowledge sharing and dissemination is a strategic process to communicate the lessons learned from slum upgrading initiatives and increase awareness and understanding among stakeholders. These practices can help inform decision-making, optimise the design and delivery of slum upgrading initiatives, and replicate successful models across different contexts.

Social segregations

"Social segregation occurs when people of varying socioeconomic groups" in a city include possibilities to be "exposed to people different from them". Social segregation is a major challenge in slum upgrade initiatives. UN-Habitat defines gated neighbourhoods as a product of industrialization distinguished by current information, transportation and communication technologies. The "social disparity in foreign policies encouraged global investments and destroyed the local economy". Apart from that, UN-Habitat describes slums as a manifestation of capitalism. In addition, slum vulnerability and poverty regarding inequalities and exploitation affect the profit-oriented new markets. The project also said that a slum is a product of globalisation, which is apart from advertising labour market opportunities. UN habitants faced many issues due to the racial segregation of the denial of capital and neighbourhood to slums of colour fuelled the geographic concentration of poverty.

High cost of house rents

UN-Habitat also faces the challenges of dealing with slum exploitation perpetuated by the high cost of house rents demanded by house owners, the high cost of service delivery and corruption from administration officers by the private sector. As per the comment of Mahnunah *et al*. (2022), slums are faced with huge housing problems in order to search for jobs and house owners make huge profits while delivering unsanitary and cheap structures. Moreover, slum residences are mainly characterised by "inadequate economic resources elements which endear them to the informal labour market". Due to the high cost of house rent the UN habitat faces massive issues to provide proper shelter to the residents of the slum . The UN habitats need to support the informal enterprise and mitigate the aspects which guide the exploitation of the slum poor to facilitate proper intervention.

Extensive environmental degradation

The UN-Habitats also faced issues regarding environmental degradation in slum upgrading. As per the comment of Raviscioni *et al*. (2022), uncontrolled garbage, industrial effluent and flooding are the most dangerous environmental exhibitions in the slums. The disposal of waste in the slums creates various health risks in the rural zones. In addition, slums are also endangered due to flammable building materials using paraffin and charcoal for cooking in overcrowded places and illegal electricity connections. According to the comment of Macarthy *et al*. (2022), ill health originating from unsanitary situations is a significant determinant of deprivation in the slums. The income of roadside workers decreases during the rainy season during the flooding. The UN habitats need to upgrade environmental sustainability and rehabilitation as a core intervention in house improvement in the project of slum upgrading. As per the statement of Metabo (2022), the triple bottom line theory extends

traditional "business success metrics to include an organisation's" contribution to social well-being, "environmental health and the economy". "The triple bottom line theory" determines the lower energy consumption as well as reduced CO2 emission and carbon footprints which can be lacking during the implementation process of SLUM living hood. The UN projects have to develop their project management more sustainably to provide the slum residence with more sustainable services such as clean water, sanitation and secure land tenure.

NGOs

NGOs are the most potential opponents in the social dynamics of the slums which creates many obstacles in the slum upgrading process by UN habitats. NGOs mainly promote the much-required social activism and many NGOs are not also genuine in terms of helping the slums to improve their living hoods. NGOs' activities are creating constraint problems because NGO sectors play an important role in supplying financial support and local technical assistance in the informal sectors.

Clean water supply

The UN habitats are faced with huge obstacles in supplying clean water to slums because almost 771 million people suffer all over "the world due to a lack of access to clean water". Women and men spend around 200 million hours carrying water every day (Worldvision.org, 2023). The average woman in rural Africa walks 6 kilometres every day to collect 40 pounds of water. Apart from that, for the most part of the sources of water in the rural sites are Most of the sources of "water in rural areas is terribly polluted due to insufficient sanitation and a shortage of waste treatment plants". Overall levels of global pollutants are having a "negative effect on the drinking water that is currently clean". In addition, a "large quantity of the available groundwater in the worst affected parts of the world" is dependent on conditions due to the lack of appropriate water recycling and treatment.

Waste management

The UN habitats constantly deal with poor waste management which affects the slum upgrade process negatively. According to the statement of ENDAH *et al*. (2023), due to improper existing collection systems ineffective disposal arises water pollution, air pollution and soil contamination. In addition, unsanitary and open landfills contribute to the contamination of drinking water and may transmit infectious diseases (Unep.org, 2023). The disposal of debris pollutes dangerous substances and the ecosystem from industrial garbage and electronic waste putting a strain on slum residence health and the environment. The slum population has suffered basic hygiene-related problems and uncertain living conditions. It is difficult for the UN habitats to provide constant migration due to the increasing population of

slums as well as hygiene problems (Unep.org, 2023). "Most of the slums are basically situated" around the manufacturing and the roadside, which generates air pollution due to industrial and vehicular emissions. Apart from that, "poor ventilation results in the infiltration of pollutants, raising the levels of indoor air pollution too", which is difficult for the UN habitats to implement the living hood among the slum residents.

