Learning from the experiences of FONDATION ABBÉ PIERRE's international partners

FONDATION
Abbé Pierre

AcT!

with residents of precarious neighbourhoods

ACT !

with residents of precarious neighbourhoods

Learning from the experiences of
FONDATION ABBÉ PIERRE'S international partners

Contents

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2 IN CONTEXT

Madagascar

ACRONYMS AND ABBREVIATIONS USED IN THE STUDY

AFD AGENCE FRANÇAISE DE DÉVELOPPEMENT (FRENCH DEVELOPMENT AGENCY)

AGR Activités génératrices de revenus (Income-generating activities)

APUM ASSOCIATION DES PROFESSIONNELS DE L'URBAIN À MADAGASCAR (ASSOCIATION OF URBAN PROFESSIONALS IN MADAGASCAR)

CICC Collective interest cooperative company

COTA COLLECTIF D'ÉCHANGES POUR LES TECHNOLOGIES APPROPRIÉES (COLLECTIVE FOR DISCUSSION OF APPROPRIATE TECHNOLOGIES)

CRATERRE CENTRE DE RECHERCHE ET D'APPLICATION EN TERRE (LAND RESEARCH AND APPLICATION CENTRE)

CSO Civil society organization

DMS Direction des missions sociales (Social missions directorate)

FAP FONDATION ABBÉ PIERRE

FSH FÉDÉRATION SÉNÉGALAISE DES HABITANTS (SENEGALESE RESIDENTS FEDERATION)

F3E Fonds évaluer échanger éclairer (Fund to evaluate and exchange information)

GER GER COMMUNITY MAPPING CENTER

GERES GROUPE ÉNERGIES RENOUVELABLES – ENVIRONNEMENT ET SOLIDARITÉ (RENEWABLE ENERGIES - ENVIRONMENT AND SOLIDARITY GROUP)

GRDR GROUPE DE RECHERCHE ET DE RÉALISATIONS POUR LE DÉVELOPPEMENT RURAL (RESEARCH AND ACHIEVEMENTS GROUP FOR RURAL DEVELOPMENT)

IMV INSTITUT DES MÉTIERS DE LA VILLE (CITY TRADES INSTITUTE)

MNCA MONGOLIAN NATIONAL CONSTRUCTION ASSOCIATION

MONES MONGOLIAN WOMEN'S FUND

MSMEs Micro, small and medium-sized enterprises

NGO Non-governmental organization

OECD Organization for economic cooperation and development

OJUCAH ORGANISATION DES JEUNES UNIVERSITAIRES DE CARREFOUR POUR L'AVANCEMENT D'HAÏTI (ORGANISATION OF YOUNG ACADEMICS OF CARREFOUR FOR THE ADVANCEMENT OF HAITI)

PASSA Participatory approach for self-shelter awareness

PE&D PLANÈTE ENFANTS & DÉVELOPPEMENT

SDG Sustainable development goals

SIF SOLIDARITÉ DES INTERVENANTS SUR LE FONCIER (SOLIDARITY AMONGST LAND ACTORS)

EDITORIAL

Act with the residents of precarious neighbourhoods

Abbé Pierre had only ever approached the struggle against poverty and destitution in its universal sense. The nation, belonging to a culture or a religion, had to disappear before the anguish of hunger and/or precarious housing.

It was obvious that the Foundation that he founded for housing the disadvantaged should also place his work in an international scope.

On the other hand, on many occasions, from the United Nations gallery to the most famous conferences, he kept repeating that the fight against poverty and poor housing could only be won if the poor were part of it.

It was therefore necessary to be in total proximity with this world of the poorest for trust to enable truly adapted projects to be carried out. We had to get out of paternalistic programmes made by the wealthy for the poor. We had to work with the poor to rid humanity of this scourge.

In this context, while several projects supported today by the Foundation are mainly aimed at improving living conditions in precarious neighbourhoods, it seemed important to remember these actions and to question the different processes to be implemented to understand and adapt as best as possible to the needs and demands of residents. The capitalisation work proposed here was designed by mobilising the actors concerned (French and local associations, residents, institutions), so that through the sharing of their experiences one is able to learn from each person's initiatives, to concretely identify what worked and what it would be helpful to improve during the implementation of projects.

The aim was therefore to carry out a large-scale capitalisation of what is already practised in precarious neighbourhoods internationally.

The meetings in Dakar and Antananarivo of our various association partners from four continents, field visits, the pooling of all work carried out with the beneficiaries, actors in their own change, are completely within the framework that Abbé Pierre had set at his Foundation. As President of FONDATION ABBÉ PIERRE, and also as one of the Abbé's closest collaborators, I have high hopes for the debate and reflection that this capitalisation report will promote. I sincerely hope that it can foster the emergence of a real learning community of practitioners around projects supported by the Foundation and other financial partners.

We need it, because we must make our action known, not to assert ourselves, but because there is a need to be free of the prevailing sense of pessimism and show that things are happening, and to make political decision-makers understand that action is possible provided that they get on with it, because their inaction in the face of poverty is one of the major causes of the extreme poverty that blights our world.

This fight against the causes of poverty is also included in the statutes of FONDATION ABBÉ PIERRE, as a major obligation desired by our founder.

Laurent Desmard
President of FONDATION ABBÉ PIERRE

Cambodia

1

INTRODUCTION
Capitalizing to best meet today's urban challenges

"One-third of the world's urban population lives in neighbourhoods not planned by public authorities, often termed 'shanty towns'. This phenomenon encompasses various scenarios: precarious, unhealthy slums, suburban clandestine settlements, self-built, serviced neighbourhoods, etc. Portrayed in a catastrophic light by some as the 'worst possible world' (Davis 2006), this form of urbanization is, in fact, the major mode of building cities in the past in Europe and today in developing countries. Rather than 'informal' - a simplifying and pejorative term - this urbanization can be described as 'autonomous': not led by the public authorities, and ignoring or infringing official urban plans, it follows social, economic and territorial dynamics of incremental consolidation (land occupation, progressive construction, access to services, legalization)."

Valérie Clerc, Laure Criqui and Guillaume Josse
in the article: *Autonomous urbanisation:
for urban action on precarious neighbourhoods*[1]

By 2050, two out of three people will live in cities; this major phenomenon has an impact on the organization of our societies. In this ever more urbanized world, the issue of housing is now a central urban issue, as neighbourhoods built autonomously that are non-compliant with public standards represent the major form of urbanization.

These autonomous dynamics, while sometimes generating innovative urban experiments, side-skip planning dogma; they accompany, reveal and often generate vulnerability, insecurity and poverty. Engaging in the support of informal urbanization is today an essential means of supporting neglected people and families, often in vulnerable situations within highly unequal societies and in cities that clearly reflect these imbalances. Housing plays a central role in the life of an individual and their family. The home must be a place of safety and flowering, and should not become an inhospitable space, a source of tension and daily concerns.

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1 / V. Clerc, L. Criqui and G. Josse, "Urbanisation autonome, pour une autre action urbaine sur les quartiers précaires", Métropolitiques, 2017.

FONDATION ABBÉ PIERRE and its partners in the face of accelerating urbanization and inequality

To best support autonomous urbanization and the life paths of people living in these neighbourhoods, a paradigm shift appears to be needed:

"While public action is needed to reduce insalubrity and insecurity, policies remain unsatisfactory. Destruction and relocation often move people away from urban centres, while the stock of public or supported housing remains vacant or benefits the better-off.

Social housing or subsidised private buildings exist, but are often unsuitable: remote, quickly abandoned, without employment prospects, poorly connected to transport, lacking social ties, etc.

Therefore, rehabilitating and improving in situ working-class neighbourhoods with support for self-building, the provision of services, public spaces, land regularisation, etc., is more appropriate than tabula rasa policies and the creation of new housing neighbourhoods from scratch."[2]

Conscious of this reality, many non-profits and institutional actors have changed their strategies and methods of intervention in recent years. The desire to pull down precarious neighbourhoods has given way to a drive to redevelop them, particularly considering the importance of self-build and self-production processes. At the turn of the 2000s, reclassification of precarious housing gradually became the new norm. The Millennium Development Goals, and then the Sustainable Development Goals, which have for nearly two decades served as a global roadmap for the struggle for a more just and less unequal world, have accentuated this movement. In 2016, the Habitat III Conference (United Nations Conference on Housing and Sustainable Urban Development) was held in Quito, Ecuador; and its main objective was to reinvigorate the global commitment to sustainable urban development, focussing on the implementation of a *"New Urban Agenda"*. This programme offers a vision of what more open and egalitarian cities could be like and provides answers to questions of vulnerability in urban areas, as a starting point for thinking about the right to the city.

The commitment of FONDATION ABBÉ PIERRE and its international partners in precarious neighbourhoods

In response to these challenges, and in addition to its past action to combat poor housing in France, FONDATION ABBÉ PIERRE has financed and supported housing construction, renovation and rehabilitation projects internationally since its creation. In recent years, action in the field has been reinforced by advocacy work for the right to the city and the right to housing. Thus, home improvement operations represent, beyond their own value, a means of encouraging collective mobilizations for advocacy purposes. By positioning itself in this way, the Foundation asserts a rights-based approach (the right to the city, the right to housing), the delivery of services related to home improvement being ultimately a means of promoting these rights.

The Foundation supports projects carried out by its partner organizations in some twenty countries, and plays the role of network facilitator, by financially supporting and accompanying implementation of actions by committed actors in the field of precarious urban (and sometimes rural) housing. In general, for all areas of intervention combined, the Foundation and its partners

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2 / V. Clerc, L. Criqui and G. Josse, "Urbanisation autonome, pour une autre action urbaine sur les quartiers précaires", Métropolitiques, 2017.

seek to contribute to the improvement of housing conditions in neglected areas; the projects implemented aim at a lasting improvement of the living conditions of the targeted people, notably by fostering of autonomy and the economic development of their homes.

International action, a branch of the Foundation's strategic orientations

This international positioning is consistent with the major orientations of FONDATION ABBÉ PIERRE's 2018-2022 strategic project, based on seven working areas. Listed below are those that the Foundation's international action, and in particular the capitalization process presented here, directly echo[3]:

In particular, since international action reports to the Social Missions Directorate, which in turn has its own 2018-2022 Strategic Plan, it can be seen that the Foundation's international activities are consistent with the strategic planning of the that Directorate. In this report, the role of international projects in fulfilling the Foundation's strategic directions is explicitly set out.

The aim of international solidarity is therefore *"to support the residents of precarious neighbourhoods to develop a dignified living environment adapted to climate change"* taking into account SDGs, including gender issues and those related to climate change and the environment. To this end, the Foundation seeks to give priority to *"multi-year partnerships"* and to deploy a *"network of learner-actors"* to *"contribute to social change and to the empowerment of individuals"* and to increase the influence of the Foundation internationally[4]. The capitalisation approach presented here is one means of supporting this planning, thereby contributing to the strategic plan of the DMS and to the general orientations of the Foundation.

AREA 1

Act more with and alongside poorly housed people

AREA 2

Reinforce the role of catalyst and build a network

AREA 3

Consolidate oversight and capitalisation
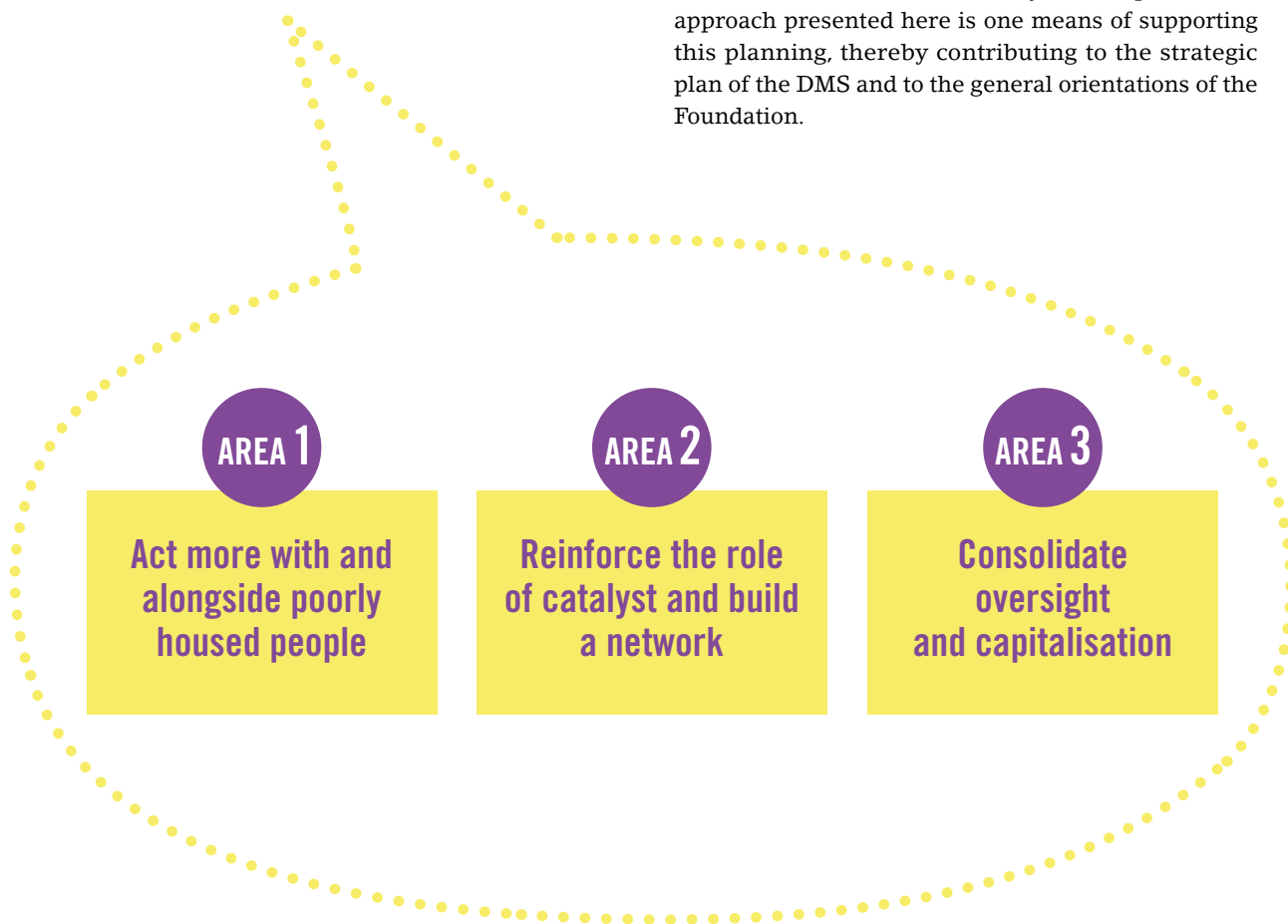
3 / FONDATION ABBÉ PIERRE, Strategic Project 2018 – 2022 - Taking action against poor housing by putting people more at the heart of our action, 2018, p. 2.

4 / Social Missions Directorate of FONDATION ABBÉ PIERRE, Strategic Plan 2018 – 2022, 2018, p. 16.

Is capitalisation on international projects a necessity?

A collective approach that makes sense

FONDATION ABBÉ PIERRE does not think of its international action as a "portfolio" of varied projects to be financed, monitored and supported, but as an international branch of its commitment to people in situations of exclusion and vulnerability, through access to dignified and decent housing. It seeks to keep these actions in mind, to inform thinking and intervention so as to continuously adapt to the expectations and needs of the residents of targeted neighbourhoods. That is the challenge of this cross-cutting capitalisation study.

To succeed in the review and interpretation of international projects, the Foundation must draw upon the mobilization of all stakeholders. Accordingly, ten of its international partners have contributed to the capitalisation process (see list below); residents were met during seminar field visits (Dakar and Antananarivo), and the representatives of local organizations acted as spokespersons on these occasions.

CARE FRANCE
An international NGO whose objective is to combat extreme poverty and defend access to fundamental rights

CRATERRE
A research laboratory dedicated to improving and disseminating knowledge and good building practices at the international level

ENDA MADAGASCAR
An international NGO that fights against the marginalisation of the disadvantaged and for sustainable development

GERES
An international development NGO working to improve living conditions and combat climate change and its impacts

GRDR
An NGO governed by French law that works to promote development in West Africa, France and Europe and that supports association movements in migration

HABITAT-CITÉ
An NGO governed by French law that aims to contribute to the resorption of slums and all types of unworthy housing in France and around the world

PADEM
French NGO that aims to improve the quality of life of vulnerable populations, especially children, in developing countries

PLANÈTE ENFANTS & DÉVELOPPEMENT
An NGO under French law whose mission is to act globally for vulnerable children by offering them the conditions for their well-being and development

QUATORZE
A French association that promotes, experiments and transmits an approach to social and solidarity architecture for agile and resilient territories

URBAMONDE FRANCE
An NGO governed by French law whose mission is to support residents' groups and which is committed to transforming the city, making it more sustainable and inclusive

The capitalized projects are twelve in number[5], and all are implemented and/or supported by the organizations mentioned above, generally with the support of local organizations located in the intervention zones. These projects differ in terms of their priorities, the means at their disposal, and their maturity, but they mainly follow an approach that aims to keep the neighbourhood or area concerned alive and to retain its residents, by fostering improvement. The map (p. 11-18) briefly presents these projects and their geographical distribution.

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5 / HABITAT-CITÉ supporting two projects, in El Salvador and Haiti, and a third project in Nicaragua, which has been completed but has been integrated into collective thinking.

MAP OF PROJECTS INCLUDED IN THE CAPITALISATION APPROACH

NICARAGUA *(GRANADA)*
HABITAT-CITÉ / CASA DE LA MUJER

EL SALVADOR *(CHALATENANGO & SAN SALVADOR DEPARTMENTS)*
HABITAT-CITÉ / FUNDASAL

HAITI *(VALLÉE DE JACMEL & BAINET)*
HABITAT-CITÉ / OJUCAH / ADRESFEM / ATECO

ROMANIA *(BACAU DEPARTMENT)*
CARE FRANCE / SERA ROMANIA

FRANCE *(PARIS AND MONTREUIL)*
QUATORZE

EUROPE

ASIA

CENTRAL AMERICA AND THE CARIBBEAN

AFRICA

MONGOLIA *(ULAANBAATAR)*
PADEM / HLO / PTA / MONES / MNFB
GERES / PIN / GCMC / MNCA / BEEC

CAMBODIA *(PHNOM PENH)*
PLANÈTE ENFANTS & DÉVELOPPEMENT / SKO

SENEGAL *(PIKINE)*
URBAMONDE / URBASEN / FSH

GUINEA-BISSAU *(CANCHUNGO)*
GRDR

BURKINA FASO *(OUAGADOUGOU)*
CRATERRE / YAAM SOLIDARITÉ

MADAGASCAR *(ANTANANARIVO)*
FAP / ENDA MADAGASCAR

11

CUNA DE PAZ, LA PALMA MUNICIPALITY, CHALATENANGO DEPARTMENT

VENECIA, MUNICIPALITY OF SOYAPANGO, DEPARTMENT OF SAN SALVADOR

BENDICION DE DIOS, MUNICIPALITY OF ILOPANGO, DEPARTMENT OF SAN SALVADOR

Housing cooperatives and social production

HABITAT-CITÉ, FUNDASAL
November 2019 - October 2022

••• Contribute to the collective building of housing, the diversification and strengthening of knowledge of the modes of social production of housing, consolidate organisational structures and develop community services

The main objective of the project is to improve the living conditions of the most vulnerable people. Populations play an active role in the process of improving their living environment and living spaces. Alternatives to social housing production, such as housing cooperatives, are supported. Residents have access to safe and sustainable housing, thereby meeting their aspirations.

NICARAGUA

DEPARTMENT OF GRANADA

Programme to improve housing and living conditions

HABITAT-CITÉ
Three-year programmes 2011-2013; 2014-2016; 2017-2019 (end of October 2018 by mutual agreement between HABITAT-CITÉ and FONDATION ABBÉ PIERRE due to the political context)

••• Improve housing for disadvantaged people (particularly women with the Nicaraguan women's association), safeguard and improve know-how in anti-earthquake and anti-cyclone construction, contribute to the autonomy of the local partner

• Design of the home with residents: discussion on the needs and wishes of the family, proposal of several plans; scalable model;

• Construction of houses with the participation of masons and residents;

• Training and strengthening of training for masons in raw earth construction and block construction;

• Interventions and exchanges with people or organisations with different knowledge.

Habitat Cité

HAITI

COMMUNES OF THE VALLEY OF JACMEL AND BAINET, SOUTHEAST OF HAITI

Improved housing for poorly housed people in vulnerable situations

HABITAT-CITÉ
April 2019 - March 2022

•••▸ Take action with residents in rural areas facing a situation of great vulnerability and degraded housing. Strengthen and diversify local skills to respond to housing issues

• Territorial social and technical diagnosis of households in the areas concerned;

• Renovation/rehabilitation of traditional houses and shelters and construction of new houses with projects serving as building training sites;

• Public awareness of climate risk prevention issues and local building cultures;

• Support for partner associations in their association project and consolidation of their skills.

ASIA

MONGOLIA

ULAANBAATAR YURT DISTRICT

Switch off air pollution

GERES in partnership with BUILDING ENERGY EFFICIENCY CENTER, GER COMMUNITY MAPPING CENTER, MONGOLIAN NATIONAL CONSTRUCTION ASSOCIATION & PEOPLE IN NEED
2018 - 2022

••• ❯ Reduce air pollution in Ulaanbaatar, improve energy consumption in homes and identify suitable and accessible technical solutions

The goals of the project include improving the health of residents by promoting sustainable energy consumption models and responsible individual behaviour. This involves proposing technical solutions that reduce CO_2 emissions and making residents aware of the use of these solutions.

MONGOLIA

YURT DISTRICTS IN ULAANBAATAR
AND BAYANKHANKAI VILLAGE

Improving housing conditions for vulnerable populations in Mongolia

PADEM, in partnership with local organisations HLO, MONES, MNFB and PTA
May 2018 – October 2019

••▶ Improve the living conditions of vulnerable people (comfort, access to hygiene, dignity, accessibility and autonomy). Meet the basic needs of vulnerable people, so that they can devote themselves to other aspects of their lives (health, education, income, community organisation, etc.).

PADEM helps develop a network of knowledge and actions of four local NGOs specializing in social change for different types of vulnerable populations. The organisation identifies and assesses needs, provides decent housing (house or yurt construction, renovation, insulation, transformation) tailored to the specific needs of these vulnerable people, and increases access to their fundamental rights.

PLANETE
ENFANTS &
DEVELOPPEMENT

CAMBODIA

PRECARIOUS URBAN COMMUNITIES
OF PHNOM PENH

Habitat and improvement of living conditions of precarious communities in Phnom Penh

PLANÈTE ENFANTS & DÉVELOPPEMENT (PE&D)
& SAMATAPHEAP KHNOM ORGANIZATION (SKO)
July 2018 – June 2021

••▶ Fight poverty among families living in precarious urban communities. Take action against unsanitary and insecure shelters. Contribute to better community cohesion and representation with local public authorities.

The project aims to support families through a comprehensive empowerment approach, consisting of building their capacity, training them, counselling them, etc. Families living in unsanitary shelters are supported in individual home renovation projects.

At the same time, the project aims to strengthen solidarity between communities and to support groups of residents in the construction of projects enabling them to be actors in solving the problems they encounter.

urbamonde

SENEGAL

DAKAR SUBURB

Support programme for the FÉDÉRATION SÉNÉGALAISE DES HABITANTS (rebuilding of damaged housing)

URBASAN, URBAMONDE, SENEGALESE FEDERATION OF RESIDENTS
January 2018 - December 2020

• • • ▸ Manage flood risks, address the lack of affordable finance for renewal of degraded living environments

FSH and its technical support structure URBASEN are implementing a project to rehabilitate and rebuild the housing (house and neighbourhood) damaged by the floods in the suburbs of Dakar.

This project is based on the participatory audit of the territory (collaborative and drone mapping) and the development of a sustainable and self-managed financial tool (rotating fund) through the use of community saving.

The Federation now has more than 300 savings groups (approximately 8,000 people) and has rehabilitated 420 houses since 2015 through the €300,000 revolving fund, bringing together and training more than 200 local artisans.

It develops other projects, such as participatory neighbourhood planning, peer-to-peer training of savings groups, community journalism, land tenure security and new housing construction.

grdr

GUINEA-BISSAU

CACHEU REGION, CITY OF CANCHUNGO

Project to promote sustainable housing

GRDR MIGRATION CITIZENSHIP DEVELOPMENT
Phase 2: January 2018 - December 2020

• • ▸ Promote urban development, reduce the housing insecurity for vulnerable families and sustainably improve the living conditions of vulnerable populations in the city of Canchungo

The project aims to promote concerted urban governance, enabling in particular:

• The least well-off to contribute to choices relating to urban development;

• The definition of consensual actions based on a concerted dialogue with the different actors of the city;

• Limit environmental risks;

• Support the development in the construction, drinking water, sanitation and energy sectors in order to:

- Ensure a varied offer that meets the needs of both the wealthy and the least well-off social classes;

- Enable young people who so wish to enter these sectors professionally;

- Limit the energy and environmental costs of housing.
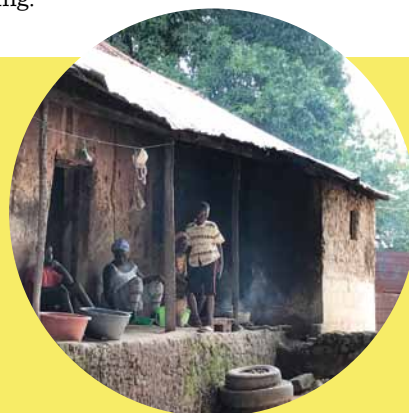
AFRICA

BURKINA FASO

DAKAR SUBURB

Participatory project to improve the informal neighbourhood of Boassa

YAAM SOLIDARITY, CRATERRE, URBAMONDE
URBASEN, FELAM, GRDR, CARTONG, COOPTERRE
January 2018 - December 2020

• • • > Audit and rehabilitate housing, develop the urban planning capacity of residents of precarious neighbourhoods, strengthen local capacities in environmental and living environment management, audit agricultural production dynamics, share experiences, support project management, act to support affordable housing financing

The project supports local initiatives promoting socio-economic and urban integration in the Boassa district.

It aims to contribute to the integration of the non-cadastral district of Boassa into the urban planning of Ouagadougou. This makes it possible to work on reducing the housing insecurity among residents in the neighbourhood by setting up a rotating housing fund and a building assistance scheme. The project makes it possible to equip populations in precarious neighbourhoods with tools to improve the management of their environment and living environment.

Another of the objectives is to generate dynamics at national and sub-regional level.

MADAGASCAR

10 PRECARIOUS NEIGHBOURHOODS IN THE 1ST AND 4TH ARRONDISSEMENTS OF ANTANANARIVO

Decent housing for all!

FONDATION ABBÉ PIERRE, ENDA MADAGASCAR
Phase 1: January 2017 - December 2019

• • • > Promote the right to the city and access to decent housing for vulnerable populations by improving housing conditions, particularly with women, by developing the technical skills and institutional capacities of housing actors, by raising awareness among citizens and authorities on access to decent housing

This project aims to contribute to improving housing conditions and citizen mobilization in the precarious neighbourhoods of Antananarivo in Madagascar.

The purpose of the project is essentially to have the precarious neighbourhoods of the 1st and 4th arrondissements of the Malagasy capital recognized as an integral part of its urban territory. The intervention approach aims to be participatory and based on keeping residents at the heart of their neighbourhoods by favouring forms of rehabilitation of housing in situ.

FRANCE

MONTREUIL, ÎLE DE FRANCE, FRANCE
WECO MONTREUIL

QUATORZE
2014 - 2021

••• ❯ Reduce slum-housing, integrate into the market economy, build housing and develop local cooperative approaches

QUATORZE has developed a model of socially responsible property development called WECO, based on increasing housing density in vacant properties. This involves the construction of new housing, which, when sold at scale, provides financing for rehabilitation of vacant properties to house people living in slums.

The WECO programme works on five key stages with slum residents: socio-territorial diagnosis, in situ stabilisation, integration through employment, heritage enhancement and relocation.

WECO operates as an ecosystem, currently made up of the cooperative investment fund WECO INVEST, the cooperative property development company WECO MONTREUIL, and the association QUATORZE, which manages the spin-off of the model.

ROMANIA

DEPARTMENT OF BACAU

Integrated approach to social inclusion, including housing rehabilitation or construction

CARE FRANCE, SERA ROMANIA
Phase 1 : 1ˢᵗ January 2019 - 30ᵗʰ June 2020

••• ❯ Combat the phenomenon of abandonment of children and improve the living conditions and housing of abandoned Romanian children

The project aims to support the strategy of closing the last most unsuitable placement centres in the country. The project includes three phases: prevention, reintegration including rehabilitation or construction of housing (improvement of living conditions allows families to keep children with them), and socio-professional integration of adolescents.

The project provides for the establishment of a multidisciplinary team (psychologist, social workers) recruited, trained and monitored by SERA ROMANIA, and the development of a methodology and economic model reproducible in other departments. At the end of the implementation of the scheme, the team is taken over and managed by the Departmental Directorate for Child Protection.

These projects also all contain a strong citizen mobilization dimension regarding poor housing, and dialogue and/or inquiry with the public authorities. In terms of content, these initiatives seek to improve housing and contribute to the reduction of poverty and inequality whilst emancipating and empowering populations. All these projects share a common basis, which aims to "do together" with all the parties concerned, and thus avoid any form of top-down intervention that would not allow the expression of the wishes, expectations and needs of each one. As shown in the diagram (p. 20-21), the partners' points of entry to the issue of housing are varied, such as a purely social approach (supporting people with disabilities for example), an energy approach (proposing energy-resilient housing), and approaches that are holistic (considering housing as one of the multiple elements of a harmonious living environment) or technical (valuing constructive know-how).

Through numerous concrete examples, the projects presented in this study substantiate our overall analysis to form the basis of the capitalisation process. Though there is a need to pool and put into perspective specific experiences, falling within a designated scope, their appraisal and interpretation draw upon the sum of experiences and knowledge that lies beyond such a limited field. This is supported by an additional bibliography that offers insights that are relevant to certain steps in our analysis (see appendix p. 144: Main sources and documents consulted).

Capitalizing to meet specific goals

Beyond the challenges facing the Foundation internationally and presented above, the central goal of the capitalisation process is to foster the emergence of a learning community made up of practitioners involved in international projects that the FAP supports, and to promote peer exchanges as a vehicle for project improvement. The Foundation wishes to support its international partners in finding new working methods that are less compartmentalized and more collaborative and which could, for example, foster the emergence of joint projects between organizations that operate in the same geographical area. Underpinning this endpoint are three secondary goals as shown in the diagram below.

Beyond these organizational objectives, the Foundation also wishes to work on the meaning given to the actions supported. By actively holding a space for the pooling and examination of each partner's experiences and for discussing the positive, negative, anticipated and unanticipated effects of their projects encourages us to search for collective meaning. As a corollary of this work, the capitalisation study must also food for thought to build an advocacy base that is common to all the organizations involved.

Support the emergence of a community of practitioners committed to tackling poor housing

Highlight key points for developing an effective advocacy strategy at the international level

Update the Foundation's intervention strategy

Implement a multi-stakeholder knowledge management approach that promotes more collaborative project engineering

Keys to understanding the modelling scheme for entry points to housing

In this diagram, the partner organisations are represented at the top; the main focus of each is recalled, and groupings are made between these focus areas when they present sticking points. Each structure has a specific input into the housing issue, which depends either on the context of intervention (flood for example) or on the organisation's own skills (energy for example). The common entry points shown on the second line refer to broader concepts: "migration and mobility", "expelled or refugee populations", "vulnerability to risks", "vulnerability of populations" and "environmental vulnerability".

The process leading these organisations to intervene in housing takes into account the contexts and issues they face, as well as the objectives they give themselves and the resources they mobilise). In the diagram shown opposite, indicators have been identified for each line, making it possible to make themes that are cross-cutting to structures visible in terms of context, issues, objectives and resources. These indicators are broken down into sub-indicators, each accompanied by a certain number of red points; the number of points indicates the recurrence of the problem in several projects. For example, the question of land security is found in 8 projects.

The size of the characters of the cross-cutting themes shows the importance of the theme in the projects. This size is both configured by the recurrence of the terms stated by the actors during the co-building workshop for this modelling (Antananarivo seminar) and by an "interpretation", on the part of the support/ research team, of the knowledge accumulated on the projects through written documentation and exchanges that took place with the participants. For example, the vulnerability of populations has not been systematically stated because this is obvious and a priority in the actions of each of the structures.

Finally, the last two lines of the diagram show the type of intervention proposed by the partner organisations, with regard to the elements shown in the previous lines, as well as the characteristics of the living environment prototypes that are developed in the different projects.

	YAAM SOLIDARITÉ	GRDR	PADEM	QUATORZE
Entry-points for each entity	FLOODS AND SPONTANEOUS URBANISATION	LOCAL DEVELOPMENT	DISABILITY AND POVERTY	SPATIAL AND SOCIAL EXCLUSION
Common entry-points	MIGRATIONS/MOBILITY		EXPELLED AND REFUGEE POPULATIONS	

CONTEXT

POPULATION

TERRITORY BY MIGRATION
Border, departure, transit

REFUGEES/CIVIL WAR

SEDENTARY ACTIVITY
Nomadic culture

RURAL AREA

URBANISATION

URBANIZATION ON THE EDGE OF THE CITY

INFORMAL
Spontaneous creation of neighbourhoods

CHALLENGES

LEGITIMACY

Before/during the project
With institutions and residents

LOCAL ANCHORING
over time

DUAL SPACE APPROACH
Here and There

COMBATING DOMESTIC VIOLENCE

AUDITING

PARTICIPATORY TERRITORIAL AUDIT

TEMPORARY NATURE of the use of space

SOCIAL INCLUSION

SOCIAL INCLUSION   REINTEGRATION OF CHILDREN

OBJECTIVES

SOCIAL SUPPORT

SOCIAL PREVENTION SUPPORT

SOCIAL SUPPORT
social assistance

MEDICAL SUPPORT
for mothers in difficulty

SELF-ORGANIZATION
of communities

EMPOWERMENT   CITIZEN MOBILISATION   COMMUNITY ORGANISATION

RESOURCES

MULTI-ACTOR APPROACH

SUPPORT TO LOCAL AUTHORITIES

APPROACH MULTI-PARTNER

MULTI-STAKEHOLDER
Local authorities

ECONOMY

DEVELOPMENT OF FINANCIAL TOOLS

SUPPORT FOR ECONOMIC INITIATIVES

ECONOMIC INCUBATOR

MARKET APPROACH

SUBSIDY SAVINGS/ CREDIT

SOCIAL AND SOLIDARITY PROPERTY DEVELOPMENT

Types of interventions	ORDINARY HOUSING	GATEWAY HOUSING	RENOVATION OF INDIVIDUAL HOUSING
Characteristics of living environment prototypes	ON DIFFERENT LEVELS		TEMPORARY/Life course

VULNERABILITY TO RISKS	VULNERABILITY OF POPULATIONS	ENVIRONMENTAL DISASTERS

URBAN ENVIRONMENT

UNCONTROLLED

URBAN EDGE BORDER or STREET

URBAN high density

SLUM

RAPID URBANIZATION

CLIMATIC ENVIRONMENT

EXTREME CONDITIONS
Cold

ENVIRONMENTAL VULNERABILITY

EXTREME CONDITIONS
Great heat and drought
Return of rain

TERRITORY

AUDITING,
data collection
and mapping

TERRITORIAL AUDIT
including/and social

PARTICIPATORY MAPPING

CONSIDERATION OF RISKS
Earthquake/flood/fire

ADVOCACY

POLITICAL ADVOCACY

ETHICS

LAND SECURITY

HERITAGE

RESPECT FOR LOCAL CULTURES
Vernacular architecture
Building cultures

RESOURCE MOBILISATION
Existing Practices

NATURAL RESOURCE MANAGEMENT,
forest, river, etc.

URBAN AGRICULTURE

CO-PRODUCTION TERRITORY

NETWORKING

PARTICIPATORY URBAN DEVELOPMENT

PARTICIPATORY PLANNING
Local Urban Planning

AUDITING and TECHNICAL EVALUATION OF THE PROJECT

GENDER APPROACH

TRAINING

UPSKILLING

STRENGTHENING A LOCAL building SECTOR

EXPERIMENTATION

PROTOTYPE OF HOUSES
(Building techniques)

RESEARCH-ACTION
(Research on local materials)

PROCESS STANDARDISATION
for replicability

INTEGRATED APPROACH TO HOUSING
in URBAN and RURAL environments (materials, techniques, etc.)

COMMUNICATION/MEDIATION

REVOLVING FUNDS

DIGITAL TOOLS
TECHNICAL and FINANCIAL SELF-ASSESSMENT
Internet, applications

ENERGY ADVICE and AUDITS

NEW BUILD	NEIGHBOURHOOD DEVELOPMENT PROJECT	RECONSTRUCTION OF HABITAT	REHABILITATION OF NEIGHBOURHOOD INFRASTRUCTURE

QUALITATIVE/Comfort	COOPERATIVE	INTEGRATED

A capitalisation process interfacing between the expectations of FONDATION ABBÉ PIERRE and those of its partners
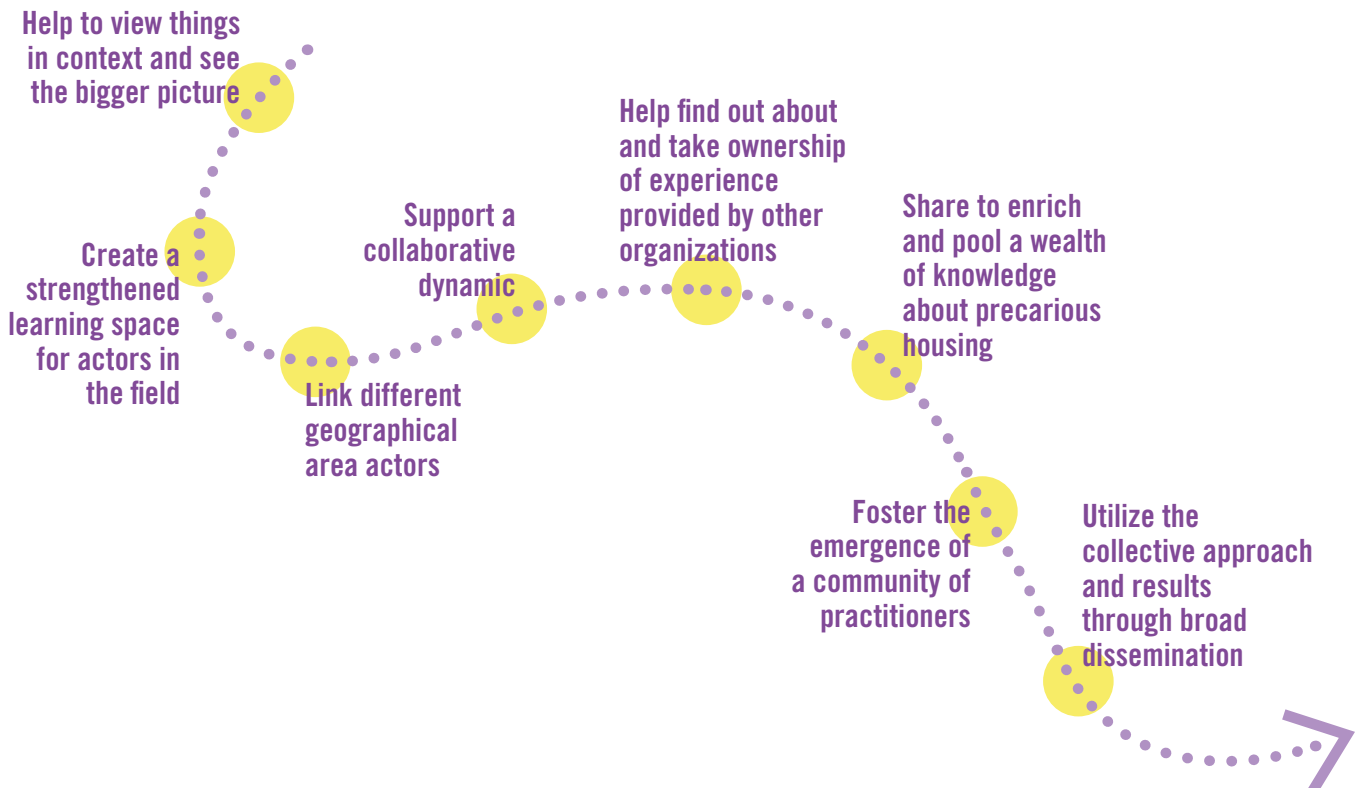
The capitalisation process has partly met the expectations of its sponsor (the Foundation) and its participants (the partner organisations). The diagram below sets out the initial expectations of the Foundation, which encompass the progress of the approach over time.

After a full year of leading this collective process, the main expectation that still remains to be met is the emergence of a community of practitioners. Although the organizations represented and the people representing them have, in the main, invested well in the space for dialogue and reflection that the Foundation offers them, and have greatly contributed to the production of this first cross-cutting study, the creation of a "community of practitioners" is another goal, which

will require consolidation and continued steering, together with a "shared road map" (what do we want to do together?) and dedicated means (how are we going to do it?).

At the partner organization level, individual expectations were solicited during the first seminar in Dakar, in March 2019; these expectations can be distilled into a single sentence:

"Understand and learn from initiatives that come from elsewhere, on specific subjects, to inform our projects; discover and innovate, through a network, to go further together."[6]

Help to view things in context and see the bigger picture

Create a strengthened learning space for actors in the field

Link different geographical area actors

Support a collaborative dynamic

Help find out about and take ownership of experience provided by other organizations

Share to enrich and pool a wealth of knowledge about precarious housing

Foster the emergence of a community of practitioners

Utilize the collective approach and results through broad dissemination

6 / COTA, Proceedings of the Dakar Seminar, March 2019, p. 5.

These expectations echo those of the Foundation and seem to have been met through the steering of this process, for which the key figures are set out in this diagram:

It remains now, as mentioned above, to bring the network of partners to life, so that we can "go further together."[7] Some directions for reflection are proposed in this regard in our study's conclusion.

2 seminars
(8 days in total)

55 participants

18 associations
YAAM SOLIDARITÈ, CRATERRE, PLANÈTE ENFANTS & DÉVELOPPEMENT, SKO, QUATORZE, GRDR, HABITAT-CITÉ, ENDA MADAGASCAR, GERES, PEOPLE IN NEED, PADEM, MONES, SERA ROMANIA, FUNDASAL, URBAMONDE, URBASEN, FSH, PTA

3 COTA consultants

6 representatives

1,236,000 km in total by plane,
i.e. 28 times round the Earth

12 projects

11 countries
Burkina Faso, Cambodia, France, Guinea-Bissau, Haiti, Madagascar, Mongolia, Nicaragua, Romania, El Salvador, Senegal

2 interpreters

5 field visits

252 t of CO_2

CO_2 emissions will be offset by financing actions to combat energy sieves. An overall assessment will be carried out at the end of the study

Fostering the emergence of good practices

It is often argued that capitalizing means identifying, modelling and disseminating "good practices". As this desire to identify "good practices" did not emerge explicitly in the expression of expectations either from FONDATION ABBÉ PIERRE (the terms of reference of the study mentioned, for this aspect, the desire of the FAP to "highlight lessons learned at the technical and operational levels"[8]), or from partner organisations, it was necessary to seek to understand each person's position on the subject, during "moving debates"[9] organised during the Dakar seminar. The proposed statement was as follows: "a good practice is necessarily a replicable practice." Several important insights emerged from the discussions:

• **"Good practices" must be understood according to the context and its specific characteristics, according to projects, and according to the actors who implement them, the goals set, etc.,** which does not necessarily make them totally replicable. It is only when we have understood what underlies this practice that we can think about replicating it, in an appropriate way (we do not ultimately duplicate the practice itself, but rather the process from which it emerged);

7 / COTA, Proceedings of the Dakar Seminar, March 2019, p. 5.

8 / Terms of reference of the capitalisation study, p. 10 and p. 144.

9 / "Moving debate is a workshop technique that encourages participants to express their thinking through argumentation", Résonance Asbl (http://www.resonanceasbl.be/IMG/pdf/fiche_31.pdf)

- **Temporality must be considered:**
a "good practice" is a source of inspiration at a given moment; in a few years, models can change;

- **The scale must also be considered:**
whenever we change the scale, the context changes, making replication difficult to achieve. So we must be agile, flexible and continually adapting;

- **A "good practice" is not a dogma or an absolute truth:**
"good practice" may be simply asking the right questions, to provide answers to similar questions that are asked in different contexts;

- **Rather than trying to replicate "good practice", it is interesting to think in terms of a "toolbox"**
trying to find out what is practised elsewhere, to find the practice that suits our needs and then adapt it.

Finally, these findings can be extended to the capitalisation approach itself:

> *"Capitalisation is a tool, it's not a 'fetish', it's not something you 'covet'. Civil Society Organizations are often too compartmentalized to set up continuous improvement mechanisms. Capitalisation is foundational for our work precisely in order to combat dogmatic approaches."*
> Participant at the Dakar seminar/March 2019

These considerations enabled participants to understand the capitalisation process without trying to extract "good practices", usable turnkey, and "bad practices" to exclude. Above all, looking at things in context and in a more nuanced way, they saw which processes led to an outcome or an effect (expected or unexpected, positive or negative). They came to see cross-overs in the various ways of looking at a project; this ultimately enabled responses to be identified that took their interventions forward in a positive way.

Working constructively with obstacles and seizing opportunities

As with any similar type of study, this one came up against some obstacles. The wide variety of profiles among organizations and participants is both an asset and a disadvantage, since it leads to different degrees of understanding of the real-world situations dealt with, very varied working cultures, and different ways of using terms and concepts specific to the housing sector, project management, etc.

Language can also be a limitation, as was the case in the Dakar and Antananarivo seminars in particular, in terms of the expression and nuanced understanding of factors discussed, since the participants were speaking in French, English and Spanish. Although simultaneous interpretation was provided, there was definitely a loss

of information and/or nuance. The remote mobilization of people and organizations requires a lot of energy and takes some time, without any guarantee of effective, optimal participation. Each partner is immersed in day-to-day, short-term priorities, and it is difficult to free up time to continuously contribute to such an approach.

Despite these obstacles, the partner organizations have brought real added value to this approach, in particular through their open, constructive position regarding their successes and failures. They did not hesitate to share doubts, questions and blockages, without fearing judgement by the group and without seeking to highlight only their successes. On the other hand, all those involved in the process expressed great

curiosity about the other initiatives presented, and a strong desire to learn from others. Finally, we observed at both seminars, in particular, a capacity among some people and organizations to quickly envisage concrete collaborations with other actors.

Steering the process: from three capitalisation starting points to a multi-faceted interpretative format

Change-oriented capitalisation

The capitalisation study on the practices developed and implemented by FONDATION ABBÉ PIERRE's partners initially targeted:

3 MAJOR AREAS OF LEARNING:

• "Taking into account building cultures and adapting them to local contexts";

• "Strategies for achieving land security for residents";

• "The different levels of involvement and participation of residents"[10].

In its technical offer, COTA proposed to the Foundation that it address these three areas of capitalisation through a "change-oriented" approach[11]. It was to show that a single theme could be read and approached in different ways, from different standpoints. For example, "resident participation" can be approached from a socio-cultural perspective (i.e. the socio-cultural factors that make it possible to build and instil a participatory approach). This can also be approached from the specific perspective of sustainability (how to build a participatory approach that is sustainable and not one-off?), etc. This reading has the advantage of clarifying the complexity of the contexts in which projects supported by the FAP are implemented, and of showing all the facets and entry points of a project. This mode of interpretation, however, entailed identifying these "entry-points" which are actually keys to a cross-cutting analysis.

To identify these cross-cutting themes, it was important to reintegrate each of the three areas of capitalisa-tion in context and in terms of the day-to-day project management practice of the partner organizations. A multi-stage participatory process was set up to examine the practices of each and to highlight findings/issues forming the basis of this capitalisation study.

Overall, the material gathered enables us to identify cross-cutting themes linking the three capitalisation areas and to address questions about the position of the Foundation's partner organizations in relation to the territories of intervention, and of actors present within those territories.

The path of FAP partners

The "decompartmentalization" process involved three main stages, taking as their starting point a single base: the three initial areas of capitalisation (land tenure, citizen participation and building cultures). Characteristic of all three steps was the work with ten partners of the Foundation who are stakeholders in the process.

An initial, broad assessment began at the first monitoring committee held on October 18, 2018 in Paris, attended by all of the Foundation's partners involved in the process. The content generated during this stage was then supplemented by individual interviews conducted with each of the organizations between November 2018 and March 2019, and by the documentation made available (see Appendix p. 144: Main sources and documents consulted).

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10 / FONDATION ABBÉ PIERRE and F3E, Terms of Reference "Multi-stakeholder cross-cutting study for capitalisation of experience", July 2018, p.10 and 11.

11 / COTA, Technical and Financial Offer, September 2018, p.14.

All of this work allowed us to re-contextualize each of the projects implemented by the Foundation's partners, to highlight practical findings and questions leading to the emergence of nine cross-cutting themes.

Each one offered its own way of examining and thinking about the three initial capitalisation areas.

These nine approaches are as follows:

DESIGN AND ENGINEERING OF IMPLEMENTED PROJECTS

MEETING NEEDS AND DURABILITY

SOCIOCULTURAL DIMENSIONS AND IMPLICATIONS

TAKING GENDER INTO ACCOUNT

ENVIRONMENTAL DIMENSIONS AND IMPLICATIONS

ECONOMIC AND FINANCIAL DIMENSIONS AND IMPLICATIONS

CREATION, DEVELOPMENT AND PROMOTION OF COLLECTIVE DYNAMICS

RELATIONSHIP WITH THE AUTHORITIES

LEGAL, ADMINISTRATIVE AND REGULATORY FRAMEWORKS

Each approach serves as a magnifying glass for an examination of practices, knowledge, know-how and attitudes. This also reveals the complexity within which projects are implemented and the multiple factors that can influence the policy and programmatic frameworks concerned, since, given the potential for cross-fertilization between the three initial capitalisation areas and these nine subjects there are 27 specific entry-points to capitalized projects available to us.

To address and situate this important subject, we propose initially to introduce overall working hypotheses (one central line of inquiry and two secondary lines of inquiry), which emerged as the common thread running through collective thinking. We then propose subject sheets for each of the nine subjects identified by the participants. These sheets present a cross-over analysis of the nine subjects and the three initial capitalisation areas ("kaleidoscope" reading of capitalized projects) and highlight the shared lines of inquiry and specific practices of the partners to incorporate these subjects into their interventions and bring them to life.