Gender equality and human rights

The UN habitats have faced massive issues regarding the execution of "women's rights in the land". These challenges mainly arise the reason is to "patriarchal attitudes and cultural practices", along with the be deficient in of commitment and "political will on the part of many governments" (Ohchr.org, 2023). UN habitats desolate that Women countenance prejudice across all factors of housing as a consequence of their "gender and factors" such as age, "poverty, ethnicity and sexual orientation" (Unhabitat.org, 2023). A huge amount of discrimination creates various traditional and cultural norms such as women being more often disqualified on or after housing and land occupancy than male (Ohchr.org, 2023). In addition, Globalisation, the commoditisation of "land and the increasing value of real estate in urban areas" have further affected women's rights to inheritance of land, property, and housing. Accordingly, it is also an issue because many women are only capable of accessing resources via their husbands or partners (Ohchr.org, 2023). This marginalisation of "women are also due to top-down land policies representing granted interests and approaches" that are included with "limited participation by diverse women, including poor women, in urban land governance".

One most important "global human rights crisis in terms of gender equality is women's inability to control", and "housing, land, and property" in their own accurate and on their own conditions (Ohchr.org, 2023). Lack of security of land is a major issue faced by the UN habitats in terms of providing property and housing to the slum women and their children.

The challenges of applying the PRINCE2 model

PRINCE 2 is the project methodology tool, which is often used to bring resilience and momentum in the project management aspect. Considering the UN slum project, it shows that the project can witness significant issues due to the application PRINCE2. The study by Sobieraj *et al.* (2021) highlights that PRINCE 2 requires documentation across all the stages of the project life cycle, which can be challenging to monitor each aspect of the documentation clearly. A course of project management can be quite challenging as different uncertainties can bring new elements to the project landscape. However, PRINCE2 is not equipped with addressing such uncertainty and new changes in the project aspects. This

might undermine the goal of UN projects extensively and can increase the probability of failure largely.

On several occasions, it is observable that in order to incorporate new needs and interest of shareholders, projects tend to change their strategic direction with the aim of adding further impetus. The limitation of PRINCE2 lies in that it is not suitable for managing change and henceforth, building project control measures can become difficult (McGrath and Whitty, 2020). Therefore, conducting any kind of "change management" with help of PRINCE2 can be detrimental due to its robust structure. This further reflects that a multifaceted project management approach like the UN slum project is not suitable in this case due to the limited capacity. Some of the common errors that occur along the process is the large unawareness regarding the PRINCE 2 framework and its implementation (Esteki *et al*. 2020). Project management team only put emphasis on the training of managers, however, lack of training to the associated members can damage the project exigencies. The UN slum upgrading project is quite unique and dynamic, which further warrants the optimisation of action followed by effective training. PRINCE2 requires extensive training, which is cost intensive and the complex structure makes it more challenging for members to understand the process accordingly.

Based on the analysis of challenges, it is evident that lack of funds is a major limitation and application of PRINCE2 makes it inevitable to conduct training. However, lack of funds is a potential challenge, which can further ruin the project parameters. Consequently, the probability of failure increases significantly in such a case in regarding construction using PRINCE2 (Akhmetshin *et al*. 2019). It is analysed that such limitation can bring more constraint in the fulfilment of project ambition. Along with this, the structure is not easy for use and heavy documentation may delay the execution of the project. Considering the wider knowledge, it is important to take notice of the working implication of PRINCE2 (Ershadi *et al*. 2021). There are other considerations such as lack of monitoring scope, which can damage the prospect of sustainability and integrity that the UN the project intends to establish. It can be evaluated that the framing recommendation solution is quite time consuming compared to other tools. As a result, the application of this tool brings down the scope, which would bring further challenges in the overall project parameters.

Conclusion

Based on the above discussion the study is mainly focused on the UN habitats faced challenges while developing a project business case in the UN slum upgrading projects. The study has highlighted UN-Habitat's concerns regarding the biggest deprivations for slum

communities and work to provide for the slum residents. The study also concluded that UN habitats are facing issues in terms of providing "adequate and safe housing conditions", and freshwater supply to the Slum residents. Accordingly, the study has highlighted the impact of the issues regarding the implementation of "conflicts in the slum residence" due to Human rights and gender equality as well as "climate resilience and participation of the local society in the slum" up gradation procedure.

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