We note here that while gender was included by participants at the "socio-cultural" level for interventions, we wanted to emphasize this approach is increasingly receiving specific attention, by donors in particular, and also in what is expressed by the partners. This question is dealt with in a subject sheet as such, sheet 4.
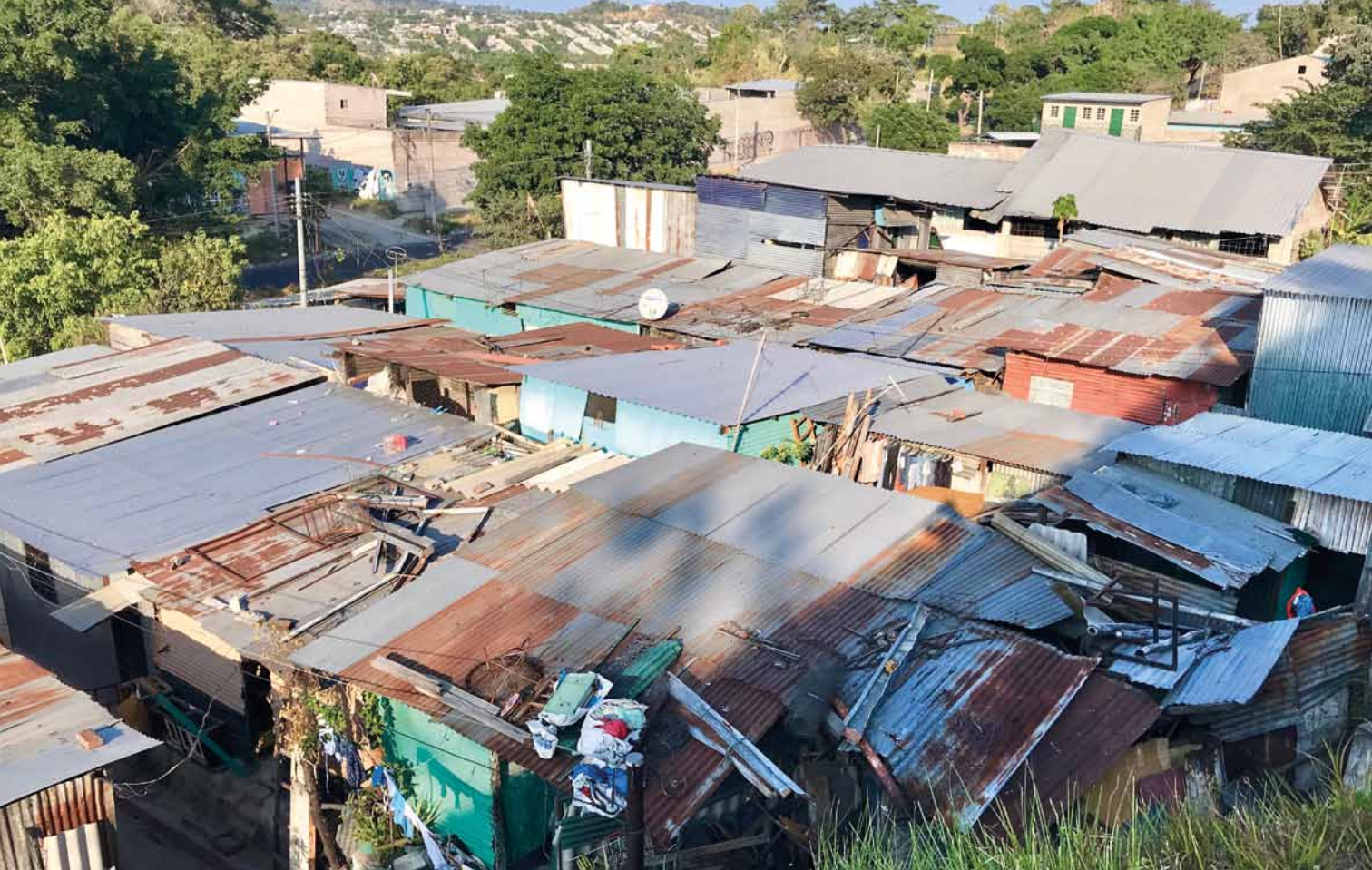
El Salvador

Burkina Faso

2

IN CONTEXT

Partner organizations as actors of social change

At the seminars held in Dakar in March 2019 and in Antananarivo in November 2019, participants in the capitalisation process thought about and examined their practices in the light of the nine subjects presented above, and then in cross-over with the three initial capitalisation areas. This examination identified specific "ways of doing" and levers and constraints, based on concrete examples (see subject sheets). Once this analysis was completed, we asked participants to identify links between the nine cross-cutting subjects examined. The question asked was as follows:

How do organizations position themselves in this complex environment, where there are a multitude of factors to consider in order to achieve project goals?

The group work and plenary debates have highlighted central questions and secondary questions; these are then illustrated using technical sheets.

A central question: technical intervention or contribution to social change?

One finding identified by all participants was that the majority of the Foundation's partner organisations pursue an essentially technical/technician approach (for example, technical building) and/or social approach (support for families) in their projects (see diagram showing "entry-points" to the projects p. 20-21). Organizations derive much of their legitimacy from competence in these approaches. The main common feature of these projects is technical intervention on housing (building, renovation, restoration) in response to concrete problems (flooding, energy challenge, insalubrity, dilapidation, etc.). Most organizations have initiated actions based on highly technical and social consider-ations that are very practical and circumscribed:

"In 2009, we experienced severe floods. In this way, YAAM SOLIDARITÉ began to look at the resistance of the housing environment to such conditions. It was a raw earth construction so logically we used CRATERRE to look at how to adapt building materials to withstand the risk of flooding."[12]

YAAM SOLIDARITÉ / Burkina Faso

"Before 2011, the buildings built as part of the partnership between FAP, HABITAT-CITÉ and CASA DE LA MUJER were all made of concrete. The Foundation requested that CRATERRE carry out a feasibility study to analyze the potential of using natural materials. This study was conducted for six months by two students. In 2012, the local partner CASA DE LA MUJER decided to build a prototype adobe house."[13]

HABITAT-CITÉ / Nicaragua

"Working on housing is new to us, although we have a long history of working in precarious neighbourhoods. Previously, our entry-point had been very much social to support families. Then we realized that the precarious settlements in Phnom Penh were heavily flooded, which resulted in accidents and disease. This is what led to our first project on resilient housing."[14]

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

"The project began with the issue of flooding in the suburbs of Dakar; FSH therefore began its intervention by responding to this problem with technical solutions, in particular with the support of the World Bank, which financed the construction of retention basins, then the action gradually became more collective and political. URBASEN was created spontaneously. We then designed a planning operation; after the meeting with SLUM DWELLERS INTERNATIONAL, we created FSH. We only work with federated residents, it is from there that needs are expressed. We turned to supporting the poorest; those who could leave went."[15]

URBAMONDE, URBASEN AND FSH / Senegal

"Our project aims to improve the housing of vulnerable families in three neighbourhoods. This involves support for housing renovation, with a focus on sustainable construction techniques. Additionally, there is a vocational training component in the construction trades, as well as economic support for women. In the first phase of the project, the beneficiary families were chosen by a monitoring committee (according to established criteria). In the second phase, it is the families themselves who submit a renovation application."[16]

GRDR / Guinea-Bissau

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12 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

13 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

14 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

15 / COTA, individual interview with URBAMONDE, 09-11-2018 and group interview with URBAMONDE, URBASEN and FSH, 30-11-2019.

16 / COTA, individual interviews with GRDR, 21-11-2018, 18-12-2018 and 27-11-2019.

Beyond this technical entry-point, some organizations affirm and clearly state a more "political"[17] goal. Their positioning then aims at a modification of social situations deemed unsatisfactory; their action becomes a means to achieving this end, an entry-point for driving and/or supporting deeper change. Some of these also affirm the need to be a "social change actor" and not be limited to being a technical operator focused on living environments or housing. We have observed that the organisations claiming this role are mostly local partners of FONDATION ABBÉ PIERRE, namely legally and socially established in the countries of intervention; international partners are more cautious on these issues, perhaps because of less legitimacy to work for social transformation in territories to which they are external.

Some partners position themselves more as facilitators of social change than as direct actors; this is particularly the case for international organizations, which have their roots (often legal) in France and act abroad. This facilitation can take many forms: fostering and encouraging the networking of local organizations to identify innovative solutions, working on technical facilitation through research and/or action and research approaches, aimed at developing specific innovations in energy, construction techniques, etc.

"Beyond the technical, we seek a political dimension, by demonstrating what can work overall and by calling upon decision-makers."[18]
YAAM SOLIDARITÉ / Burkina Faso

"On the project, we are developing an important action-research component to engage in advocacy with the state on poor housing. This is why we are producing a report on poor housing like the report produced annually by FONDATION ABBÉ PIERRE."[19]
ENDA MADAGASCAR / Madagascar

"URBAMONDE focused its support on the facilitation of dialogue between its Senegalese partner, URBASEN, and an international network of federated shanty-town dwellers."[20]
URBAMONDE, URBASEN and FSH

"We offer advice in the field of energy. Accordingly, we offer different 'packages' to families. We meet interested individuals, conduct an audit, help them financially and offer them tailored solutions."[21]
GERES / Mongolia

"QUATORZE, through its corporate activity, promotes, develops and experiments with social and solidarity architecture. The architectural aspects are therefore thought about from the outset in relation to these two dimensions. This is illustrated, for example, in our partnerships with public authorities, which are mainly technical in the first instance, and we then use them as a lever for social change."[22]
QUATORZE / France

Although two positions stand out in general, the fact remains that the two categories of organisation logically fit into a dynamic of promoting social change. The only difference lies in the "commitment level": some place the focus on a direct commitment, of a very political nature, remaining nonetheless anchored

17 / By "political" we mean the desire to participate in the development and management of the City, which is different from "political" in the sense of an exclusively partisan orientation, linked to a party/political organisation.

18 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

19 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

20 / COTA, individual interview with URBAMONDE, 09-11-2018.

21 / COTA, individual interviews with GERES, 29-11-2018 and 14-01-2019.

22 / COTA, individual interview with QUATORZE, 27-11-2019.

in a strong technical legitimacy. Others position themselves for a more indirect commitment (facilitation); both positions can be fully or partially explained by the starting identity of organizations (national or international), their legitimacy to be a "political actor", and also their vision and mission. Nonetheless, all of the organizations associated with this capitalisation process address specific issues that naturally arise from a commitment to social change, no matter now conscious, deliberate or asserted.

As a result, they face priorities with additional levels of intervention:

- **Relationship between partner organizations and residents,** understood in all its complexity (actor/beneficiary, individual/collective, man/woman, "old" resident/newcomer, etc.);

- **Relations with other players in the territory** of intervention, and therefore with the territory itself, which determines in all or part the accomplishment of a logic of change. This relates to the taking of "territorialized" approaches[23].

Relationship between partner organizations and residents

All of the organizations involved in the capitalisation process are in direct interaction with the main beneficiary of interventions, namely "the resident", understood as an individual, a family or a collective. Some projects are supported by local associations representing the residents, and it is therefore quite natural that local participation is put in place. Other cases, targeted individuals are approached to participate in the different project activities with the objective of fostering transition from the position of "beneficiary" (that is, passive recipient of a support action) to "actor" of his own change. To this end, various approaches are implemented, all based on the active participation of people at different stages of the project. These different approaches are broadly based on a strategy of strengthening empowerment. Here are some examples of capitalized projects, some of which are further developed in this study.

FUNDASAL / El Salvador

Cooperative housing is a good example of community governance. Residents collectively decide what they want to implement, and FUNDASAL acts as an advisor, providing tools and supporting their empowerment for autonomous decision-making.

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

As part of research aimed at better understanding precarious neighbourhoods, PE&D is interested in the relationships between residents and the relationship they have developed with the territory in which they live. The facilitation of speaking groups must thus provide qualitative information and help to better define certain project orientations. It is a way of putting the inhabitant back at the heart of the intervention.

PADEM / Mongolia

People with disabilities targeted by PADEM and its local partners are in situations of great economic and social vulnerability. Most require permanent assistance; the initiatives developed enable them to gain autonomy in their housing, which contributes to their personal development and, by extension, to a revaluation of their place in society.

GRDR / Guinea-Bissau

Initially, residents were selected by GRDR on the basis of a socio- economic audit on vulnerability; it was then decided to operate on demand, leaving the

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23 / Considering "territory" above all as a network of actors acting and interacting across a specific geographical area (not just territory in the sense of an "administrative" or "project" space, etc.).

initiative of solicitation to the families, according to a certain number of pre-established criteria (insecurity of housing and vulnerability of the household) and validated by a fund allocation committee. This was created up to oversee mechanisms for accessing of financing by households for the rehabilitation of their homes. The projects supported are targeted renovation projects; the committee is sovereign for decision-making. Nevertheless, GRDR found that certain "invisible" audiences were effectively excluded from the allocation of funds.

ENDA MADAGASCAR / Madagascar

For each construction or renovation operation, ENDA MADAGASCAR provides support to families with the support of the KOLOAINA association. This support consists first of all in understanding the profile of the family and their needs. It can also consist in promoting the administrative legalization of families (identity for example). The project supports families in the savings process, so that they effectively become actors in the construction or renovation operation that concerns them, as well as in their land regularisation and urban agriculture practices.

URBAMONDE, URBASEN and FSH / Senegal

In Senegal, URBASEN and FSH exist as a kind of "two-headed structure": one provides support (URBASEN), the other brings residents together and supports them in their collective organisation (FSH), based on the model practised by the Slum Dwellers International network. This is ultimately a mixed scheme, with a technical unit that supports organised residents; only the FSH can carry out projects, with the support of URBASEN, which guarantees a relationship of trust and collaboration between the operator and the resident.

QUATORZE / France

"The resident is not just an individual. The resident is also a group of individuals, who must be supported as much as the individuals themselves. Taking into account the dynamics of groups is essential for the implementation of our projects, in order to strengthen the power of residents to act. Representing residents at group level also helps to promote social diversity and the inclusion of our projects in society in the broad sense."

We therefore note that beyond technical support, relating to the definition of needs and the response to them through construction, rehabilitation and renovation, the people targeted by the projects are often supported socially, with the objective of making them actors in the process of change desired by the partner organizations of the FAP. These people are put in a position of responsibility and must not only decide, but also participate in the actions that concern them (financially, by valuing their time dedicated to the project, etc.).

Relationship between partner organizations and the territories

The different cross-overs made in this study show that not all partner organizations are in contact with the "beneficiaries-actors" of projects, or with many other actors who are essential links for implementation of activities and achievement of project objectives: relations with administrative and customary authorities, with local economic operators, with local associations in a partnership approach, with cooperative organizations, with individuals or consulting firms, and also with more remote stakeholders (suppliers of materials abroad, national administrative authorities, diasporas, other international organizations, etc.).

All of these relationships form a network of interconnected actors, in which partner organizations fit together. The relationships between these actors vary in nature (for example with the local authorities, which can be used for the issuance of authorizations, but who are also "targets" for advocacy). They are imbued with relational games and power play expressed in terms of contractual relationships, subordination, partnership and sets of alliances. Depending on the individual and collective interest of each, these actors act, interact, collaborate, and oppose to form a complex and multi-faceted whole. These relationships and the logic that

guides them contribute to building social, economic, cultural and political arenas that we call "territories". This is what we mean by territory in this report, rather than in the sense of an administrative territory, a political action territory, a project territory, a cultural territory, a territory/catchment area, or a territory of economic development, etc.).

Accordingly, within a true ecosystem with its strengths and weaknesses, what position ought the partner organizations of the Foundation develop and take?

When assessing the stories of each organization, it seems that the main determinant of their positioning is the notion of "legitimacy"[24] [25]. This legitimacy may differ in nature (technical, institutional, democratic, social or cultural), granted by different actors (donors, peers, public opinion, beneficiaries, etc.), and it is not necessarily a basic fixed fact. Legitimacy is built and must be seen as a dynamic process (I am legitimate today, but will I still be tomorrow? I am legitimate due to specific technical expertise, but am I socially legitimate too, through a kind of recognition by the local community? Partner organizations are implementing several strategies to reinforce one or more forms of legitimacy, as we will see during the course of this report. The nature of the legitimacy sought depends to a large extent on the organization type and its presence in the country where it operates.

Thus, we distinguish two types of organizations: the so-called "local" partners of the Foundation who benefit from a form of "de facto" legitimacy, due in particular to their local legal status (for example FUNDASAL, YAAM SOLIDARITÉ and URBASEN), and so-called "international" partners, whose legal base is French (or international) but whose social purpose leads them to intervene abroad (for example GERES, HABITAT-CITÉ and CARE FRANCE).This initial difference in "status" implies different approaches to achieving legitimacy.

For some organizations, legitimacy begins with a thorough understanding of the needs (including non-explicit needs) and ways of living and going about things within

the local communities with whom they will be working. This is a starting point for recognition of a form of social legitimacy that begins with residents.

YAAM SOLIDARITÉ / Burkina Faso

YAAM SOLIDARITÉ has chosen to locate its offices within the neighbourhood where it operates; the aim is to share the daily life of residents, to be confronted with their daily life so that YAAM SOLIDARITÉ can grasp both implicit and explicit factors, beyond the needs and expectations formulated directly by residents themselves. This choice reinforces the legitimacy of YAAM SOLIDARITÉ's action with residents.

QUATORZE / France

For QUATORZE, building is one of the stages of a dignified housing access process. This is not an end in itself: upstream, there is auditing, downstream, there is management. Understanding social needs makes it possible to commit to building and project management. For QUATORZE, this dynamic is based on an important local anchorage that facilitates the empowerment of project communities in the management of their assets.

GRDR / France and Guinea-Bissau

GRDR has a strong territorial presence in the areas where it operates, often going back many years. Indeed, in each of the territories in which it has a presence, GRDR is supported by a local associations base (the steering and monitoring committees-SMC) composed of local actors who are members of the GRDR association and have a fairly good knowledge of the territory, local issues and sharing the values of the association. Thus, in the Cacheu region (Guinea-Bissau), the association has a strong geographical presence, in close connection with local authorities, SMCs and universities and is cultivating its geographical specialisation. GRDR is also unique in being highly "decentralised" with technically and financially autonomous local teams.

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24 / "The two most commonly used definitions of legitimacy in studies of NGOs and wider civil society actors are Schuman (1995) and Edwards (1999)." - COTA, Towards a reappropriation of the concept of legitimacy in the framework of development cooperation and international solidarity, February 2016.

25 / "Legitimacy is a generalized perception or presumption that the actions of an organization are considered beneficial, adequate or appropriate in relation to a certain system of socially constructed norms, values, beliefs and definitions" - Schmaun, 1995 - "Have the right to be and do something in society - a sense that an organization is lawful, adequate, acceptable and justified in what it does and what it says - and to continue to benefit from the support of an identifiable base" - Edwards, 1999.

For others, legitimacy involves a specific form of expertise on living environments and housing. The quality of the data used and its processing, the way in which inventory is presented and reaching public-sector decision-makers, will establish a form of technical legitimacy which will shape relationships with actors within territories, in particular technical and political actors.

ENDA MADAGASCAR / Madagascar

The report on poor housing in Madagascar (report "Decent housing for all!" allows ENDA MADAGASCAR to move beyond the temporality and scope of the project and gain perspective. It serves both as a tool that allows the organization to position itself on a level other than the project level, and a positioning and advocacy tool. The report capitalizes the collected field data, family, territorial and administrative situations encountered by facilitators during the project and proposes a more overall analysis of the situation of precarious neighbourhoods at the city level. This document transcends the time frame of the project because it will exist after it; it is a positioning document, and also a knowledge tool (serving researchers, current and future urban professionals) and a tool to assist decision-making.

Certain actors build, consciously or unconsciously, a strong institutional legitimacy by addressing the shortcomings of state actors in the delivery of public services and in particular the issuance of recognizing and/or authorizing deeds (e.g. as alternatives to deed of ownership), in a context of weak local institutions.

URBASEN / Senegal

In its search for land security for residents of the informal neighbourhoods of the suburbs of Dakar, URBASEN, in collaboration with the SENEGALESE FEDERATION OF RESIDENTS, has carried out important work of collecting data (provided by members of the community) and mapping of the areas concerned. Based on this inventory, URBASEN now issues certificates of land occupation, alternatives or intermediaries to the issuance of an authentic land title.

Many actors develop a partnership network in order to reinforce both their technical legitimacy (adaptation of technical proposals to context) and their legitimacy in terms of expertise (inclusion within a network of local expertise facilitating a form of recognition and the "right to act").

GERES / Mongolia

In Mongolia, GERES quickly sought to develop a network of technical partnerships, in collaboration with the BUILDING ENERGY EFFICIENCY CENTER, belonging to the Mongolian University of Science and Technology. Similarly, the organisation has established a partnership with the MONGOLIAN NATIONAL CONSTRUCTION ASSOCIATION and contractual relations with the main insulation suppliers and MSMEs to professionalise them and make them visible in the construction sector. The connection with households is through a partnership with a local NGO, GER COMMUNITY MAPPING CENTER, specialized in community empowerment and sustainable urban development. The financial sector is also involved, through a partnership with the MONGOLIAN BANK ASSOCIATION and the first bank in Mongolia certified by the Green Climate Funds.

ENDA MADAGASCAR / Madagascar

The "Decent housing for all!" project is based on a very strong partnership dynamic. For each of the project areas, ENDA MADAGASCAR works with a network of local partners. For example, for the social support of families, ENDA MADAGASCAR works with KOLOAINA, an organization that has been active for a long time in this field and which participates in recognizing the identity of families and their administrative legalization.

Finally, some actors are trying to develop an "institutional" kind of legitimacy, which partly depends on recognition of their action by local and national public institutions.

CARE FRANCE AND SERA ROMANIA / Romania

CARE FRANCE and SERA ROMANIA work with the Child Protection Department (a state department) and with the municipalities in which projects taking place. The two partners want to involve local public institutions more closely, for example by associating social services with all stages of support (family visits, mediation, etc.).

Several strategies are being deployed, each depending on a particular context. But however different they may be, these strategies all have one thing in common: they are based on progressive, gradual and iterative approaches. The degree to which this progressive approach is thought about or premeditated plays a role in a process-quality-oriented approach as a decisive factor in terms of the quality of outcomes. This is an essential feature of change-oriented approaches and is a way of learning from an action in order to do things differently. The objective is not merely the achievement of a result, but also an understanding of the mechanisms that lead to that result in order to learn from it.

GRDR / Guinea-Bissau

GRDR's approach is deeply territorial. Based on a better knowledge of the territory and the issues of precariousness that arise for the families of Canchungo, GRDR was gradually led to work on housing (family/house scale), then on the neighbourhood (rehabilitation of a water source) and gradually on issues of vulnerability at the urban level (urban diagnosis, action plan on urban vulnerabilities, support for youth associations on urban initiatives, etc.)

ENDA MADAGASCAR / Madagascar

Despite a year-long test phase that worked well, ENDA MADAGASCAR encountered difficulties during the project to achieve the objectives set while implementing the strategy presented in its initial document. The organization took the time to perform a second audit during the project, which led it to review its strategy and propose a new one. Difficulties persist (political context, reduced savings time for families with the end of the project approaching), but ENDA MADAGASCAR continues to regularly examine its approach and to draw lessons from this, so as to continuously adapt its objectives and methods, with a view to continuation of the project.

YAAM SOLIDARITÉ / Burkina Faso

"In the beginning, we were running very ad-hoc, local-level projects. After a few years of 'roaming' around the country, YAAM SOLIDARITÉ focused on the rampant urbanization taking place in Ouagadougou. Since 2017, we have been working on urban planning issues, with actions targeting residents. Our technical interventions have diversified and have gradually taken into account the political dimensions. This has also been reflected in our partnerships, which have expanded to include CRATERRE, then URBAMONDE and now many others"[26].

Whether in terms of intervention fields actors, the Foundation's international partner organizations therefore fit into a complex web of relationships and interrelations, which determine the direction of pathways for change that are controlled and controllable to various degrees. It is vital not to seek to control these pathways "at all costs", as they are subject to many hazards and uncertainties, but rather to identify and understand the direct environment and to adopt a position that is aligned both with the context and with the identity of the organization.

The cross-analysis and the subject sheets presented below are an opportunity for partners to support their contribution to social change.

26 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

36

Mongolia

Guinea-Bissau

3

CROSS-ANALYSIS

A kaleidoscope of possibilities for looking at and implementing projects

A reading of the three capitalisation areas through the prism of the nine cross-cutting subjects presented above highlights the different ways of assessing and implementing a project, depending on the keys for assessment that we wish to prioritize; it is therefore possible to analyse the projects gathered together in this capitalisation approach from multiple angles. The twenty-seven entry-points that we propose here (the cross-over between the three areas initially identified by the FAP and the nine subjects highlighted by the partners and COTA) constitute one possible framework, but other ways of looking at these projects are conceivable. The objective here is to show that a project, however "small" and constrained it may be (temporality, financing, etc.), fits into a multitude of parameters that vary in terms of their controllability and stability. This type of reading, which we term "complex", allows partner organizations to situate their projects and to develop them by choosing the most relevant entry-point(s) for the context. Responding to the social transformation challenges that these projects give rise to, above and beyond their technical aspects, allows this complexity to be faced and addressed. In this section, we present subject sheets for each of the nine subjects identified by the partners.

The information set out in each sheet was gathered by cross-referencing of individual interviews, material produced at the Dakar and Antananarivo seminars and follow-up committee meetings, and documentation and additional interviews carried out during the second seminar[27]. On the other hand, some sheets are developed further with illustrative inserts proposed by CRATERRE.

27 / Identification of the obstacles and drivers to address each subject is based on Annex 1 of the minutes of the Dakar - COTA seminar, Dakar Seminar Minutes, p. 28 to 43.

WHEN THE NINE THEMES CROSS THE THREE CAPITALISATION AREAS

	1 Project engineering	**2** Meeting needs and durability	**3** Sociocultural factors	**4** Taking gender into account
BUILDING CULTURES	**HABITAT-CITÉ / Nicaragua, El Salvador, Haiti** Projects based on regional audits **GERES / Mongolia** Mapping, auditing and scientific support for project design **QUATORZE / France** Building the project around "expert" residents	**PADEM / Mongolia** Does strengthening local partners enhance sustainability?	**HABITAT-CITÉ / Nicaragua** Overcoming reluctance to move towards other building materials **GERES / Mongolia** Dealing with the absence of a sedentary building culture	**HABITAT-CITÉ / Haiti** Training women in the construction trades
LAND TENURE				
CITIZEN PARTICIPATION	**FUNDASAL / El Salvador** An overall approach based on research and auditing **PADEM / Mongolia** A multi-stakeholder project based on pre-existing experience **YAAM SOLIDARITÉ / Burkina Faso** A gradual evolution from individual support to community dynamics **PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia** Sociological research to better understand areas of intervention	**HABITAT-CITÉ / Haiti** Helping families think about what could happen in the future		**CARE FRANCE and SERA ROMANIA / Romania** Considering every woman as a legitimate contact despite some form of male domination

5 Adaptation to climate and environmental change	**6** Economic modelling of projects	**7** Creation and development of collective dynamics	**8** Relationship with the local authorities	**9** Legal, administrative and regulatory frameworks
GRDR / Guinea-Bissau Using local and accessible materials while protecting against rain **GERES / Mongolia** Taking into account environmental and climatic changes at the heart of the project	**ENDA MADAGASCAR Madagascar** Supporting families in saving to strengthen their ability to develop housing	**YAAM SOLIDARITÉ / Burkina Faso** Consolidating collective dynamics to meet the challenges of the neighbourhood	**PADEM / Mongolia** "Direct" consultation and advocacy led by local operators	**HABITAT-CITÉ / Haiti** A favourable land situation to preserve **CARE FRANCE and SERA ROMANIA / Romania** Securing the home through family ties and recognition of land use **ENDA MADAGASCAR / Madagascar** Lack of transparency and lack of knowledge about administrative and legal frameworks, obstacles to ownership
FUNDASAL / El Salvador The project in La Palma, a holistic approach that considers the importance of the environment	**QUATORZE / France** The WECO method, a lever for the peaceful absorption of occurrences in shantytowns, with residents and public authorities		**URBAMONDE, URBASEN and FSH / Senegal** Is creation of an intermediate land recognition status a step towards legalization? **QUATORZE / France** Encroaching through municipal cracks to challenge by example.	**QUATORZE / France** Legal innovation straddling company law and real estate law
HABITAT-CITÉ / Haiti Reforestation to protect the environment	**URBAMONDE, URBASEN and FSH / Senegal** The rotating fund as an example of community solidarity and structuring	**PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia** PASSA groups, a community engagement and accountability tool	**CARE FRANCE and SERA ROMANIA / Romania** A project that makes up for the shortcomings of the public authorities?	

Set out below in table format is the "kaleidoscope" analysis, showing cross-over between the nine subjects identified by the partners and the three initial capitalisation areas.

For each cross-referencing, we list the examples of partner practices that are developed in the thematic sheets. This gives an initial overview of how we can read concrete examples from the projects, and we see from this table that these examples could have been classified differently, which confirms the complexity of the field of intervention in which we find ourselves.

SHEET 1

Towards flexible and adaptable project engineering

How to build legitimate, relevant and scalable interventions, based on a precise audit of the context, needs and practices of residents

What "project engineering" means

"Project engineering" is the set of approaches, methods and tools available to development practitioners to identify, design, implement, monitor and evaluate a project (the project cycle). Operators use different approaches for this: we distinguish between "change-oriented approaches"[28] and "results-oriented and performance-oriented approaches". In terms of tools, Change Theory, incident mapping and the logic framework can be used to design and monitor a project.

In addition to the approaches, methods and tools used, project engineering, and more specifically project management, can be defined as *"a single process consisting in a set of coordinated and controlled activities, with start and end dates, undertaken with the aim of achieving a goal that meets specific requirements, including time, cost and resource constraints"*[29]. Five key factors emerge from this definition:

• Uniqueness, novelty
A project generally involves doing something new (approach, method, technical strategy), something that has not yet been done in exactly the same way or in the same context;

• Temporality
A project has a beginning and an end (limited duration). The duration of a project is usually quite short, not exceeding four to five years (the project may be re-run or have successive phases that extend its life);

• An organized and coordinated process
A project is composed of a number of well-targeted activities, organized in time (schedule) that are internally coordinated. The project as a whole is generally set within a planning tool;

Key points to remember

- **Build legitimate interventions in the eyes of all stakeholders in the territory;**

- **Build interventions based on sustainable land security strategies, otherwise their effects will be very limited over time;**

- **Consider relevant and realistic exit strategies from the outset to promote sustainability of interventions.**

• Actors
Actors: a project is organized in terms of actors, including a sponsor (the natural or legal person "order-giver" who is "owner" of the project and its results), an implementation mechanism (a project team including a project manager in particular) and "targets" (persons who will benefit from the results of the project);

• Strict constraints
A project is bound by specific constraints that must be assimilated and complied with. These include budget constraints, deadlines, and quality or performance standards.

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28 / Change-oriented approaches are, according to the F3E (see website), "a set of tools and methods for planning, monitoring and evaluating actions whose purpose is to accompany processes of change. In addition to methodology, they invite the actors involved to examine how they envision a shared future and their respective positions."

29 / Definition of a "project" - ISO Standard 10006.

The three capitalisation areas can be read and interpreted within the context of project management, since its characteristic constraints have a bearing, to a greater or lesser extent, on how the three areas are approached.

Project engineering compared with "residents' time frames"[30]

The work carried out with the Foundation's partners shows, in particular, that there may be a significant gap between the average time frame for a project (three years) and the time required to design and develop an approach based on a population participation dynamic, seen as a goal in its own right. This gap can be very significant when the participatory uses and practices of a locality and its actors (in the case of a descending and hierarchical social or relational culture for example) are not similar to those practised by the external partner.

"Project time frame is not in step with that of people."[31]
YAAM SOLIDARITÉ / Burkina Faso

• •

"Citizen participation is an intervention that punctuates a longer process. It is necessary to know how to reinvigorate operators and residents on an ad hoc basis so that participation is effective, relevant and sustainable, and to establish this dynamic over a long period of time."[32]
QUATORZE / France

This question of temporality leads to that of the legitimacy of interventions: how to build trust between operators and residents, regardless of the duration of the projects, so that the dynamic driven is effective, relevant and sustainable? This line of enquiry leads to the identification of performance indicators for citizen participation. Indeed, project management frameworks often require performance-oriented monitoring indicators (usually highly quantitative and strongly focused on monitoring activities, not necessarily on assessing changes). Partner organizations then ask themselves what are the relevant and objectively verifiable performance indicators for assessing participation processes which can often be slow, qualitative, and take many forms.

Integrating local building practices into intervention design and innovation support[33]

The majority of partner organizations stress the need to develop action and research areas for experimenting with and developing new building techniques. These dynamics are generally inclusive and include residents, in order to learn which practices are being used in the area. In this regard, the main features of the project approach seem particularly appropriate since they develop new ways of acting (uniqueness, adaptation) within a certain time frame and according to well-defined quality standards (sustainability of housing, resistance to certain hazards, adaptation of materials to local availability, etc.).

While overall the project approach seems to be suitable for this type of process, the Foundation's partners emphasize the need to go further. Indeed, experimentation with new housing production strategies should not be limited to the building itself but rather should integrate its immediate environment, namely the neighbourhood and all of its components (sanitation network, mobility, public utilities, connecting with other parts of the city and forming economic links).

Experimentation with new building techniques therefore needs to be framed within the immediate context (e.g. the neighbourhood) and a broader project approach needs to be developed that includes all aspects of the space (social, economic, architectural, urban, etc.).

30 / COTA, FAP Capitalisation Questions Grid - collaborative version, January 2019.

31 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

32 / COTA, individual interview with QUATORZE, 27-11-2019.

33 / COTA, FAP Capitalisation Questions Grid - collaborative version, January 2019.

"Support for communities must go beyond simply producing a building model that benefits only a few residents. Initiating a process to identify and promote local knowledge and know-how, which can be adopted by all local populations, while respecting the resources and capacities at their disposal, allows a broader and significant impact for the projects initiated.

Auditing of the existing situation makes it possible to analyze, understand and then fully take into account the strengths and weaknesses of local building cultures. The aim is to highlight existing 'good practices', scientifically validate them if necessary and propose solutions to overcome the identified weaknesses."

CRATERRE

. . . .

"It is important to develop an overview of the neighbourhood and not to be limited a unitary conception of each space. People have come to settle gradually, they only develop this global vision little by little."[34]

CRATERRE / Burkina Faso

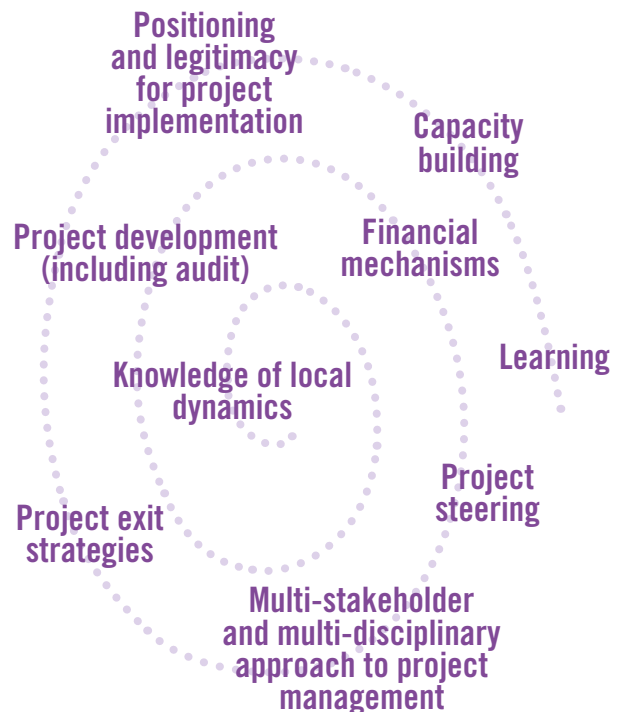## Land tenure, a risk factor to consider in choosing intervention zones[35]

A project approach generally identifies what are termed "intervention zones" within which actions are implemented. In the case of individual housing interventions, the partners look at how best to identify intervention sites (using which criteria) and, at a later stage, how to secure the land tenure of these sites when certain occupancies are not legal and/or are not recognized.

This brings into play the idea of project-related "risk": in this case, the risk arises from conducting building and/or renovation operations when residents could be evicted or relocated. These are important issues to consider during the project's design phase, in identifying intervention zones and by extension the public targeted. The development of legal support/advice initiatives and the issuance of land certificates (issued by the authorities and with legal value, or by operators, for preventive and transitional purposes) are practical methods encouraged by the partners.

Obstacles and drivers to consider during project design

During the Dakar and Antananarivo seminars, participants identified the following drivers and obstacles to consider when addressing project engineering:

Positioning and legitimacy for project implementation

Capacity building

Project development (including audit)

Financial mechanisms

Learning

Knowledge of local dynamics

Project steering

Project exit strategies

Multi-stakeholder and multi-disciplinary approach to project management

Positioning and legitimacy for project implementation

The partners identify as main drivers a reliance on the skills of local organizations (tradesmen and women, resident associations already in existence, etc.), and adopting a position as a supporter (not as creator) of solidarity development among residents, to help them assert themselves and make informed choices. The positioning of partners as technical experts, deriving their legitimacy in particular from qualified and recognized know-how in project management is also viewed as a facilitating factor when developing a suitable position.

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34 / COTA, individual interview with CRATERRE, 29-10-18.

35 / COTA, FAP Capitalisation Questions Grid - collaborative version, January 2019.

Knowledge of local dynamics

Knowledge and consideration of local dynamics in project management are also factors legitimizing intervention; adaptability and flexibility throughout the project represent essential levers in order to adapt the pace of action to social dynamics (residents and organised structures). The partners also specified that the development of legitimacy to intervene could be based on several very concrete mechanisms: the structuring and facilitation of savings groups, which give a tangible meaning to participation, the precise mapping of intervention zones, which constitutes a viable gateway to intervention, the definition of reliable and robust monitoring indicators, which directly respond to the needs expressed by residents, and strong vigilance to avoid being influenced by the local political agenda.

"The implementation of a methodology based on iterative participatory approaches, with a set of complementary activities, has the advantage of enabling the adjustment of the choices initially made in terms of both technical models and building, training and awareness-raising activities." CRATERRE

On the other hand, the persistence of a certain "culture of charity" in the field of cooperation and development, and a competitor logic between different actors (local, national and international) have been identified as obstacles. Similarly, the partners identified difficulty in changing the positioning and culture of "project management" between crisis and post-crisis sequences: crisis often requires greater interventionism and more top-down methods. "Development" requires more dialogue and co-building and "make-do" dynamics. In terms of legitimacy, too much recognition by the local authorities can generate a risk of a political hijacking, perceived by the actors as a major obstacle and to be avoided at all costs.

Multi-stakeholder and multi-disciplinary approach to project management

Project engineering is also viewed by the partners in terms of a multiple approach (multi-actor, multi-sector), which takes into account what is going on "around the project". They identify as drivers the search for competences where these exist, drawing upon the diversity of organizations, people and expertise, working with recognized actors to advise communities, promoting intermediation between local development actors and creating multidisciplinary teams within their organization or project (sociologists, urban planners, architects, project managers, etc.). The presence of the organization's offices in the project area is a way of bringing about this opening. Nevertheless, to give substance to this desire for decompartmentalization, certain obstacles must be considered, such as the persistence of power relations (gender, hierarchy, social organization, etc.) that can hinder collaboration, and the existence of differing agendas among the various parties that it is desirable to involve in the project.

Capacity building

The stakeholder approach entails reflecting on the capacity building of the various stakeholders, which is correlated with the definition of exit strategies (see p. 48) and the search for sustainability. For partners, capacity building must first identify and integrate locally available knowledge and skills. It can be aimed at residents, for example through gender reinforcement (and in particular directed at women, often limited in their progression by the domestic burden they have to bear), the development of approaches aimed at strengthening the family as a whole, or the use of concrete technical training aimed at developing skills, a profession, and generating income in a structured and sustainable manner. It may also involve strengthening the capacities of local associations (networking, sharing of approaches, methods and tools in particular), or local authorities.

Project development (including audit)

Project formulation can draw on various drivers. As this is a long process, it is important for the partners to take the time to set in place the minimum conditions for success, which can be achieved in different ways. The conducting of audits (territory audits for example) is a way of meeting beneficiaries in person and then offering tailored support, and also of finding out more about the area of intervention, its history and its associated risks (one idea mooted was the creation of "listening points" to collect residents' expectations and define appropriate objectives). In addition, this development can be facilitated by the use of digital tools. It is a cross-cutting dynamic that civil society players are gradually taking ownership of, like FONDATION ABBÉ PIERRE. These digital tools make it possible to better collect data on the ground: surveys, diagnostics, land tenure assistance, mapping, etc.

The AGENCE FRANÇAISE DE DÉVELOPPEMENT has accordingly developed a platform dedicated to "smart cities"[36], making for easier access to the data collected. However, several points call for vigilance in the use of these tools; their appropriation is indeed far from intuitive, including in France, hence the importance of first training users of the tools developed. This is all the more important for tools that rely on so-called "free" software, which has developed significantly, but to which users are less accustomed. Finally, the ecological impact of these tools, still poorly understood, must also be taken into account.

The choice of activities is a decisive factor, so the partners have determined that activities relating to living environment, could, for example, promote heritage conservation and tourism, and that the creation and/or consolidation of long-term streams such as typha[37], and brick-making could help the project run smoothly, giving operators better control over the supply chain Regarding more specifically the building aspect of the activities, the partners highlighted the need to favour the use of local and natural materials, since the environmental and social impacts generated are comparatively better than existing alternatives. This means that, upstream of building activities, it is possible to clarify and study possible changes in (sometimes confusing) construction standards applicable to these intervention areas. Generally speaking, the partners seem to favour a "small steps" approach, by developing pilot interventions for example and by ensuring that they remain flexible and adaptable throughout the intervention to remain as close as possible to the needs and changing context. This means putting in place appropriate monitoring and evaluation practices, in order to have continuous data enabling lessons to be learned from what is being implemented to develop it.

Learning

The place of learning has been the subject of in-depth discussions and debates, mainly from the perspective of the learning of the people supported (individual learning). Dakar and Antananarivo Seminar participants generally take the view that the knowledge building process itself is just as important as the knowledge actually obtained and view as a driver the ability to draw on:

- **Local associations,** who possess the history and dynamics of collective and community consolidation in the zone;

- **The professional accreditation of craftsmen and construction workers** to foster the development of their skills;

- **Peer learning techniques** to foster knowledge and skills exchanges;

- **Practical workshops on housing issues** (modelling housing with the families concerned, drawing plans, identifying school sites, carrying out occasional and spontaneous building activities with residents, etc.), or on community mapping, to allow residents to visualize the spaces in which they will live and address practical considerations.

As obstacles, the partners identified the lack of dialogue, upstream of the project, between the organization that runs it and the other actors of the territory (authorities, population), as well as the difficulty, despite the conducting of audits, to fully understand local contexts, and the absence or inadequacy of certain regulatory frameworks that could shape the design of the project. The risk of dispersion, due to the many activities that sometimes make up the projects, was also mentioned.

Financial mechanisms

The financial mechanisms envisaged by the projects were largely not revealed during the Dakar seminar, and were developed in depth during the Antananarivo seminar (see thematic sheet 6). As an essential sustainability factor, the partners believe that this area must be carefully structured upstream, in particular through the strengthening or creation of savings groups/revolving funds enabling low-interest loans, or the development of "sector" type approaches, enabling the creation of added value and the structuring of integrated economic activities. The development of a "market" approach is also encouraged, by focusing on the search for quality in production (of construction materials for example), to promote demand (supported by access to loans), encourage activity (supported by technical training) and promote the spread of suitable and sustainable interventions, through the networking of residents and technical stakeholders.

Project steering

Project steering can draw on the flexibility of some donors (in particular the FAP and the AFD), which offer some flexibility to the partners concerning review and

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36 / https://smartcity-guide.AFD.fr/

37 / Typha is an invasive plant (reed) of water bodies in Senegal. In recent years, this "nuisance" has tended to be used as a resource for the production of construction materials (lightweight partitions, insulation, hollow-core, etc.) https://www.sn.undp.org/content/senegal/fr/home/operations/projects/environment_ and_energy/typha. html

adaptation of objectives and expected results; this ability to drive action by changing it according to contexts and hazards has been highlighted several times as an essential driver. The development of a certain type of "neutrality" constitutes for some organizations another important driver, to guarantee constant possibilities of dialogue with all the actors of the territory. The degree of progressiveness of an approach can also be a facilitating factor, starting with the carrying out of simple and very concrete activities, then increasing in complexity and promote, for example, dialogue dynamics.

Finally, playing on the balance between a clear and defined project framework (fixed part) and an ability to do tailor-made work, to best meet the needs of families (variable part), is also an important driver. Conversely, the difficulty in prioritizing actions, beco-

ming fixed within one line of inquiry and the constant questioning of one's project, or not taking care with the scaling up one's actions when they have reached a certain maturity, are the three main obstacles identified by the operators.

Project exit strategies

Finally, with regard to exit strategies, the partners stress the need to carry out prior work on current social dynamics in the project's intervention area (migratory, economic, building, relational dynamics, etc.). in addition to concrete provisions (such as the flexibility of mechanisms for accessing micro-lending or building support), in order to guard against sudden stoppage at the end of projects, and to ensure a certain sustainability of the interventions (or at least, to consolidate "sustainability factors").

Project engineering in everyday life: some examples

GRDR / Guinea-Bissau
Towards gradual household empowerment in housing renovation[38]

One of the major innovations of GRDR's action in the second phase of implementation of the project to promote sustainable housing in Canchungo is making the household carrying a rehabilitation project empowered and autonomous, through the establishment of a fund to encourage improvement in housing. This fund aims to support the priority household, according to criteria defined by an allocation committee composed of local actors, to identify the points of vulnerability of the house and to organize and carry out rehabilitation of the house with the help of a technical team of the project. This approach contrasts with that initially promoted in the first phase of the project: most of the intervention was then organised by GRDR, assisted by a monitoring committee.

FUNDASAL / El Salvador
an overall approach based on research and auditing[39]

As part of the "Mutual aid cooperative program", FUNDASAL is implementing several projects around the right to decent housing.

The programme is based on four core principles, namely self-management (active participation of residents in all phases of production of their housing and in the decision-making processes concerning them) mutual assistance (via support for community structuring and training in building, materials procurement, community work, etc.), collective ownership (houses are a family-owned property and cannot be sold on the market) and technical assistance (families are supported by a team of professionals who train them, supervise the work and provide them with technical assistance).

FUNDASAL uses research activities to direct its interventions: building research, social audits and participatory design are three important factors that help the organisation legitimize its interventions. The first step is to identify social factors prevailing in the project area (female family heads, presence of displaced persons, overcrowded housing, inadequate basic services, etc.). After analysing these factors, FUNDASAL initiates a process of support and technical advice, in order to identify the benefits to be gained from the land, to develop housing plans that combine the social use of housing with the use of natural, local materials.

As part of the project developed in La Palma, a participatory building process is then set up with the families, in a well-defined "area to be urbanised" where the individual space (the house), an eco-tourism area and the common spaces are distributed; it's the group of residents concerned by this development that takes the decisions relating to the project.

HABITAT-CITÉ / Nicaragua, El Salvador, Haiti
Projects that are based on regional audtits[40]

The project led by HABITAT-CITÉ in Haiti started with the conducting of a territorial audit and an analysis of local building cultures. This type of audit is a common point for the projects implemented by HABITAT-CITÉ and its partners in the three countries; it is a question of precisely identifying what residents are already practising, by researching existing building techniques and analysing them. These audits are carried out on very specific areas, taking into consideration the fact that in a given area (a city for example), different types of building practices can coexist.

In Haiti, it is a very rural area; with the support of CRATERRE, HABITAT-CITÉ sought to conduct an audit encompassing technical and social approaches, focusing on "the state of the house" and "the state of the family" in three micro-zones with very different characteristics (in terms of resources and materials available in particular, but also in terms of the presence and intervention of NGOs). The first data was collected in March 2017, initially through a technical reading (to see how to build in each zone).

39 / COTA, individual interview with FUNDASAL, 12-03-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

40 / COTA, additional individual interview with HABITAT-CITÉ, 03-07-2019.

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia
Sociological research to better understand areas of intervention[41]

One of the specific objectives of the project is to carry out research and action on the ways of living and housing of the targeted populations, in order to gather information to better understand the dynamics at work in the project intervention zones: when did residents arrive in precarious neighbourhoods, for what reasons, and what is their socio-economic situation? PE&D seeks to better understand the life paths, expectations and wishes of residents, and the sociology of the neighbourhood and its evolution. This research work is an opportunity to analyse relations between residents in greater detail, identify the events that took place within the neighbourhood and which revealed links of solidarity, identify influential people, etc.

The process began with round tables in each of the 4 neighbourhoods targeted by the project, with groups of 8 to 10 people. PE&D was supported by the PASSA groups to identify the participants in the round tables, without necessarily seeking to have a representative panel of the population of the neighbourhoods. In fact, certain population groups have been left out, such as Vietnamese immigrants, highly represented in certain neighbourhoods, but absent from these round tables. Although this group of people is not the most vulnerable socially and economically, this absence prompted PE&D to want to create more links between Khmer Cambodians and Vietnamese immigrants, in order to consolidate more inclusive and collective community dynamics that are more representative of the social make-up of neighbourhoods.

This research work also allowed PE&D to discover that the settlement within the neighbourhood was not only the result of recent migration, but rather that some people were born there and have significant lived experience in the area, and that ' many links of solidarity existed, or that it is sometimes difficult to work with people who are just passing through, and who do not invest themselves in the future of the neighbourhood.

ENDA MADAGASCAR / Madagascar
The partnership, a work dynamic that doesn't come easily[42]

For its "Decent housing for all!" project, ENDA MADAGASCAR relied on several implementing partners43. The choice of these partners initially reflected a search for complementarity and technical and/or methodological added value. Partnership work was new for ENDA MADAGASCAR, who had to deal with the difficulties encountered by each of the partners. For example, the technical team of the KOLOAINA association was not available to start activities at the beginning of the project, having obtained other funding which required the full-time deployment of its human resources. The association was slow to reorganize to focus on the project with ENDA MADAGASCAR; moreover, despite various exchanges before the official start of the project, ENDA MADAGASCAR found that it was difficult for KOLOAINA to help families to save. This partner was therefore unable to achieve the goal set in terms of identifying families and including them in the project.

ENDA MADAGASCAR also lost two partners along the way: the IMV (responsible for training families in urban agriculture) had to close and the SIF (land advocacy) did not wish to continue its activities in order to obtain other funding that was apparently more attractive to them. Another partner, APUM, encountered difficulties in mobilizing its network, which was an essential asset in carrying out advocacy and activities related to action research. As a result, ENDA MADAGASCAR realized that working in partnership was time consuming and unpredictable and that the team lacked the resources to both carry out project activities and build a robust and diverse partner network. Despite the planning work carried out prior to the project, activities proved to be compartmentalized at partner level, with no common denominator, which made it more difficult to assess each other's work and arrive at a shared goal.

PADEM / Mongolia
A multi-stakeholder project based on pre-existing experience[44]

PADEM coordinates the action of pre-existing associations, whose work is not focused on the construction or renovation of housing, but rather on social support. These associations are committed to long-term dynamics, and the issue of housing is today a way to expand their range of intervention by responding to a need identified upstream. Each of the 4 local partner organisations (PTA, MONES, HLO and MNFB) was responsible, upstream of the project, for defining its objectives and planning its actions; they developed their proposals according to different approaches, in respect of which PADEM is responsible for ensuring consistency and coordinating, from an operational point of view, each partner has a technical coordinator to plan and monitor the work related to housing, and supports construction companies for the technical part of the interventions.

For example, PTA has extensive work experience in schools in Mongolia and is aware of the main issues facing children; after prioritizing the issue of hygiene at school, the project team identified a community for which a strong need existed (the Bayankhangai school community), and after discussion with its leaders, the project was formulated. MONES structured its approach based on an analysis of the context and living conditions of families with children with disabilities in yurt neighbourhoods of Ulaanbaatar, and drew on its experience in this area. Most HLO members are health professionals, who are highly aware of the precarious situation of people living in yurt neighbourhoods with physical disabilities, who suffer from a lack of dedicated devices and often become a burden to their family. Finally, MNFB has chosen to support blind and visually impaired people towards independent housing as most are excluded from the employment market.

It is therefore by relying on the work of identifying needs, targeting beneficiaries and defining operational objectives by its local partners that PADEM was able to structure its global intervention with different categories of people in situations of poverty, distress and/or social exclusion in Ulaanbaatar.

41 / COTA, additional individual interview with PE&D, 03-07-2019.

42 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018 and project presentation sheet, Dakar seminar minutes 2019.

43 / KOLOAINA association - support in the identification and assistance of families, CDA - training of 200 craftsmen living in the neighbourhoods, Association des Professionnels de l'Urbain de Madagascar - APUM - support on the research and action portion of the project and the OTIV - microfinance institute, CRATERRE - identification of innovative building techniques, COTA - support in monitoring and evaluation, INSTITUT DES MÉTIERS DE LA VILLE training in urban agriculture but after its closure (during 2017) the FANA GREEN research unit took over, SIF - support for land tenure.

44 / COTA, individual interview with PADEM, 21-11-2018 and 06-12-2018 and project presentation sheet, Dakar seminar minutes, March 2019.

GERES / Mongolia
Mapping, auditing and scientific support for project design[45]

GERES is developing a progressive, flexible and adaptable approach, in which all partners play a specific role; the choice of partners is moreover a key element in this approach. upstream of the project that GERES carries out in this capitalisation process, a supervision mission was carried out in Ulaanbaatar to collect data, define and test the proposed intervention. Partners of different types have been targeted to complement the expertise of GERES, in terms of possible complementarities and their social and technical legitimacy.

GERES has also integrated into the structure of its project elements from other experiences: the action is based in part on the concept of "energy information centre" already deployed in Afghanistan and on its experience in Mongolia since 2010. The collection of data was a major undertaking and was conducted using a scientific approach.

During the launch phase, the project was based on mapping and auditing the energy consumption of families, using a participatory approach to analyse what residents think, what they do and what they need; the objective for GERES was to create a real link between the different stakeholders of the project and to ensure a good level of understanding of the situation, before starting its intervention. Data was collected on the practices of about 200 households and cross-analysed with data available at the national level. At the same time, the Centre for Building Energy Efficiency at the University of Science and Technology of Mongolia has studied some twenty technical solutions that could meet the needs identified; GERES thus offers an approach adapted to each situation and tests its solutions (which are always intended to be accessible) with residents in pilot formats, to collect their feedback and make improvements if necessary. When the methods deployed work, the households that benefit from them become "ambassadors" who promote this technical solution to other families that GERES supports. GERES seeks to rely on the gathering and detailed analysis of the energy situations of the targeted households, to then propose a wide range of products which constitute a sort of financial and technical "solutions kit" for families.

QUATORZE / France
Building the project around "expert" residents[46]

For QUATORZE, the people targeted by its projects are "experts" in local practice; the methodology deployed is based on this initial postulate, and the intervention strategies are, as much as possible, created together with residents. Because residents are competent to find some of the solutions to their problems, QUATORZE involves them as much as possible, e.g. by using building techniques that encourage co-building and the involvement of under-skilled people. Nevertheless, the organization has found that power relations within a community can lead to the wrong strategy, as the needs expressed (explicit) do not necessarily coincide with the needs of the most precarious people (implicit). The organization therefore seeks to be closer to residents, making sure to prevent the influence of power relations in decision-making. During the first year of intervention of the project, the appropriation of a small-scale common architecture in housing was a key step in the redefinition of the intervention methodology. Since then, the apparent homogeneity of the groups is no longer the single reference in the definition of needs: each person is monitored individually in the definition of his life project. Moreover, work at the scale of the neighbourhood, and not only at the scale of the plot, has made it possible to gradually emerge from relationships of power.

YAAM SOLIDARITÉ / Burkina Faso
A gradual evolution, from individual support to community dynamics[47]

The project led by YAAM SOLIDARITÉ has its origin in the 2009 floods in Ouagadougou, which led the organization to question the resistance of homes to such climatic phenomena. Initially, its interventions aimed to develop earthworks on very one-off and very localised projects. Quickly, in addition to the technical aspect of the interventions, a more "political" will emerged, with YAAM SOLIDARITÉ seeking to use concrete practices around the habitat to highlight "good solutions" and challenge the authorities. Today, YAAM SOLIDARITÉ supports local communities in the process of self-construction of housing, especially in non-urban areas.

Gradually, its approach focused on individual housing has been enriched by a larger, collective dimension, in contact with informal neighbourhoods; YAAM SOLIDARITÉ wanted to take into account the living environment in a wider sense than that of the house, which changed its way of doing things. Its intervention with residents relies today on three progressive stages: 'first, a technical audit is conducted concerning the housing to be built/rehabilitated, then a social survey is carried out with the household concerned, and finally, technical assistance is proposed, with the participation of residents whenever possible. YAAM SOLIDARITÉ therefore seeks to offer continuous support to facilitate autonomous approaches. This family support is integrated into a broader neighbourhood-wide approach, which translates into community mapping work, or through the introduction of tontine-type financing mechanisms, to develop repayable loans and support community projects through flexible funds.

The project to improve the living environment in the Boassa district is therefore at the crossroads of two dynamics: on the one hand, a desire to integrate urban intervention in the long term by offering a quality sustainable living environment and improving the neighbourhood as it is structured today to integrate it into the surrounding urban fabric, and secondly, to support residents who seek in the short term to solve daily problems related to housing environment, mobility, employment, services, etc.

45 / COTA, individual interview with GERES, 29-11-2018 and 14-01-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

46 / COTA, individual interview with QUATORZE, 28-01-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

47 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019 and project presentation sheet, Dakar seminar CR, March 2019.

SHEET 2

Sustainably meeting needs

What balance can be found between responding to the immediate needs expressed by residents, which are sometimes a matter of urgency, and seeking a necessary sustainability in the results of the projects implemented?

Sustainability, a core concept in development projects

In the area of development cooperation, sustainability (or viability to use the OECD term) is one of the five criteria that usually informs the evaluation of projects and programmes. It is understood as *"the likelihood that the positive results of an activity will continue after donor funding ceases Projects must be sustainable from both an environmental and a financial standpoint"*[48]. Here we will look more closely at financial sustainability, since environmental aspects have been identified as a separate category, discussed below (overview 5).

It can be seen that there can be a major disconnect between the housing needs expressed by residents, (improvement, renovation, refurbishing, reconstruction) and the search for financial viability/sustainability. We therefore touch here on the notion of need and, more specifically, how organizations with projects identify them and take into account the expectations of residents, while ensuring their financial and environmental viability. While some expressed needs can be met quickly and in a sustainable way, others may be at odds with the search for more sustainable solutions and require more time or more resources. In this regard, the search for balance seems to be the main focus of the Foundation's partner organizations.

Building practices, a convergence point between sustainability and the meeting of needs[49]

The partners insist on a continuous search for balance between responding to the needs/desires of individuals or households to whom they provide housing support,

> **Key points to remember**
>
> • The need to legitimize and strengthen the skills of residents;
>
> • The need to pool resources between players pursuing the same objective in the same territory;
>
> • The importance of involving residents in all phases of the intervention, both upstream (diagnosis for example) and during the project (individual or collective participation, technical or financial, in dedicated time, etc.) and downstream of the project (assessment, identification of residual needs in particular);
>
> • The necessary evolution of "local building cultures", beyond support for "building practices".

and the need to provide technical answers that are also acceptable from an environmental and financial sustainability standpoint. A large part of the strategies implemented by the Foundation's partners consists of drawing on existing know-how, in terms of construction, the use of local materials and the way housing is produced within communities.

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48 / https://www.oecd.org/fr/cad/evaluation/criteres-cad-evaluation.htm

49 / COTA, FAP Capitalisation Questions Grid - collaborative version, January 2019.

"The response provided by the partners must be part of the formal framework governing the construction sector, even if it is not perfectly suited to the self-build practices that prevail in the territories of intervention. However, an approach favouring support for self-reconstruction makes it possible to see an impact on a larger scale and over a longer period.

Trusting the technical, social and economic capacities of populations exposed to disasters helps put them at the heart of the process and genuinely engage them in their own 'development'.

It is therefore necessary to know how to identify and understand what people are doing by themselves, in order to promote improvements while perpetuating the pre-existing abilities of adaptation and evolution of residents. It is ultimately a question of strengthening the capacity of each individual to make his or her own informed choices, relying on local forces and dynamics that will be strengthened where necessary."

CRATERRE

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"Residents hold 90% of the knowledge necessary for building/rehabilitation, as in most other areas, but they do not share it. There is individual mastery of certain techniques for building their own home, but this doesn't go into the common pot."[50]

YAAM SOLIDARITÉ / Burkina Faso

"We try to prioritise needs with residents and we make sure that we understand the implicit needs. We consider that those remaining in the project are those for which the deepest implicit needs have been identified. Our work to identify/prioritize needs may create problems, for example when it comes to separating comfort and safety.

In addition, we enter into the privacy of the household and introduce a new expenditure item with savings, stating that this new expenditure is a priority. This is what determines whether the family continues the process or not: there is a question of trust, if the family receives a benefit, a reward, if this becomes a factor for lasting improvement in their situation, then there is a strong chance that they will continue to save."[51]

ENDA MADAGASCAR / Madagascar

Some of the Foundation's partners seem to achieve this balance by focusing on strengthening dialogue with residents, explaining what is feasible and what is not during the needs identification phase, and invoking the responsibility of individuals and families in the choice of housing plans. To this end, one-to-one dialogue can be used prior to and during a building or renovation operation.

"Residents give their opinion upstream. Awareness-raising is also taking place in the neighbourhoods. The families concerned attend and a balance is struck between technical priorities and what they want. ENDA MADAGASCAR'S final decision is binding, and 90% of families agree with the final decision."[52]

ENDA MADAGASCAR / Madagascar

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"We are always in dialogue with project beneficiaries so that they participate in the design of plans, and in the overall direction taken by the housing. This allows us to better understand the social and cultural reality of residents."[53]

YAAM SOLIDARITÉ / Burkina Faso

50 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

51 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

52 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

53 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

"Before intervening technically, we use a 3D model. We offer several alternatives and residents choose. This helps to make sure that everyone understands what we are going to do and avoids unexpected changes during construction/ renovation."[54]
HABITAT-CITÉ / Haiti

From a purely technical point of view, some of the Foundation's partners base the sustainability of buildings on adaptation to climate and terrain. From this starting point, work is done on specific factors (e.g. seismic and hurricane standards, flood control), which contributes to the sustainability of the houses built.

"We are working on improved local construction techniques that include anti-seismic and anti-cyclone standards. We ensure that houses are protected from every point of view, by looking for the specific features best suited to each situation."[55]
HABITAT-CITÉ / Haiti

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"We are working in an area with high flood potential. Before any building operation, we collect information on maximum water levels and build according to that."[56]
ENDA MADAGASCAR / Madagascar

Other examples show that seeking a balance between building techniques and sustainability is difficult, sometimes due to the restricted capacity of residents to raise financing.

"An effort is being made to move towards sustainable construction, but it's very complicated. We had even imagined putting underfloor heating in houses with a free share, but people still do not have the means to pay."[57]
PADEM / Mongolia

To strengthen the sustainability of new-build and/or renovated housing, some of the Foundation's partners are developing actions aimed at strengthening post-construction renovation maintenance capacities.

This mainly involves training residents to maintain housing, without necessarily calling on external professionals, which in particular improves financial sustainability following building/renovation projects (financial savings for families).

"We seek sustainability. For example, we train residents in maintenance techniques. It's part of the capacity building programme we're developing alongside building programmes."[58]
FUNDASAL / El Salvador

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"Supported families are trained in maintenance, hygiene and habitability[59] after the rebuilding of their home. This allows them to do things themselves, without needing to use a trades person."[60]
ENDA MADAGASCAR / Madagascar

The strengthening of local material supply chains is another factor to consider; it makes it possible to exploit local resources, by formulating a broader approach than the simple use of wood, sand, etc. The example of typha, used by URBASEN in Senegal to produce bricks, is here to be recalled.

54 / COTA, individual interview with HABITAT-CITÉ, 29-10-2018.

55 / COTA, individual interview with HABITAT-CITÉ, 29-10-2018.

56 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

57 / COTA, individual interviews with PADEM, 21-11-2018 and 06-12-2018.

58 / COTA, individual interview with FUNDASAL, 12-03-2019.

59 / ENDA MADAGASCAR understands liveability as the way developing the interior of a house.

60 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

Land tenure, a central sustainability concern[61]

The land tenure issue is certainly one of the most important in terms of ensuring sustainability of building or renovation actions undertaken by the Foundation's partners. In fact, how can the sustainability of co-financed operations be achieved if residents face the risk of relocation or expulsion? This is a tricky issue to solve (lengthy, considering the law and realities, relations with the public authorities, etc.).

The partners stress the need to establish intermediate land tenure measures such as recognized occupation, somewhere between land ownership and illegal occupation. This involves setting realistic milestones along the way to land tenure for residents, and of course it involves negotiation with the local authorities, if these alternative provisions are to receive even temporary recognition.

"We are still aiming for property deeds but the land registry situation is a disaster. There is no document, or there are ten owners who claim a plot. We always ask the town hall for a document that allows people to live there, in the absence of a title deed."[62]

CARE FRANCE and SERA ROMANIA / Romania

"We now provide land occupation certificates, issued by URBASEN and the Federation of Residents. For example, we are in contact with Pikine's municipal planning office, which promotes the sustainability of the approach by transferring powers to local authorities. In all the municipalities where we operate, we create this relationship with the local authorities, based on approaches initiated by the residents."[63]

URBAMONDE, URBASEN and FSH / Senegal

"The occupation of shanty-towns without rights or title prohibits the city's housing provision processes. The risk of expulsion blocks investment dynamics. By admitting that the solidarity investment model is a key requirement, land tenure is the first door to open for the provision of dignified homes for all."[64]

QUATORZE / France

Should participation by residents be to help with a project or should it be a factor in sustainability?

The issue of participation by residents during a project is facing intense scrutiny by the partners, particularly as regards sustainability. The central question is whether participation should be used solely to serve the project's needs (ad-hoc participation, during the project) or whether participatory dynamics initiated or supported need to be long-term, to safeguard the ownership and therefore the sustainability of actions. In the second case, participants in the consolidation process look essentially at the approaches and methods to use to establish a sustainable long-term dynamic.

Sustainability participation starts with inclusion of residents right from the design phase of homes.

"URBASEN is the result of an encounter between residents and urban planning experts. URBASEN does not have its own projects, all actions are carried out by residents themselves, via FSH. It is a strong marker for effective and full participation."

URBAMONDE, URBASEN and FSH / Senegal

61 / COTA, FAP Capitalisation Questions Grid - collaborative version, January 2019.

62 / COTA, individual interview with CARE FRANCE, 22-11-2018.

63 / COTA, individual interview with URBAMONDE, 09-11-2018.

64 / COTA, individual interview with QUATORZE, 09-11-2018.

"Beneficiaries are consulted from the start. For the support project for blind people, they are the ones who work directly on their planning needs."[65]
PADEM / Mongolia

"Experience shows that the success of a project is often the result of sharing local knowledge with that made available by external players. Everyone must learn from each other, with the greatest respect for the knowledge and ignorance of the various players; it is essential that each decision, including those relating to the housing models proposed to residents, be taken by considering the participation, validation and/or proposals for improvement and development of the local community. Widely involving residents makes it possible to ensure greater participation and ownership of the initiatives developed, facilitates social cohesion and makes it possible to strengthen the role of each individual with regard to the building proposals made to them."
CRATERRE

Then, in most projects, the strategies put in place rely on support for the dynamics driven by residents to build/ rehabilitate their homes. Accordingly, two methods are tested: either residents themselves take part in the work (physically or financially) or they are in charge of recruiting service providers and supervising them. So, this involves participation in the form of contribution in terms of time spent on execution of the works. For the partners, this amounts to "*supporting pre-existing strategies in terms of self-build*" and "*promoting the ups-killing of 'DIYers'[66]*", by ensuring a balance between what comes under the occasional technical involvement of residents and what comes under a professional activity requiring recognised skills (see next paragraph).

"It's not the project that builds the housing. We provide materials and it's up to the families to hire people for the building process. But we provide technical assistance if they need it."[67]
CARE FRANCE and SERA ROMANIA / Romania

"At the beginning, we only involved residents in construction according to their abilities and only during the finishing phase. Today, we position ourselves as an accompanier of these people to help them make informed choices in full responsibility."[68]
CRATERRE and YAAM SOLIDARITÉ / Burkina Faso

The training of technicians (labourers, craftsmen, etc.) is essential; on this point, the partners are committed to finding a balance between technical expertise and "street culture", i.e. between the intervention of a trained professional and the more spontaneous practices of residents, which must not be set aside when they are viable.

Support for the upskilling of technical workers from the groups of residents involved in the projects must also accommodate a complex two-fold temporality: apart from responding to the technical needs of intervention on housing, it is also a means of generating income for trained people. However, they generally want to be quickly operational, so follow short training courses (see also the time frame of the short and constrained project), but they may then be limited in their ability to offer services, due to a lack of deepening of their know-how. The solidarity of already trained and recognized artisans is another point to address: how to mobilize these people in a collective dynamic aimed at improving the living conditions of others, while recognizing their work at its true value (social and financial)?

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65 / COTA, individual interviews with PADEM, 21-11-2018 and 06-12-2018.
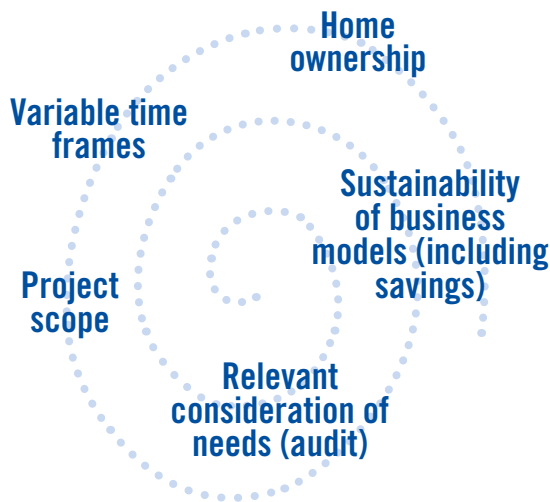
66 / The term "handyman" refers to those involved in informal construction (the little brother, the cousin, the neighbour, etc. who have already done this), but it is not necessarily their main professional activity.

67 / COTA, individual interview with SERA ROMANIA and CARE FRANCE, 10-12-2018 and 22-11-2018.

68 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

Between meeting needs and sustainability, obstacles and drivers to consider

To understand this issue, the partner organizations identify five types of drivers and obstacles that determine the level of sustainability of the actions undertaken.

Home ownership

Variable time frames

Sustainability of business models (including savings)

Project scope

Relevant consideration of needs (audit)

Relevant consideration of needs (audit)

Designing and implementing a project based on the needs of residents is undoubtedly sustainability factor. The emergence of needs can be facilitated by appropriate methodologies: prioritize needs when they are numerous and variable; differentiate between the explicit and the implicit; distinguish between wishes, expectations, desires and needs, etc. Introducing the dream, the ideal, to then encourage the movement of residents towards more measured and "real" actions, is also an interesting methodological driver. This point was also stressed by the partners at the Dakar seminar, who considered that the work on imagining buildings is too weak overall in the projects, which impacts the capacity (even idealized) of residents to express themselves. During the Antananarivo seminar, the issue of audits was explored in greater depth, as a preferred tool for taking needs into account. Combining social audits (situation of individuals and families) with technical audits was presented as a good way to articulate needs response and sustainability, addressing the two central aspects of the situation of people supported; the social component is understood by the partners as encompassing what concerns the household and what concerns the community. To carry out these audits, the use of action research seems to be preferred by operators, it is according to them a means

of obtaining "quick wins", by responding very quickly to "small" needs, while taking the time to identify more structural needs that will be addressed over time. The involvement of households in the taking of these audits (interviews, discussion groups, perception surveys, etc.) is fundamental to generate and/or support lasting and meaningful participation; considering with residents, when conducting these audits, concrete measures at the neighbourhood level also represents a means of mobilising the people targeted and projecting them towards action.

In general, the main obstacle to consider is that the proposed approaches are often more technical than person-centred. In converting these needs into reality, one driver is to empower residents, giving them real power over the choice of initiatives concerning them, by decentralizing part of decision-making to residents (viewed as a household, when it comes to decisions concerning a house, or as a collective, when it comes to decisions with a community dimension). Nevertheless, to propose decision-making power to residents entails the creation of conditions favourable to decision-making (satisfactory level of information, awareness of the risks and constraints, search for a majority or a consensus, viability of the proposed options etc.), which is perceived as a difficulty by the partners.

Variable time frames

The question of time is central to finding a balance between responding to needs and sustainability. The partners identify as a driver the recurrence of co-financing, and therefore projects, on cycles of up to about 10 years (three triennial projects for example), but are aware that a project's time frame is also very much a constraint, since it does not always coincide with that of residents (life pathways, consolidation of collective dynamics, etc.). It is also often the case that the objectives of these three-year projects are too ambitious for the time allocated to attaining them, which is an obstacle. More broadly, "dependence" on the project mode of most organizations does not promote sustainability, or respond to needs, given the often standardized and restrictive framework of projects (in terms of building, implementation and oversight). Identifying withdrawal strategies upstream is a way of approaching time not as structured around the life of the project, but as a continuity encompassing the pre-project, project and post-project stages, between which a smooth transition is sought. The partners identify here a major obstacle, namely the relative inability of populations supported to foresee changes in their territory, and therefore to provide appropriate responses,

which leads operators prioritize a repeat intervention rather than an exit strategy.

Project scope

Identification of the scope of projects (territory of intervention, target audience, etc.) identification (and the type of activities undertaken is also fundamental to find a balance between responding to needs and sustainability One must first define what a territory is, if one is to understand and engage in it; the partners, being aware of the multiple dimensions of their territory of intervention (actors, issues, physical characteristics, etc.) see the limit on the number of beneficiaries (inherent to the project mode) as an obstacle to addressing this complexity, and a degree of difficulty in "seeing territory through local people's eyes", except for the very local organizations that have taken up residence (or come from) the territory targeted by the project. Conversely, the partner organizations have identified some tools for clearly defining the scope of their project: structuring and/or consolidating groups of residents to "go the distance", interacting intensively with residents and sharing their daily lives to try to put oneself in their situation, or to look for an "organic" link between operator and resident to set out shared objectives. In this case, there is a risk of "patronage" of residents, by organizations which become increasingly central to the life of the neighbourhood or project zone.

Other tools can define a project scope that meets requirements while taking into account sustainability factors. The partners, for example, prioritise the so-called "invisible" people and their needs, in order not to generate or maintain exclusion on the territory between project beneficiaries and the most excluded people (entailing the use of social audits, in addition to building audits), or resident participation in collective works, extending beyond merely personal or family ends.

However, the partners face significant obstacles: they generally lack the training and tool-set to carry out specific audits, especially if they are oriented towards a "social" approach to situations; the financial capacity of supported households is generally very limited, which hinders them in terms of their ability to act without support; structural difficulties continue to exist in the territories targeted by projects, as regards access to employment and training for young people, which does not necessarily fall directly within the scope of projects, but which partly determines their sustainability.

Sustainability of business models (including savings)

Sustainability is also based on the economic viability of the solutions proposed. More often than not, these solutions combine subsidy/provision of materials and/or work force and a contribution/participation from residents (time, money, etc.). This entails making use of several drivers: a realistic balance between subsidy and contribution, ensuring that residents can save and gradually secure their family in parallel with their direct contribution to the project, etc. Partners, while sometimes able to rely on effective financial mechanisms (savings groups for example), often find economic modelling obstacle, since they generally do not feel competent. Moreover, despite a strong desire to take into account the outermost of the most excluded people, the economic models mainly proposed in the projects entail a level of participation (in particular financial) which is outside the capabilities of the poorest or most marginalized people. Finally, even for those who have the opportunity to participate, the limited amount of participations actually limits the potential scope of a project. To structure sustainable savings mechanisms, the partners encourage the development of a "savings culture", based in particular on concrete successes due to putting money aside (quickly carrying out small functional adjustments for example) and on a fine identification of household expenditure items and resources, to calibrate an appropriate amount of savings that does not dent the family budget and that makes it possible to systematise the practice of savings.

Home ownership

Access to home ownership is also a central factor in sustainability. For the partners, this first of all entails defining the notion of property and all its implications (historical, cultural, family, etc.), then to look at the existing framework (customary, regulatory, etc.), in order to accompany residents towards home ownership that can secure their homes and their families in a sustainable way. In practice, many obstacles hinder this path: spontaneous occupation without documentation relating to ownership, informal transfer of land, refusal by the authorities to recognise land occupation as legal, etc. The establishment of intermediate land statuses represents a means of limiting the impacts related to land insecurity (balancing the balance of power and stabilising/securing residents, at least for a given time).

How do the projects embody this search for balance between responding to needs and sustainability?

HABITAT-CITÉ / Haiti[69]
Helping families think about what could happen in the future

HABITAT-CITÉ quickly identified that choosing beneficiaries creates an imbalance between residents and is a "non-sustainability" factor, creating tensions and inequalities in its areas of intervention. The organization therefore wondered how to extend the benefits of the project to individuals and families who were not directly involved. It cites the example of an area where only one house was renovated, creating jealousy and tension, even leading to a sense of guilt from the family who benefited from it, and who dared not make full use of their house (including latrines). On the other hand, HABITAT-CITÉ mentions the fact that, in most cases, home improvement is not a priority for families, who must first think about ensuring their children are fed and their schooling paid for. The families selected by the project are of very modest means, and it is often the diaspora that provides the necessary funds for the building work.

These families generally have access to land, and usually have a family home, but it is often in a state of disrepair. In order to involve them as much as possible, to create enthusiasm about the improvement project and to ensure it lasts (sustainability), even before commencing works, HABITAT-CITÉ and its local partners use 3D models, to allow residents to see what could be done in their home. This is a way of empowering families and ensuring they don't suddenly decide to make changes during the building phase. At this stage, families are also asked to imagine what their home might look like in ten years, so that they can plan from the beginning how the home could be expanded. This preliminary work also helps avoid uniformity in house building and to offer a wide variety of housing structures. In order to gradually move towards this conceptual phase, the first design consists of a house outline without walls or windows, which then evolves and changes. HABITAT-CITÉ also deliberately offers housing models that do not work, in order to demonstrate to families that certain directions are not viable. Finally, this work allows families to visualize the house in a "physical" way, and also to think about how the family will live in it, i.e. whether or not to make use of outside areas, etc. The organization has pointed out some limitations to the tool, e.g. that it is better suited to building/extension work rather than renovation.

69 / COTA, additional individual interview with HABITAT-CITÉ, 03-07-2019.

PADEM / Mongolia
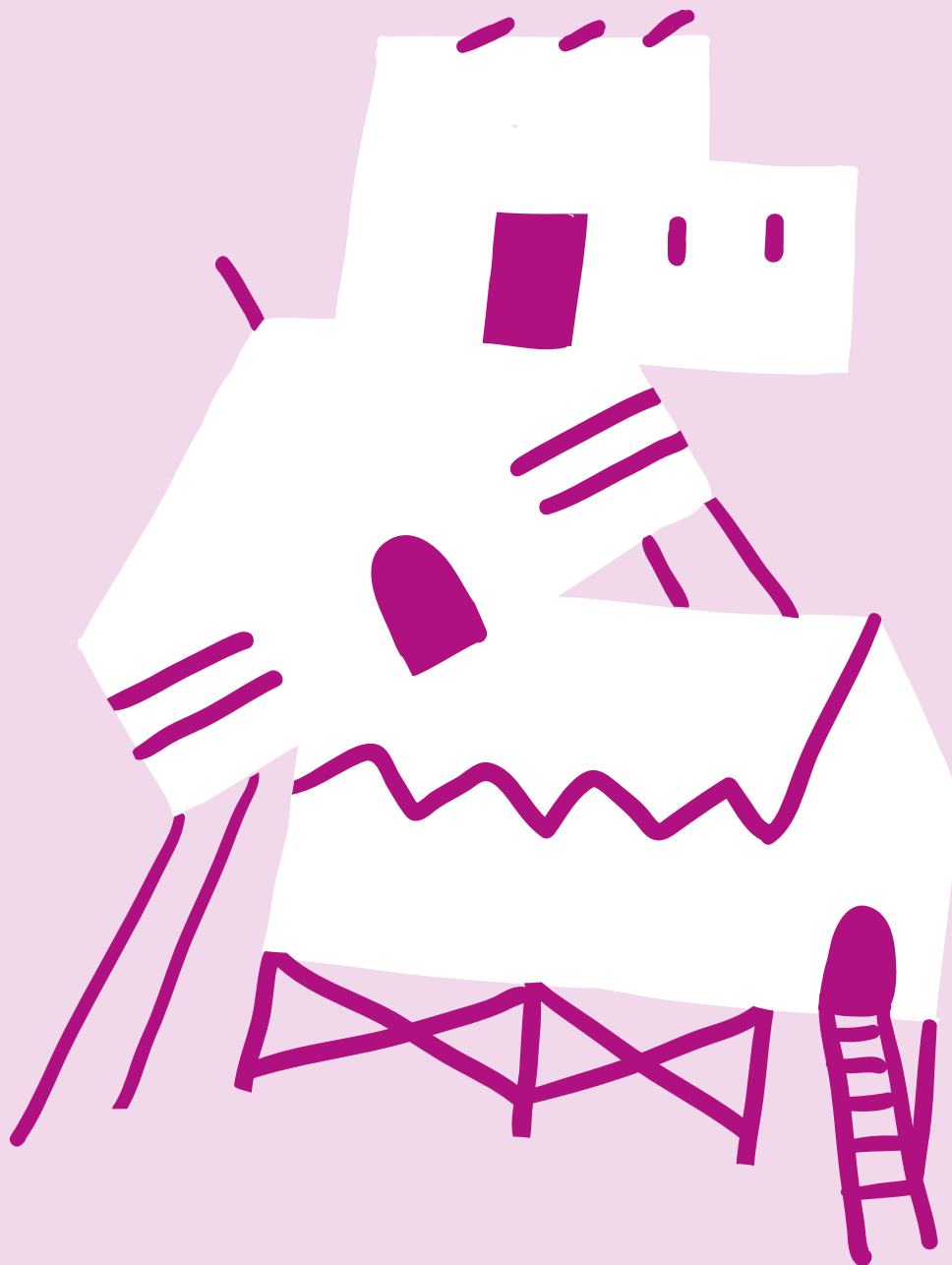## Does strengthening local partners enhance sustainability?[70]

Since 2009, PADEM has been working with the NGO MONES, which is committed to women's rights and social change. Initially, MONES was a group of committed people who were gradually able to build up their skills and structure to form an association. The organization has directly benefited from PADEM's intervention strategy of trusting and relying on local partners to implement the projects they themselves have defined. PADEM thus supports them in defining their proposal and monitoring their actions, especially with technical aspects (although the partners generally manage to access the main technical information on their own, thus developing their own skills and knowledge). PADEM includes in its action the steering of a "network of knowledge and experience" between the four partner organizations, so that everyone learns from others and so that in the future, these four Mongolian organizations can work together without any intermediaries.

This way of intervening provides a sustainability factor, through the strengthening of partner structures, and in particular MONES, whose structuring has evolved positively over the years since its creation; nevertheless, a few obstacles hinder this increase in skills. On the one hand, the partner associations are not specialized in the field of construction and must therefore address technical problems to which they have difficulty in providing answers; on the other hand, communication between the four local partners must be fluid and responsive, particularly upstream of the planning of actions, to establish a certain overall consistency. Due to their different approaches, however, each NGO has focused on specific issues, without sufficiently considering the approaches of other partners, which could be complementary to each other.

"As part of some of the capitalized projects, local surveys were carried out with residents, craftsmen and women, producers of materials, designers, etc., involved in the production cycle of local housing. These surveys made it possible to know the strengths and weaknesses of the existing system and to identify the causes of the weaknesses observed: lack of knowledge/know-how (in which case, this lack was filled by appropriate training), lack of financial resources (in this case, work was undertaken to define and then disseminate solutions adapted to the resources of the residents, allowing everyone to make informed choices in the use of the resources at their disposal), etc."

CRATERRE

70 / COTA, individual interview with PADEM, 21-11-2018 and 06-12-2018 and project presentation sheet, Dakar seminar minutes, March 2019.

SHEET 3
Socio-cultural factors at the heart of projects

How to deal with the socio-cultural determinants of project implementation areas, which influence all the parameters of an intervention (relations between people, relationship with housing, structuring of power relations, constructive practices, etc.)?

Defining the term "socio-cultural"

Socio-cultural factors are influences pertaining to the "*structuring/organization of a human group and its culture*"[71]. This category of factors forms a key variable in the conducting of a project, since formulating and executing an activity (the process), and the results obtained (short, medium and long-term outcomes and results) depend to a large extent on how actors are socially organized and interact with each other and with their environment. Cultural aspects, the origins of which can be highly divergent (religion, beliefs, mode of political organization, prevailing external influences) have a considerable impact. Controlling these factors is further complicated by the fact that they are constantly changing and do not arise from a fixed or harmonious situation.

For example, the rampant urbanization characteristic of sub-Saharan African countries alters the social structures of human groups (increased individualism and a culture of consumption as experienced in the west with the emergence of a middle class). Also, external influences (e.g. presence of expatriate staff or international organizations) also alter social structures. In this regard, Pierre Olivier de Sardan shows, in *Anthropologie et développement*[72], the extent to which development aid and the temporary presence of expatriates alters networks and power relationships within a human group.

It is therefore sometimes very complex to understand all the sociocultural factors that can have an influence on the scheduling or implementation of a project. This category of factors can be taken into account in various ways, both as incentives for the development of certain

> ### Key points to remember
>
> - **Identify socio-cultural factors in order to integrate them as effectively as possible throughout the project cycle;**
>
> - **Not imposing one's own vision on residents;**
>
> - **Better understand the different socio-cultural factors that influence the house building;**
>
> - **Consideration of the security context of the field of intervention.**

dynamics (e.g. making use of local know-how in building techniques), and as obstacles, (e.g. residents' ideas about what a "modern living environment" actually is, which is often greatly influenced by western notions that are sometimes ill-suited to the local context). The partners also stress that the degree of inclusivity attainable in this regard is limited. In fact, socio-cultural dynamics are so diverse and in such perpetual flux that it is difficult, if not impossible, to include everything and, above all, to identify certain presuppositions.

71 / Centre national de ressources textuelles et lexicales (CNRTL), Outils et ressources pour un traitement optimisé de la langue, 2019.

72 / Pierre-Olivier de Sardan, Anthropologie et développement, éditions Karthala, 1995.

Key points in detail

For most of the Foundation's partner organizations, it is important to clearly identify these factors in order to include them in the best way throughout the project cycle (identification, evaluation, implementation processes) to envisage adapted projects and ensure they are fully incorporated into the social and cultural fabric at the site of intervention. A complete socio-cultural audit (see sheets 1 and 2) thus makes it possible to better understand the "modes of living", the construction materials commonly used, the methods of occupying the space, of "living together", the way of saving, etc.

The challenge is therefore not to impose one's vision of housing on residents, but to respect the cultural aspects of construction, and to accompany them with progressive experiments (what some partners call the "snowball" effect).

In doing so, the **Foundation's partners highlight the importance of making "*the resident*" the main player in the project process** that directly concerns them.

The carrying out of this auditing can be facilitated by dedicated means and people on the ground, tasked with progressively supporting the process: identification, awareness, support for changes in practices, etc. This involvement over the long term and as close as possible to residents makes it possible to better understand the various sociocultural factors that influence the construction of housing. The partners thus agree that any project should ideally be preceded by a long auditing phase in the field, allowing better understanding of sociocultural factors.

Finally, the participants of the Antananarivo seminar recalled the importance of taking into account the security context of the field of intervention. While it is often linked to political and socio-economic issues, which go beyond sociocultural factors alone, its consideration influences the intervention logic of the projects carried out. Moreover, this security context may change rapidly, sometimes to crisis contexts. It is important that the partners equip themselves with monitoring tools enabling them to anticipate and respond as well as possible to this type of situation.

Sociocultural factors are of decisive importance in building culture and practices

Partner organizations think about the influence of sociocultural factors in building from different standpoints. First of all, these factors appear systematically to be the focus of specific actions at the beginning of the project, which can be highly technical (audit-based approach), involving the creation of multidisciplinary teams to fully control these factors and include them during the design phase. Frequently, this auditing phase goes beyond the confines of individuals and their living environment to involve the neighbourhood as a whole.

"We always take into account the social and cultural context of residents. We use a tripartite approach consisting in technical auditing of building know-how, a social survey with the help of sociologists and technical assistance provided by a builder."[73]
CRATERRE / Burkina Faso

This social and cultural context also makes it possible to detect local know-how that will then be used to innovate (in the sense of proposing a new response to a new situation, creating this solution or adapting an existing solution). In this case, it is a question of starting from social and cultural factors to develop construction techniques which value residents and which make it possible to gain in efficiency.

"We try to understand the living environment and see how to improve it. This is to promote the transmission of knowledge and techniques of residents. We go around the houses, we look at what people know how to do and we try to help them to analyze problems and their consequences".[74]
CRATERRE and YAAM SOLIDARITÉ / Burkina Faso

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73 / COTA, individual interview with CRATERRE, 29-10-2018.

74 / COTA, individual interview with CRATERRE, 29-10-2018.

These approaches are often complemented by processes based on discussion and negotiation with each family.

"We always organise a time for discussion with the families concerned, given their situation, their plans, etc. Everything needs to be discussed: urgency of placing people, household composition, expectations, financial possibilities. In particular, residents are asked what they need to keep children at home."[75]
CARE FRANCE and SERA ROMANIA / Romania

Socio-cultural factors can also generate reluctance on the part of residents regarding certain techniques and building materials, and even certain types of layouts. In fact, some building techniques can be subject to prejudices on the part of residents even if they are suited to the environment and lead to energy savings or improve quality of life. This is particularly the case for all remediation work. The construction of latrines, for example, refers to practices that are very dependent on sociocultural factors, which it is sometimes difficult to change despite the apparent evidence in terms of health improvement. To accept these techniques then requires a process of persuasion that can take different forms (examples of houses, appointment of "ambassadors", etc.). Some participants also point out that the financial incentive sometimes provided for in projects makes it possible to overcome the reluctance of residents on these aspects.

"CASA DE LA MUJER had a construction team of 10 or 11 people. Some were not happy to switch to adobe[76], perceived as dirty, more tedious and more tiring. Their views gradually changed, those who were against became advocates. Adobe has, among other things, the advantage of making houses cooler than breeze blocks."[77]
HABITAT-CITÉ / Nicaragua

"Some types of houses are classed by residents as 'peasant homes' whereas, for example, the presence of a tin roof is a sign of wealth. These are cultural constraints that we have to deal with."[78]
PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

Is citizen participation slowed down or catalyzed by sociocultural factors?

The nature and level of participation of residents in projects is highly dependent on social and cultural factors. The analysis of the actions of the partner organizations firstly puts forward individual and/or family participation practices based on financial contribution. Different schemes are created, ranging from participation in the form of individual savings to participation in the form of group savings.

"We work with a federation of residents that includes between 200 and 300 members. The Federation has initiated a tontine system that allows the setting up of a rotating fund, which finances individual and collective projects."[79]
CRATERRE and YAAM SOLIDARITÉ / Burkina Faso

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"Our approach is based on the financial participation of families through individual savings. However, we can see that it is sometimes difficult to find the right amount: neither too much nor too little. Families all have a day job, and saving is not an integrated practice. In 80% of cases it is women who manage savings, if there are any savings."[80]
ENDA MADAGASCAR / Madagascar

• •

"In Senegal, the residents' federation includes 312 savings groups, with about 30 people per group. It has developed a rotating fund that allows residents to benefit from loans for housing reconstruction, in line with the financing capacities of families. It is a fund focused on mutualisation and pooling savings. There are two levels of savings: at the group level and at the federal level. Savings are self-managed within the groups; the group may or may not approve the request for support from its members."[81]
URBAMONDE, URBASEN and FSH / Senegal

75 / COTA, individual interview with CARE FRANCE, 22-11-2018.

76 / From the Arabic "Thobe", adobe is a brick made of malleable earth, to which wet straw is often added, usually six-sided, and sun-dried (Source: Ecotopie).

77 / COTA, individual interview with HABITAT-CITÉ, 29-10-2018.

78 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

79 / COTA, individual interviews with CRATERRE, 29-10-2018 and YAAM SOLIDARITÉ, 17-01-2019.

80 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

81 / COTA, individual interview with URBAMONDE, 09-11-2018.

The participation of residents also helps boost self-esteem and a sense of pride in the immediate environment, which is an prerequisite for the development of empowerment[82] of each individual and, by extension, for development of one's territory (to love and be proud of one's territory is a prerequisite for participating in its development). To promote this, various processes are used by the Foundation's partners, which generally help to enhance each family's creativity, imagination and decision-making capabilities, in addition to contributions in kind. It is both an individual and collective lever.

"We help families increase their capacity to extend their homes themselves. We work on a basis of 35m² per family with the possibility of doing extension work thereafter.

For this, we work with each family on the plans prior to construction of the house. This allows us to highlight how the family lives, how it plans to use the space."[83]
HABITAT-CITÉ / Nicaragua

The participation of residents is also perceived by the partners as a means of boosting social cohesion in certain precarious neighbourhoods.

"We have seen that social bonds are reinforced by the participation of residents in the construction of houses: the construction of single-family houses has become a catalyst for social bonds. We observed beneficial effects between the beneficiaries and those who were not; this translates into an increase in solidarity. In a few years, each person has made his/her own individual improvements (plastering and painting, interior divisions, enlargements)."[84]
HABITAT-CITÉ / Nicaragua

"We have seen the development of a form of solidarity between beneficiary and non-beneficiary families of the project. Regular meetings are organized within the community so that people can discuss and share their problems, their remarks and their opinions."[85]
HABITAT-CITÉ / Haiti

In addition, the participants in the Antananarivo seminar believe that it is also important to support the taking into account of views expressed by the most vulnerable people who are generally the furthest from the public space: women, young people, people with disabilities, etc.

Since the forms of participation proposed are also intimately linked to context and often reproduce relationships of domination, understanding the sociocultural factors in their entirety and adapting the methods of participation (by reinventing steering methods, for example) can "liberate" the views of people who are not usually heard. In doing so, they are more included in project programming.

"Beneficiaries are chosen by the group, through consultation, according to their degree of vulnerability. It is quite cultural in Mongolia to consult one another, people are used to being associated with the collective and community works, even though with the arrival of capitalist society, this is steadily changing."[86]
PADEM / Mongolia

Finally, beyond residents themselves, the Foundation's partners highlight the importance of fully understanding that the actors present in the areas of intervention can all be drivers for building collective dynamics. For example, neighbourhood associations or federal structures are particularly suitable for strengthening the links between residents and the overall understanding of their housing. These collective structures are themselves the result of a specific history and socio-cultural factors that need to be understood in order to better understand how they work.

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82 / Collectif Pouvoir d'Agir (http://www.pouvoirdagir.fr/?sermons=quest-pouvoir-dagir): "Empowerment" refers to both a process by which individuals, groups, organizations, and communities gain the capacity to exercise power; a state that refers to the ability to exercise power; a social and community intervention approach to support the development of this capacity. To be able to act on an issue that concerns us or an issue that is significant to us is to have the ability to choose freely (which requires the presence of at least one alternative); transform your choice into a decision (which requires the ability to analyse and engage); act according to one's decision (which often requires resources and being prepared to bear the consequences of the action).

83 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019

84 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

85 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

86 / COTA, individual interviews with PADEM, 21-11-2018 and 06-12-2018.

The relationship to land, an important sociocultural marker

The question of land and, more broadly, land tenure is strongly conditioned by the social and cultural aspects of a locality. The Foundation's partners put forward the question of balancing what is set out in "modern" law (written and linked to the emergence of states) and in 'customary' (usually oral and ancestral) and "religious" law (usually written and inspired by holy books). Strategies for securing land seek a balance between these different sources, and the land claims of residents are able to draw on a mix of these sources. From these considerations arises the need for the partners to develop a historical approach to land (where does it come from, what is the history of land in the country/zone concerned?), to better understand the ways and means to promote the securing of living environments, or at least identify what can be done to limit potential risks.

"In rural communities, people get their land by succession. Once the ancestors are dead, they leave the land to the descendants. Someone may have an inheritance property, it is very common and the land is usually passed from father to son. It's a customary right. People know the limits of their land."[87]

HABITAT-CITÉ / Nicaragua

"Land is a historical problem in El Salvador, because only a small part of the population owns land. The country is small and land is a very strong issue. We must take care of the people who own the land. We work with lawyers on these issues."[88]
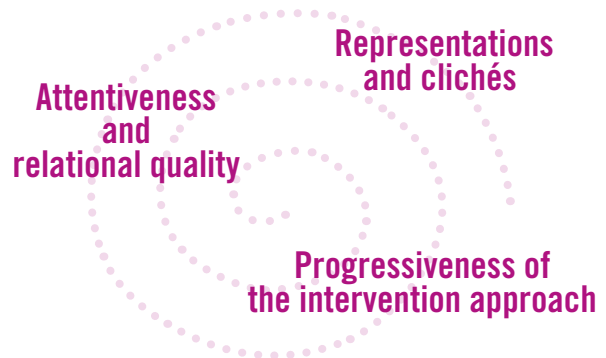
FUNDASAL / El Salvador

"The concept of land ownership appeared relatively recently in Mongolia and has intensified since the 90s, with the advent of democracy. A land tenure process has been undertaken by the government to settle nomads in urban areas of the country. Today, most residents own their land, even though these public policies have contributed significantly to urban sprawl, particularly in the capital Ulaanbaatar."[89]

PADEM / Mongolia

Integrating the socio-cultural aspect into an action: types of obstacles and drivers

To understand the socio-cultural aspects of their interventions, the partner organizations identify the following three gateways:

Representations and clichés

Attentiveness and relational quality

Progressiveness of the intervention approach

Attentiveness and relational quality

Ensuring ongoing listening and maintaining relationships based on dialogue and trust is a key way of dealing with the sociocultural aspect of projects. Among the levers identified, the partners cited the availability of solicitations (from residents, other actors of the territory), the occasional snoozing of organizational or structural interests, the ability to question oneself, to negotiate, to openly and constructively debate, and the participation of residents in the discussion/negotiation periods concerning them. On this point, some of the Foundation's partners are innovating in ways of exchanging and communicating, for example by using digital tools, such as "chat", which can easily mobilise a large number of people. The need to develop personal connections, based on informal occasions and not just on work sequences, was also mentioned. Participants in the Dakar seminar qualified this observation by emphasizing the need,

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87 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

88 / COTA, INDIVIDUAL INTERVIEW WITH FUNDASAL, 12-03-2019.

89 / COTA, individual interviews with PADEM, 21-11-2018 and 06-12-2018.

at times, to move from the natural person to the legal person (representativeness, legitimacy to decide in the name of a collective), and to consider the degree of politicization of its interlocutors to view their position in the most objective and least biased way possible. In Antananarivo, participants said that to do this, it was important to rely on associations on the ground, which are part of the social fabric and which appear to be the right relays between international CSOs and residents. They generally have social facilitators that need to be supported, in order to strengthen the link with residents. Partners can also rely on local leaders to deliver messages, such as hygiene and sanitation issues. Finally, it seems important to raise awareness and mobilize the diaspora to influence building techniques in the countries of origin.

Other inter-related obstacles are the poor image of the "poor" or "vulnerable" people that local authorities sometimes have, or the reluctance of residents to reveal the ins and outs of their socio-economic reality out of fear of the use that could be made of it (fear of increased vulnerability by exposure of this). On the other hand, pre-existing solidarity links in the territories targeted by the projects serve as a real lever in overcoming these constraints in terms of dialogue and the development of listening and trust relations.

Representations and clichés

Working on sociocultural factors also calls for confronting the representations and clichés that the different actors in a territory can convey to each other.
Depending on the choice made by the partners upstream of the Dakar seminar, the socio-cultural component of the capitalisation process includes gender aspects. Thus, we find, in the levers identified to answer this issue, the representation of women in certain decision-making spaces within or around projects (in savings groups for example), and more broadly, the advocacy and promotion of women's rights and interests, and gender balance, respect for gender equality, and the involvement of women and youth in the constructive and socio-economic dynamics of projects.

Some obstacles have been identified on this subject: the overload that may represent for women the management of the household (which is most often their responsibility) and the involvement in dynamics brought about or encouraged by projects; the imbalance between their real power within the family and their power to act, which is often limited within the collective and public sphere;

the persistent inequalities faced with inheritance and the passing on of property, which are barriers to real change in terms of gender (see next sheet on gender).

Progressiveness of the intervention approach

Finally, the development of a progressive approach essential for partner organizations to address the socio-cultural dimension of their projects. They identify as a lever the fact of relying on short-term results to encourage the mobilization of residents, particularly in contexts in which, for historical, religious or political reasons, the culture of citizen mobilization is weak. The partners also see in the reappropriation of the public space, beyond the individual house, a strong lever to value the fundamentals of a culture or a social fabric. Taking the time to get to know each other, to experiment together (and make mistakes if necessary), to be resilient and not to dwell on failures and difficulties, which are sometimes directly or partially caused by cultural differences and/or complex social codes, are also levers that can be mobilized. On the other hand, the partners emphasize that it is difficult, especially for international organizations that are not part of the intervention area, to gain confidence and overcome mistrust, and to fulfil the role of "project leader" that generates all kinds of feelings among other actors in the territory (interest, envy, opposition, alliance, etc.).

The participants in the Dakar seminar had noted that building trust through a common enterprise that was useful to all (the project or one of its activities) was difficult, and that even when trust eventually emerged, it could quickly be hijacked by the emergence and development of individual interests. Creating trust takes time, sometimes more time than the project allows for, and the social, cultural and relational patterns of the territory are key to the development or not of this climate of trust (depending on what we share or do not share, i.e. language, religion, social organization, etc.). As such, the weight of history and cultural and political heritage is a key and potentially blocking factor (post-colonial heritage, Soviet/communist heritage, etc.). Organizations are therefore legitimately wondering: should we accept all these determinants and deal with them? Can we challenge them? Should we seek to make them evolve when they come into conflict with the ends sought by our projects?

Taking socio-cultural factors into account in projects

GERES / Mongolia
Dealing with the absence of a sedentary building culture[90]

As part of its intervention, GERES must deal with the absence of a sedentary building culture in Mongolia, in a country strongly marked by a nomadic tradition. residents are used to building their own housing, as they did with their yurts. The main difference is that they currently have no cultural or community knowledge on how to build sedentary homes. The resulting houses have a weak structure, poor insulation and short lifespan, which make living conditions uncomfortable. However, many residents still prefer them to traditional yurts, as these homes are more comfortable for a sedentary life. This dynamic contributes to chaotic and unplanned urbanization.

GERES now considers that it needs professionals (technicians, craftsmen) who can be the reference in terms of construction practices and supervise spontaneous and autonomous interventions carried out by residents. More specifically, the organisation wishes to be able to disseminate the use of wood construction, which requires a formalisation and supervised dissemination of these practices to supported families.

HABITAT-CITÉ / Nicaragua
Overcoming reluctance to move towards other building materials[91]

In its project in Nicaragua, HABITAT-CITÉ, with the support of its local partner CASA DE LA MUJER, sought to bring about various changes in practices, particularly in building practices; to do so, it was necessary to overcome a few socio-cultural reservations. In construction works, HABITAT-CITÉ and CASA DE LA MUJER initially used block construction; in 2011, the two organisations and CRATERRE began thinking about the potential of natural local materials, and on the ventilation, light and colour of housing. Since 2013, they have diversified the type of construction proposed, with homes of 60 m² in adobe (with toilets and showers in a block module), and in 2015, the two partners proposed adobe houses with thinner walls. This choice required the addition of horizontal reed bracings with toilets and showers in a block module).

Initially, the switch to adobe generated reluctance (including from the local partner), because this material was perceived by some residents as dirty, more tiring to use, etc. It is a material that must be treated with specific techniques, requiring care and attention; gradually, residents have tamed this way of doing things, have developed the skills necessary for the use of adobe, and a certain pride in using these new techniques has taken precedence over negative assumptions. Also, adobe homes are generally speaking cooler than block homes.

The same difficulty arose for the vertical reinforcements made of reeds, which were first refused by the local partner of HABITAT-CITÉ, before being integrated into building practices in 2017. According to HABITAT-CITÉ, the reservations of CASA DE LA MUJER were not exactly the same as those of the residents.

In re-examining this experience, HABITAT-CITÉ realized that the approach of building adobe houses was not necessarily the most adapted to the specific context of the area concerned, but that it brought very positive elements to the programme: reflection on well-being (heat in cinder-block houses), craze for raw earth, small projects implemented with residents in the district of Pantanal, training of women in mud-building, with some working as builders for the programme, or the building of adobe ovens.

90 / COTA, individual interview with GERES, 27-11-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

91 / COTA, individual interview with HABITAT-CITÉ, 29-10-2018 and 06-02-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

SHEET 4

Taking gender into account

*How does the need to focus on gender balance
in projects affect their development and implementation?*

COTA had proposed in its first analysis grid to treat gender as a separate entry. The partners subsequently preferred to integrate this issue into the area of socio-cultural factors, given that consideration of gender was highly conditioned and influenced by factors such as history, religion, social organization, etc. We respected this development brought about by the group, but in view of the awareness of certain questions related to gender, it seemed appropriate focus on this question.

What is gender?

This subject is viewed and experienced in various ways by the partners, in that the definition given to the concept of "gender" is often vague and sometimes confused with the notion of "biological sex" (male or female). Thus, in this study, we define gender as: "*The socio-cultural construction of male and female roles and the relationship between men and women. While 'sex' refers to biological characteristics, to be born male or female, gender describes social functions assimilated and culturally inculcated. Gender is thus the result of the power relations present in a society and its conception is then dynamic and differs according to the passing of time, the environment, the particular circumstances and the cultural differences in play*"[92].

"Gender" is essentially addressed by the Foundation's partners in terms of "integration" or the "place" of women in the mechanisms and content of the projects implemented. From there, many questions emerge about, in particular, the conditions and the limitations on the assertion of the place of women in certain activities much perceived to be "male" (place of the women in building innovation for example).

Key points to remember

- **Reduce the vulnerabilities faced by residents, especially women;**

- **Address the gender issue, which is complex;**

- **Make the roles of women and men visible;**

- **Support change in how women perceive themselves.**

Key points in detail

Tackling gender inequality means reducing the vulnerabilities faced by residents, especially women. Because of these inequalities, women are more exposed than men to vulnerabilities related to climate issues or migratory issues, not to mention gender-based and sexual violence. Moreover, for some partners who also work on child protection, reducing these vulnerabilities appears to be a fundamental lever.

Most organizations agree that gender is a complex issue in itself. In most contexts, the symbolic representation of women in the collective imagination influences the collective representations of individuals. Furthermore, donors and partners also encounter difficulties in addressing this issue across the board, whether in the design, implementation or evaluation of projects. It therefore appears necessary to make the roles of women and men visible from the auditing phase of the

project. This can facilitate the identification of change dynamics to be driven by the project to reduce gender inequalities, and thus strengthen their impact. Several organisations stress the need to initiate these dynamics of change in a multi-stakeholder manner, in particular by analysing the family functioning model, and the way in which organisations manage or fail to shake up the relationships of power between women and men. This makes it possible to roll out dedicated actions for each type of target audience: training for women, raising awareness among men, etc.

Ultimately, the challenge is to support the change in perception that women have of themselves, by co-empowering women and men on this issue. It is in itself a process of social transformation.

What is a woman's place in building and housing culture?

In certain contexts, building trades are generally perceived as almost exclusively "male". However, we see that women are often stakeholders and even managers of housing projects, since they occupy a central position in the home. For example, women are often in a position to direct, for example, the allocation of tasks and roles within the home, and to organize the share of funding going to the home.

"The house belongs to the man, but it is the woman who lives in it. She is the one who makes it live. She therefore has an essential viewpoint to contribute."[93]
CRATERRE and YAAM SOLIDARITÉ / Burkina Faso

● ●

"Women often manage the project because they usually manage the finances of the home. In 80% of cases it is women who manage savings in the house."[94]
ENDA MADAGASCAR / Madagascar

Other organizations go further and include women in construction or renovation schemes, sometimes taking a militant stance on the subject.

"One of our local partners is focused on strengthening women's rights. We note a significant margin of progress on this issue. In 2017 and 2018, we included women in construction sites. For the 2019 and 2020, phases, we want to train other women builders and craftswomen. We are trying to support the emancipation of women, they are trained in construction, they are building houses themselves within the project, but they are also finding employment opportunities to build houses elsewhere. At first it was difficult because it was unusual to see women build, but we raised awareness among relatives and families."[95]
HABITAT-CITÉ / Haiti

Finally, for some organizations, the development of a gender approach to "ways of doing" is a novelty and an external demand; so there is an absence of an approach, methodology or tools. This is all the more complex in cultural contexts considered "specifically reticent", due to their social, economic, religious, geographical (urban or rural areas for example) or historical characteristics. As a result, organizations sometimes struggle to embrace gender as a dynamic of social change.

"The City Hall of Paris requires us to work on gender issues in the public arena. We find it difficult to position ourselves clearly, because our interventions in the public space are not necessarily gendered when they are designed, which leads us to rethink them."[96]
QUATORZE / France

93 / COTA, individual interviews with CRATERRE, 29-10-2018 and YAAM SOLIDARITÉ, 17-01-2019.

94 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

95 / COTA, individual interviews with HABITAT-CITÉ, Haiti 29-10-2018 and 06-02-2019.

96 / COTA, individual interview with QUATORZE, 28-01-2019.

Citizen participation, a preferable modality for dealing with gender issues?

The organizations first note that, in general, the mobilization of women, to partly support the construction or renovation project, is easier than that of men.

"On the social side, our contacts are women. For housing it is the same thing because it is women who are the most available during the day. There are no particular restrictions on women's participation."97
PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

Some organizations note, however, that the increased participation of women is not without effects, to be taken into account in the development of projects. These effects can be of different kinds and be positive as well as negative for the families concerned.

"The empowerment of women can sometimes lead to an overload of activity for women, which becomes counter-productive. This observation leads us to propose different solutions, for example, the intervention of local associations working on the balance of power within families."98
HABITAT-CITÉ / Nicaragua

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"We have women interested in training in building trades. They came for different reasons. We have very young women on construction sites. Some young mothers had to give up because they could not handle work and family life head-on."99
ENDA MADAGASCAR / Madagascar

We also note that women are sometimes the subject of specific activities mainly related to their own economic abilities. In this very specific context, women often include social categories qualified as "very vulnerable", as are young people, for example. These actions often take the form of support for the development of Income-generating Activities, engines for the emancipation of women by giving them greater economic weight within their family and more broadly, the community. Several participants in the Antananarivo seminar believe that, indirectly, actions aimed at reducing gender inequalities have an influence on the place of women in public spaces.

"The project includes a support component for economic activities with women in the neighbourhoods, according to their needs and abilities. We develop income generating activities."100
YAAM SOLIDARITÉ / Burkina Faso

* * *

"GRDR has chosen to focus its economic support on micro-projects led by women and young people, because they are particularly vulnerable in Guinea-Bissau. We support the dynamics of local economic development by setting up a financing, incubation and monitoring system for project sponsors. GRDR was the first structure to set up a dedicated regional incubator."101
GRDR / Guinea-Bissau

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97 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

98 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

99 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

100 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

101 / COTA, individual interview with GRDR, 21-11-2018.

Access to land and property, often a male privilege

The consideration of gender in this very specific area is essentially in terms of the right to property. Some organizations mention the fact that although the construction/renovation project is often run by women (in particular in its financial dimension), the final decision lies with the head of the family, who is most often a man.

Moreover, many organizations point out that access to property is even more unequal as it is the legal framework that often places women in last place in terms of succession. And this framework is quite often reflected in the facts. Women are therefore much more vulnerable, as they are often tenants, not owners, and therefore very dependent on men, particularly in the event of their death. There is therefore a challenge in raising awareness among women about the inequalities in access to land of which they are victims, especially as they generally contribute more to community savings than men.

"The Federation of Residents is 97% women, because the practice of saving is more of a female activity. On the other hand, women do not own the house. So, a discussion must take place with the family before any action relating to the house. The woman is the preferred point of contact for us, but decisions are made elsewhere. We try to reach out to the whole family, beyond the women members of the FSH, because we know that there is a real danger around non-ownership for women, who can lose their homes too easily."[102]

URBAMONDE, URBASEN and FSH / Senegal

Integrating gender into your projects: the main types of obstacles and drivers

All of the Foundation's partners agree that gender inequalities are still not being taken into account in the projects carried out, especially in view of the challenges that this represents. And they believe they can all make progress. Several factors set out above explain these difficulties, in particular the complexity of gender issues.

Systemic analysis

While many practices and experiments have been carried out, it seems necessary to integrate the consideration of gender inequalities in a more systemic manner into the projects implemented. Since gender is an essential sociocultural factor to be taken into account in analysing the context, many levers identified in sheet 3 can be mobilised. Thus, it seems essential to work on representations and clichés related to the role of women in intervention contexts. This requires, on the one hand, a detailed understanding of these contexts (see sheet 3), and working with all the stakeholders concerned on changing perceptions and behaviour with regard to women, upstream, during and downstream from

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projects. It is therefore indeed a collective mobilisation that must be initiated.

Savings management

In terms of relevant leverage, it appears to the participants of the Antananarivo seminar that the management and feeding of savings are relatively effective in co-empowering men and women. Men have a very significant share of responsibility for the inequalities suffered by women, whether through individual behaviour or through institutionalised patriarchal social structures to which they contribute more or less consciously. However, women generally contribute more to savings than men. This can be explained in several ways: more traditional role of women, inequalities in access to certain services and/or leisure activities limiting individual expenditure, family pressure, overload of tasks (family, domestic), etc.

Building the management and funding of savings according to a gender approach makes it possible, on the one hand, to make the family unit aware of the inequalities suffered by women, by combining this component with actions to educate, raise awareness and/or train men and women. On the other hand, it strengthens the role of women as actors in the processes of rehabilitation or re-building of housing.

Support for collective dynamics

Supporting women's collective dynamics allows them to reclaim their power to act, both in the concrete implementation of actions around housing, but also in the structuring of influence or advocacy actions. This can take several forms, more or less formal: mutual aid network or family network or gathering women's associations in unison. In the medium term, this can facilitate changes in socio-cultural practices and the legal framework. Regarding this last point, it seems important to bring forward "female leaders" capable of speaking collectively.

Partnerships with specialised structures

It seems essential to strengthen links and partnerships within projects with organisations (associations, NGOs, research laboratories) specialised in gender issues. It is also desirable, as far as possible, that these partnerships be established with local players. They generally have a more detailed knowledge of gender inequalities and discrimination, particularly of women, and are therefore better able to propose appropriate solutions. This can

only strengthen the consideration of gender issues in the building of projects, and more specifically of approaches integrating the most vulnerable women.

Change-oriented approaches

All the Foundation's partners agree that they are not sufficiently equipped today to appreciate the changes brought about by the projects on the conditions of the women affected. Most of the indicators used are overly quantitative indicators that ultimately provide little information on the effects produced by the projects. Thus, it seems important to support organisations in the construction of change-oriented monitoring and evaluation mechanisms, which can assess their contribution to reducing gender inequalities. While some tools exist in France or internationally, it seems appropriate to develop specific tools adapted to the contexts of each organisation, thus making it possible to integrate more significant "gender" aspects into projects.

Taking gender into account in projects: talking with women and supporting them in their emancipation

HABITAT-CITÉ / Haiti
Training women in the construction trades[103]

Women were quickly integrated into construction activities by HABITAT-CITÉ and its local partners; the objective is to develop the training of women builders or craftswomen (women bosses). According to the organization, the social pressure on women's work is not very strong in Haiti, which has allowed it to work without difficulty on this subject. There were some biases about women's ability to build well, but they were quickly overcome. HABITAT-CITÉ noted that despite the pertinence of these questions, women are beginning to find opportunities in construction, within the project and also outside, which contributes to their emancipation and the affirmation of their social role, by other channels than the central role they play in the home. The reluctance of the community has been partially mitigated through awareness-raising actions (parents, families) and by highlighting the positive effects of women's work (consolidation of their material contribution to the education of children, for example).

However, it seems that in the lives of households, men do not participate more in domestic tasks than before, which leads to a form of overload for women active in construction (double day). HABITAT-CITÉ is working to raise awareness among families, while recognizing that it has a fairly weak influence on what happens inside homes.

This practice directly echoes that of ENDA in Madagascar[104]: the project "Dignified housing for all!" in particular offers residents the opportunity to train as a labourer; while this activity mainly interests men, women are interested in and participate in this training. Some are now represented on construction sites; this integration of women into construction activities has generated positive effects (self-confidence, income source, men's awareness of gender balance), but also negative effects: some young mothers have had to abandon this activity because they could not simultaneously manage work and family life.

103 / COTA, additional individual interview with HABITAT-CITÉ, 03-07-2019.

104 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018 and project presentation sheet, Dakar seminar minutes March 2019.

CARE FRANCE and SERA ROMANIA / Romania
Considering every woman as a legitimate contact despite some form of male domination[105]

Regarding the gender balance and the place of women in the project, we observe that many women today have key positions in Romania, particularly in the social work environment which is the project's intervention field, and this despite the still rather macho orientation of Romanian society (which is reflected, according to SERA ROMANIA's findings, in recurring problems of violence within families). Specifically concerning the people targeted by the project, it is observed that the participation of women could be improved, and that in some families, although older women are legitimate and recognized interlocutors, the youngest women speak less. CARE FRANCE and SERA ROMANIA are committed to disregarding differences in status between the various women they work with, 'particularly since many single women are among the target groups of the project. The two organizations develop an approach centred on the concerns of children and, behind this, the family, which entails dialogue with all members, whatever the composition of the household or the persistent social pressures.

105 / COTA, individual interview with CARE FRANCE, 22-11-2018 and project presentation sheet, minutes from the Dakar seminar, March 2019.

SHEET 5

Adaptation to environmental and climate change

How do partner organisations structure their relationship in the "middle" of their projects? How do they bring together the human and environmental imperatives of the territories in which they operate?

What are we talking about?

The notion of environment refers essentially to *"all biological, chemical and physical factors interacting with humans and their activities"*[106]. These different factors must be seen as a system made up very concretely of the various natural resources existing on earth (air, inland waters, maritime waters, soils, fauna, flora including the forest, etc.) and impacts that these resources have on human activity (and vice versa).

The environment is also what will define the housing built in a territory: it protects residents from bad weather and natural hazards, guaranteeing a minimum of comfort and safety to its residents. The environment may also be thought of as a "receiver" of the products of a project; for example, human activity can generate gas emissions that affect air quality, or solid, sometimes toxic, waste that can alter the quality of soil and groundwater. These two facets are linked and form a cycle[107].

The issue of the environment in projects led by the Foundation's partners covers both facets. In fact, housing construction and/or renovation operations not only need raw materials (wood, sand, soil, water) but can also generate more or less harmful effects on the environment (contribution to a process of deforestation for example). More broadly, we seek to see, in this fact sheet, how partners take into account current environmental and climatic changes to propose interventions that promote the resilience of communities in the face of rising temperatures, humidity and pollution. air, etc.

We have seen, especially during the group work for the Dakar and Antananarivo seminars, that discussion of

this subject by the partners reveals paradoxes. Indeed, while it is undoubtedly important for all organizations, its concrete break-down in projects is sometimes difficult to identify. For some organizations, this factor is cross-cutting, and it is therefore difficult to think of it in isolation. For others, it is still a poorly identified target in that organizations sometimes lack resources (strategy, tools) to truly integrate this concern operationally. Although this issue was not explored much by organizations during the capitalisation process, the fact remains that involves some major ethical and practical considerations.

Key points to remember

- Be proactive in taking environmental and climate issues into account. This presupposes building all project phases according to an environmental approach;

- Build a response to these challenges that is adapted to local situations and not simply from a global point of view;

- Integrate an environmental education component into all projects.

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106 / United Nations Conference on Environment and Development, Stockholm, 1972.

107 / FAO, The Environmental Dimension of Sustainable Development, Module 4.

Adapting construction practices to climatic and environmental constraints

Most of the partners first speak of considering the environment in the use of local materials for construction or renovation operations. This choice is not only seen as a guarantee of environmental conservation, but also as a sustainability factor.

"The question of adaptation to climate change is central for the GRDR. We value the use of local materials. We need to find alternatives for less use of cement. For example, we have adapted earthen constructions so that they resist rain better."[108]
GRDR / Guinea-Bissau

* * *

"We are keen to introduce sustainable building materials, for example, through the use of a plant endemic to the region, the typha plant. We are moving towards opening a second brickwork, to produce typha bricks. WE already produce typha panels to insulate certain buildings."[109]
URBAMONDE, URBASEN and FSH / Senegal

* * *

"The environmental approach we are developing is places greater emphasis on reconstruction operations. We work with local materials like brick and wood. We are currently discussing the use of raw earth with CRATERRE."[110]
ENDA MADAGASCAR / Madagascar

The partners also look at what residents want in terms of housing development and the possible impact on the environment of the materials used to renovate or build houses.

"We are open to discussion: we aren't ruling anything out but we are very pragmatic. The use of earth is not ruled out but it will depend on what is available in Phnom Penh. We have few ecological and local materials that are accessible. For the moment we mainly use wood and sheet metal, this is what people here build houses with."[111]
PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

In addition, the question of the environment also arises in anticipation and prevention. Some construction techniques based on the use of local materials are, use a lot of wood, for example. This can actively contribute to a deforestation dynamic that it is important to foresee and anticipate, and ideally to regulate, and this should be in line with the problem of illegal logging, which several partner organisations face in their projects.

"Our philosophy involves working with local products. Here in Haiti, we do not have sand to mix with lime; 'sea sand is not suitable. We supplement our work with wood but we know that it is in short supply; we must therefore work on reforestation. We did the same thing in Nicaragua because we realized that some of the wood was not certified, so was illegal."[112]
HABITAT-CITÉ / Haiti – Nicaragua

Finally, the environment is relevant from a financial point of view in construction techniques.

"Ulaanbaatar is very polluted. Solar panels do not work because there is too much dust. Other techniques such as hydraulic heating floors or solar thermal panels are difficult to implement, given the extreme cold of winter that damages these devices. Attempts are made to opt for sustainable buildings, but it is sometimes difficult, because of the expense."[113]
PADEM / Mongolia

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108 / COTA, individual interview with GRDR, 21-11-2018.

109 / COTA, individual interview with URBAMONDE, 09-11-2018.

110 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

111 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

112 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

113 / COTA, individual interviews with PADEM, 21-11-2018 and 06-12-2018.

"We use basic materials that are locally produced, like bricks, since cost is our foremost criterion."[114]

CARE FRANCE and SERA ROMANIA / Romania

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"GERES tries to promote local materials and the circular economy. But we do not have subsidies and we cannot interfere in the final decision of the residents. As market intermediaries, we finally decided to offer good quality insulation materials, available on the local market, and to provide residents with information on the socio-environmental and health benefits or harm of each material. In addition, we advocate with the national institution to promote and subsidise local products of the ecological and circular economy."[115]

GERES / Mongolia

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"The strengths and weaknesses of existing housing must be assessed technically (resistance), but also in terms of local strategies for responding to environmental risks (saving goods, saving lives, facilitating repair/reconstruction). Technical options to overcome the weaknesses of the existing system must be studied, paying close attention to the local resources available (local and imported materials) and the environmental impact of their uses.

Particular attention must also be paid to the technical and financial capacities of local communities to be able to duplicate the solutions proposed. Finally, the economic impact (short circuit, creation of local jobs) must also be a central criterion for analysing the existing situation and developing the responses to be proposed."

CRATERRE

Consider tenure security in terms of climatic and environmental risks

The link between taking the environment into account and the land tenure issue is essentially seen from the standpoint of "risk zones" (flood zones for example) and the capacity of projects to take into account this factor in the execution of construction and/or renovation operations; then from the perspective of disaster risk reduction.

"We work a lot in flood zones. Before reconstruction, we first gather information about rising water levels and build accordingly. What families do most often is backfill."[116]

ENDA MADAGASCAR / Madagascar

Land tenure is also widely understood, in the sense that some organizations are working on parallel dynamics related to its use for the purpose of promoting an approach centred on sustainable development. Thus, alongside operations to facilitate the reconstruction or renovation of housing, initiatives are promoted in connection with agro-ecology or the rational use of water.

"We are implementing eco-agriculture gardens with families, who can also use the land to produce vegetables from organic farming We are also working on waste recycling."[117]

FUNDASAL / El Salvador

Types of barriers and levers to consider to adapt projects to natural constraints

As mentioned earlier in this study, this cross-cutting subject was not thoroughly explored by the partners, who, while considering the importance of environmental and climate inputs in their projects, have for the most part not yet defined dedicated approaches, strategies or operational methods. Six categories of constraints and drivers could nevertheless be identified:

Global/systemic approach

Lack of technical skills

Cross-functionality of environmental issues

Origin of construction materials used

Environmental education

Renewable energy, recycling and waste management

114 / COTA, individual interview with CARE FRANCE, 22-11-2018.

115 / COTA, individual interviews with GERES 29-11-2018 and 14-01-2019.

116 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

117 / COTA, individual interview with FUNDASAL, 12-03-2019.

Global/systemic approach

Regarding the need for a global approach to the issue, it was pointed out that the taking into account of climate risks and the awareness of risks gained through experience (trauma) were essential drivers in the incorporation of environmental concerns into projects, particularly in areas affected by floods or other types of natural disasters. Other drivers are to be taken into account: reforestation, in connection with the use of wood as a building material, or the existence of analysis and research dynamics for physical environments (e.g. mapping of unoccupied spaces, enabling their environmental status to be evaluated). It is ultimately for the partner organizations to structure a form of "environmental economics", in order to invest and use the environment and its resources through the establishment or supporting of the regeneration process. This "environmental economy", in addition to being part of environment conservation, also offers direct opportunities to respond to housing challenges (building quality and affordable land, building security by planting plants, etc.).
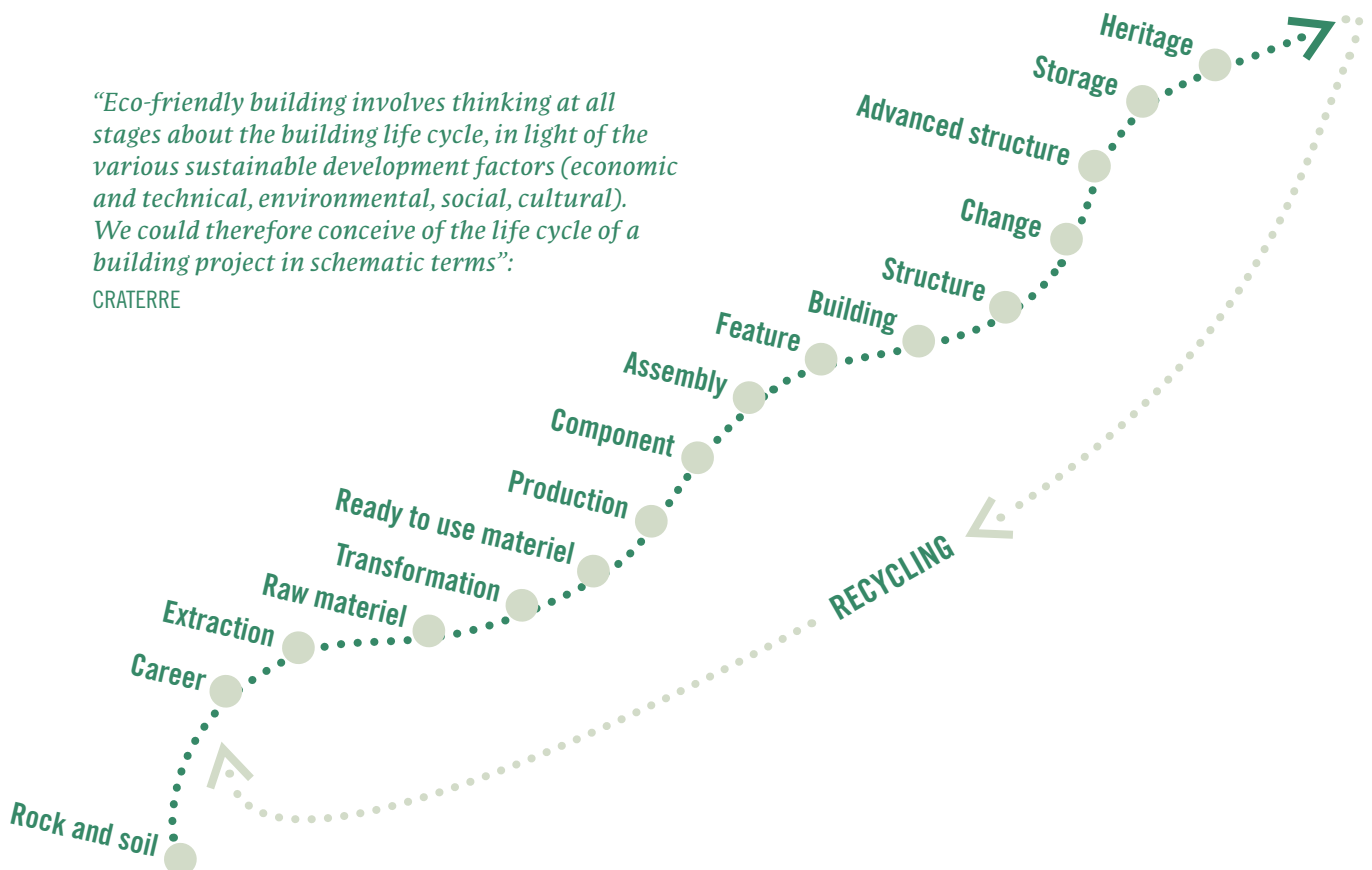
Lack of technical skills

However, obstacles stand in the way of the partners' action, some of which were collectively identified during the Dakar seminar. For example, there appears to be a lack of skills in green building techniques.

More broadly, the partners feel that they do not sufficiently consider current environmental issues (most often unconsciously), since other more immediate priorities obscure them. These unfavourable predispositions do not necessarily help to learn lessons from climate events and their consequences (except in cases of high trauma). In addition, the urban sprawl and concentration that prevails throughout the countries concerned by the projects do not promote the harmonious integration of communities into their environment. These mechanisms generate significant and sometimes urgent needs in terms of housing, which does not necessarily leave enough space or time for the conducting of in-depth research or for understanding interactions between residents and the community.

"Eco-friendly building involves thinking at all stages about the building life cycle, in light of the various sustainable development factors (economic and technical, environmental, social, cultural). We could therefore conceive of the life cycle of a building project in schematic terms":
CRATERRE

Rock and soil — Career — Extraction — Raw materiel — Transformation — Ready to use materiel — Production — Component — Assembly — Feature — Building — Structure — Change — Advanced structure — Storage — Heritage — RECYCLING

Cross-functionality of environmental issues

More generally, the Foundation's partners agree on the need to build projects that take environmental issues into account across the board. Beyond the intention, shared by all - including donors - this can be expressed in several ways. First of all, it is essential in the audit phase (see sheets 1 and 2) to understand these issues and to understand how they are perceived by residents themselves. This can be done through a territorial analysis grid, built with residents, which makes it possible to better understand what they live and suffer, and what the potential risks they face may be. This makes it possible to build and propose appropriate urban planning.

The partners also agree on the need to identify and develop methods for measuring the environmental impact of projects. As with gender, the monitoring and evaluation mechanisms dedicated to projects are currently poorly adapted. Thus, change-oriented approaches appear to be interesting levers to mobilise, beyond the more traditional methods used by partners today, such as ecological footprint measurement or carbon offsetting tools.

Environmental education

To support the consideration of these issues, all partners recommend including in projects, if this appears to be an identified need, an environmental education dimension, at all levels. The aim here is not only to target residents, but also all the other stakeholders: organisations supporting the project, partners, teams, etc.

Furthermore, the challenge is not to adopt a "top-down" stance, but also, starting from the word of the "beneficiary", to co-construct an educational and training offer that makes it possible, on the one hand, to raise awareness of these issues, and on the other hand, to stimulate changes in individual and collective behaviours to respond to them. The challenge is to address environmental issues in an understandable and accessible way, based on concrete cases and starting from "people's words". In doing so, the objective is to support cultural development with "informed choices" regarding these issues in the territories of intervention. Some partners even recommend using them as advocacy levers to influence public policies and regulatory frameworks.

Origin of construction materials used

Most partner organizations think about the materials they use: provenance, quality, durability, cost, etc., are all factors considered when choosing a given material. The origin of construction materials is sometimes a cause for concern, i.e. whether produced by multinationals, imported from neighbouring countries according to commercial rules on which organizations have no influence, subject to fluctuations in availability or costs, etc. Some of the materials used are not particularly well adapted to the local environment (sheet metal for example), but form part of the customs and practices of residents and are therefore difficult to replace. Some products are sometimes used illegally (wood for example, which can be harvested from anywhere, indiscriminately) while others (cement, concrete) tend to prevail in certain areas even where there is no real connection with usual practices.

Several partners are trying to use alternative materials, which have a lower environmental impact. This is made possible by the development of new construction technologies. However, these materials generally cost more. Some partners therefore recommend that budgets be provided for the use of these materials from the design stage.

Renewable energy, recycling and waste management

Consideration of environmental issues also requires, for the partners, greater reflection on renewable energies, as well as on recycling and waste management; few projects supported by the partners integrate these dimensions at this stage. This is mainly due to a lack of experience and skills, and the fact that these aspects are generally less priority than the renovation of a dignified home, as mentioned in the introduction of the sheet. However, it seems essential to integrate dedicated components into projects, as these levers may be sustainability factors (see sheet 2).

How is the consideration of climate and environmental issues reflected in projects?

HABITAT-CITÉ / Haiti
Reforestation to protect the environment[118]

In addition to work on housing, the organization, with its local partner OJUCAH, is developing reforestation activities. For both associations, the presence of trees means maintenance and development of life in the project area. Several varieties of trees are planted, and this is for different purposes: energy resource (charcoal), food (fruit trees), income generation through the sale of wood and/or fruit, etc. The presence of trees is also linked to making housing safer in the terms of climate events. Reforestation is therefore practised as an overall approach, which places residents at the heart of the natural environment in the area they reside in.

Nevertheless, the two organizations are not prioritizing reforestation and recreation of ecosystems, which they perceive as limiting a more global and more sustainable environmental approach. Should we only plant trees or actually reforest the area? According to HABITAT-CITÉ, this planting approach could be followed by more intensive work of ecosystem recreation, by mixing species and encouraging the return of a certain plant diversity to the area. To do this, awareness-raising is necessary to raise awareness among residents about the need to recreate and preserve this diversity.

HABITAT-CITÉ and OJUCAH have already laid the groundwork for this, promoting livestock control to protect planted species and encouraging widespread community participation in reforestation days, which are held weekly during the rainy season. One of the objectives of this approach also applies to building practices, by structuring a wood sector that will eventually allow for building with local wood from these plantations.

118 / COTA, additional individual interview with HABITAT-CITÉ, 03-07-2019.

GRDR / Guinea-Bissau
Using local and accessible materials
while protecting against rain[119]

The programme agreement that the GRDR project in Guinea-Bissau falls under sets out sustainability objectives; taking environmental factors into account, to secure and consolidate the housing over time, is one way to meet these. CRATERRE has accordingly supported GRDR in the use and development of local building techniques, from a sustainability perspective; building techniques saving in cement use (often imported from Senegal or Portugal) and the use of local materials (particularly earth) are preferred.

Taking into account the intense rains that characterize the area, and their consequences, is central to GRDR. The poorest families build with earth, as cement is expensive; it is therefore important to find mechanisms to protect housing from rainwater without the use of cinderblocks. To prevent the earth walls from cracking, anti-infiltration slabs are affixed between the frame and the building; also, the veranda is often the first space renovated, because it protects the building against water; beams are no longer directly sunk into the ground but are protected as far as possible; finally, houses are coated with earth and clay, then painted, using a technique that is quite simple to learn. This allows the earth walls to retain their ability to "let rooms breathe", not to trap humidity and, from an aesthetic point of view, to give a stamp of modernity to this often-disregarded type of building.

119 / COTA, individual interview with GRDR, 21-11-2018 and project presentation sheet, Dakar seminar minutes, March 2019.

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GERES / Mongolia
Taking into account environmental and climatic changes at the heart of the project[120]

In a context of great vulnerability of residents to pollution, the very purpose of the project supported by GERES aims to propose energy approaches that make it possible to consume less and limit pollution from the individual heating of homes, via clean and local alternative solutions (search for energy efficiency in building work), taking a consolidated approach. Air pollution is a central problem in Ulaanbaatar; individual homes and yurts without mains connections (for hot water for example) pollute the most, since residents use their own traditional coal ovens. The aim of the GERES project is to advise households on technical energy solutions that meet their needs while minimizing air pollution. To do this, the use of local materials is not set in stone but is an option.

Insulation and ventilation of dwellings are important points for limiting energy consumption and air pollution, in a context marked by the gradual shift of families from living in yurts to living in housing, which also represents a way of reducing pollution. GERES values, for example, sheep's wool, but remains pragmatic and makes choices adapted to the reality and the means of families, for example, when local materials cost much more than imported materials. The organisation, however, makes sure not to use "dirty" or potentially dangerous materials, and always shows concern to look where these materials come from, who produces them, what are the social and environmental risks, etc. The Russian and Chinese markets are obvious solutions given their proximity, but the quality of the materials is not always there. Whenever possible, GERES favours sourcing from SMEs and other small local economic players, always seeking the best possible balance between cost, quality and accessibility of materials. The organisation has decided to provide all types of materials to residents, highlighting their advantages and disadvantages, and letting families make informed decisions. From a technical point of view, different solutions are being studied and GERES is working to offer families a "catalogue" of solutions to enable them to find the one that is best suited to their needs and resources.
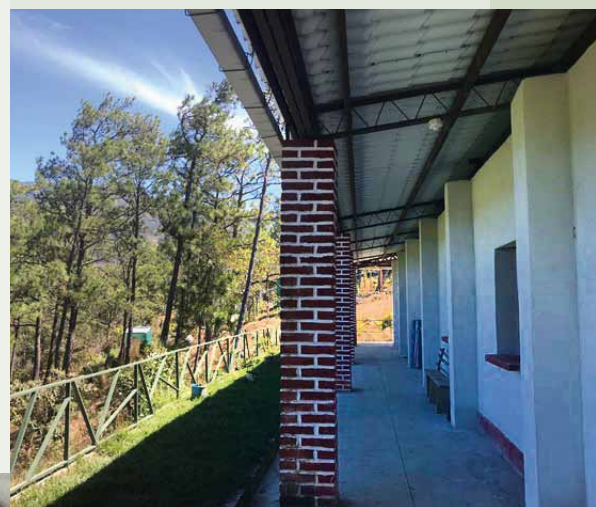
120 / COTA, individual interview with GERES, 29-11-2018 and 14-01-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

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FUNDASAL / El Salvador
The project in La Palma, a holistic approach that considers the importance of the environment[121]

Prior to the project, a land search commission was created to identify and purchase the community land on which the project was to be developed (collective ownership); being located in a biosphere area, 50% of this area has been conserved as forest to make it an eco-tourism area, so from the project's outset, a holistic approach has been used that combines technical, social and environmental priorities. The environment is therefore a central component in the working process of FUNDASAL Beyond this distribution of land between habitable areas and areas left to nature, the organization tries to find concrete solutions to allow residents to develop this environmental approach in their daily lives. Agro-ecological gardens are set up so that the residents work the land and can have tomatoes, cucumbers or other natural produce, all in an organic way, which is beneficial both for the environment and for the food of families.

FUNDASAL also carries out reforestation activities, looks after rivers, builds ecological kitchens, promotes recycling activities, etc. The consideration of environmental factors is therefore broad and is part of a vision of social change in which relations between humans (residents) and the natural environment are central. As FUNDASAL explains, its project does not focus on housing as an end in itself, but rather on the development of life paths harmoniously integrated with the environment, in which the house is not the destination, but just part of the way.

121 / COTA, individual interview with FUNDASAL, 12-03-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

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SHEET 6

Economic modelling of projects

*How do partner organisations design project business models?
What innovative practices make it possible, through different levers
(mobilisation of partners, collective acquisition of land, etc.)
to ensure the sustainability of actions undertaken beyond
the projects carried out?*

This subject entry was not identified as such by the COTA and participants of the Dakar seminar. It was only during the meeting of the 18 June 2019 Follow-up Committee that this concern was formalized by the group, which wanted economic and financial dimensions inherent to capitalized projects to be addressed in their own right (they ran through the analysis of other subjects). The subject was then dealt with in depth at the Antananarivo seminar.

What is meant by "economic modelling"?

We refer here to the set of strategies and modus operandi developed by the Foundation's partner organizations to establish a model for organizing the financing of their actions, which ultimately generates added value locally. This essentially involves operating procedures that take into account the existing economic and financial flows and mechanisms in the areas of intervention. The desire to work on this specific aspect also dovetails with the desire to establish sustainable financing models, which affect the entire local economic and social fabric.

What is the best way to make sense of the economic outcomes of building as an activity?

We should note in this regard that most partner organizations develop a "supply-chain" approach that considers the entire economic chain. The desire to promote the use of local materials, as well as to act on the professional certification of builders, for example, is part of this strategy to promote local economic potential, which is not always easy.

Key points to remember

- Build sustainable financial mechanisms, beyond a logic of "consumption of subsidies";

- Seek a balance between different sources of funding for projects (grants, contribution from residents, equity, investment, etc.);

- Opening up to financial mechanisms, overcoming reservations of principle and ideological postures to tame useful and ethical financial levers;

- Make traditional donors aware of these financial mechanisms;

- Strengthen and broadly replicate community economic practices managed by residents, such as revolving funds or savings groups.

"We have developed a 'business' approach that consists in identifying construction workers to increase their skill-set and enable them to expand their service offer in the neighbourhoods concerned. We also worked with an engineering college to create a range of innovative services, to best meet the challenges of these neighbourhoods. The services in this range are sometimes too advanced for construction workers but they will be taught in colleges One of the limitations we have observed is the paradox between the need for short training for labourers, in order to meet their immediate needs, and the need for these people to increase their skills more deeply, with a view to sustainability."[122]

ENDA MADAGASCAR / Madagascar

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"One of the central features of our project is economic development, supporting the development of housing-related sectors. We help train of young apprentices and we also support the creation of companies. In partnership with CRATERRE, we have also financed the training of labourers in building techniques. These workers will in turn train other workers. Finally, we are working on the use of local materials. For example, sand is extracted from local quarries."[123]

GRDR / Guinea-Bissau

"GERES has partnered with XAC BANK which is the first certified green climate fund bank to obtain green energy efficiency loans, and has also partnered with MONGOLIAN BANK ASSOCIATION which recently requested a loan from the Green Climate Fund so that more banks can finance green energy efficiency projects. XAC BANK offers the green energy efficiency loan at a low interest rate thanks to support from the Ministry of the Environment. Our project intermediates between the bank and households to help them access this loan. In addition, GERES works with XACBANK to improve the loan offer and adapt it to reality."[124]

GERES / Mongolia

Additionally, the use of local materials for construction and renovation operations helps to emphasize the local economic fabric. However, certain constraints limit the use of potential economic drivers.

"The use of local materials is not an absolute necessity. We are trying to use sheep's wool residues from coal plants. Sometimes you have to make choices because some local materials are much more expensive."[125]

GERES / Mongolia

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"Projects must benefit local populations by providing appropriate solutions to enable them to have decent housing, but also by ensuring that the knowledge disseminated during the reconstruction/rehabilitation processes is useful to communities in managing their development. It is therefore not only a question of providing a roof to the residents who need it, but also of ensuring that the maximum amount of money spent on housing these people can fuel local economies and sustainably and usefully strengthen local skills. This is how the funds invested really contribute to the eradication of poverty, which remains one of the main causes of the vulnerability of populations supported by partner organisations."

CRATERRE

122 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

123 / COTA, individual interview with GRDR, 21-11-2018.

124 / COTA, individual interview with GERES, 14-01-2019.

125 / COTA, individual interviews with GERES 29-11-2018 and 14-01-2019.

The financial participation of residents, a driver to be used cautiously

The Foundation's partner organizations generally develop funding models for action based on participation by beneficiaries, usually through savings. Specific actions to promote saving are accordingly implemented, to help build a sustainable financing model that mobilizes and empowers residents. These savings schemes are integrated into existing micro-lending mechanisms at the local level (either through micro-lending companies the use of traditional mechanisms for the pooling of funds for loans). For some actors who use rotary funds, the ambition is to see, in the long term, the State making these funds abundant, because they serve as an important link in the production process of the city.

"In the informal neighbourhoods of the suburbs of Dakar, the Federation of residents organises savings, based on the tontine model, which has been improved and developed. A rotary fund has been set up and this is able to finance building operations. In 2019, we launched a new component with loans for works that not only affect a house but concern the collective management of water and floods. The fund is a tool to facilitate the response to the needs of residents, 100% of the members of the Federation can access it, provided they have an interesting and viable project. We are also vigilant about individual reimbursements, to maintain a balanced operation."[126]

URBAMONDE, URBASEN and FSH / Senegal

"We decide with the families to save time before the start of the works and we then wait for the families to reach the desired amount, which may be out of step with the start of the works and may generate delays in the implementation of the sites. We then need to increase the 'debt recognition' part, which is not optimal. However, the beneficiaries of our actions co-finance construction or renovation projects via savings. What they put aside is deposited in a microfinance institute."[127]

ENDA MADAGASCAR / Madagascar

Also, to stimulate the financial participation of residents, Income-generating Activities are set up, often aimed at the fringes of the most marginalized and/or most vulnerable population, in particular women and young people.

"We support economic initiatives led by young people and women. For this, we called on local actors and worked with a bank to support micro-projects through the opening of a savings account. At the same time, entrepreneurship and marketing training is offered."[128]
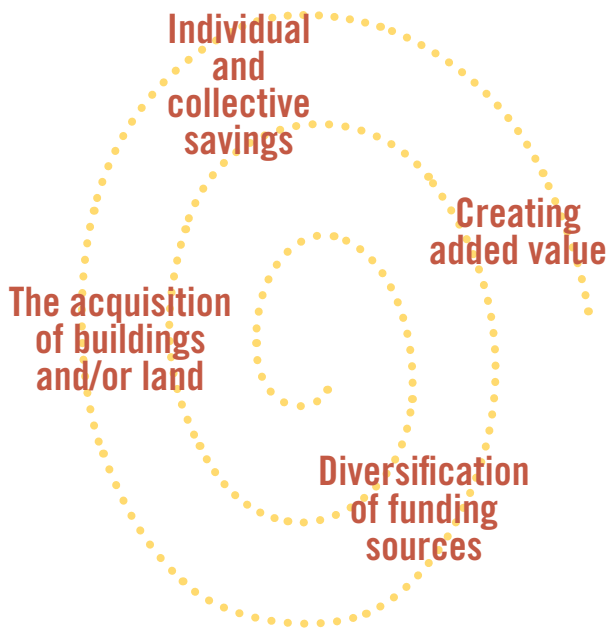
GRDR / Guinea-Bissau

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126 / COTA, individual interview with URBAMONDE, 09-11-2018.

127 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

128 / COTA, individual interview with GRDR, 21-11-2018.

What types of obstacles and levers should be considered in the economic modelling of projects?

During the seminar in Antananarivo, participants were able to identify the obstacles and opportunities they have to deal with this issue. They highlighted the following analysis blocks:

Individual
and
collective
savings

Creating
added value

The acquisition
of buildings
and/or land

Diversification
of funding
sources

Individual and collective savings

The use of savings appears to be the most developed mechanism to date in projects. It can be individual (accompanying a household to set aside a well-defined sum each month to contribute to the costs of rehabilitation, reconstruction) or collective (pooling resources in savings groups and/or rotating funds to offer advantageous loans to households that have projects related to their housing). Operators consider that the switch to collective savings is an essential lever for increasing the effects of this practice and strengthening the dynamics of cooperation and solidarity at the community/neighbourhood level. The management of revolving funds by organised resident structures, like FSH in Senegal, is an encouraged practice.

Some partners also mention the relevance of advocacy work towards the authorities so that they abound with this type of fund, shifting their possible financial support from a logic of subsidy to a logic of contribution

to financial mechanisms created by residents themselves. The use of microfinance organisations was also mentioned; ENDA MADAGASCAR, for example, offers the households it supports to deposit their savings in a microfinance institute, which leads to good visibility on the viability, ethics and functioning of this type of organisation.

Creating added value

The creation of added value echoes in particular the work by sector: by structuring production, processing and use sectors (of building materials for example), it is possible to add value to local resources, create structured employment and increase sustainability. This involves mobilising competent technicians and supporting them in this integrated logic, or training residents in building practices ("tâcherons" in Madagascar, "femme boss" in Haiti), in order to develop a sector within which qualified people are developing and rooted in the life of the community.

Operators highlight the difficulty of finding the right balance between the time required for a real increase in skills (and the structuring of a sector logic) and the sometimes immediate needs of residents, who wish to generate income by acquiring new skills and intervene quickly in their housing. Income-generating Activities also contribute to this creation of added value; to bear fruit and provide real economic added value, they must be thought out and supported by seeking sustainability and a minimum degree of formalisation, in order to represent a regular and significant source of income for households and enable them to partially abound with resources intended for housing interventions.

In general, the direction proposed here by the partners is not to wait for a public order to react, but to be proactive and to produce by themselves the values that can be mobilized in the evolution of the habitat.

The acquisition of buildings and/or land

Economic modelling of projects can also be based on the acquisition of buildings or land in order to secure residents in their living area, and to provide the community with greater means of action. The partner organisations highlight here the possibility of acquiring collective land (or that it is made available by the public authorities) on which residents automatically become owners of the buildings, the land remaining the property of the community, the partner organisation, or even the public authorities in the case of a provision (example

of URBASEN and FSH in Senegal who are currently developing an initiative of this type, or QUATORZE in Montreuil). This leads to a proper framework for the mechanisms for leaving housing: the partners must then ensure that the buildings are not put back on the market by residents and remain in the community.

This axis of work can lead partners to position themselves as "developers of the city", in the sense that they become part real estate developers, for social and non-profit purposes, and then influence the mechanisms of space occupation, ownership, and urban development.

Diversification of funding sources

The diversification of project funding sources was discussed by participants and emerges as a central point in the economic modelling of interventions. For operators, this means limiting dependence on certain donors and strengthening their ability to capture other sources of financing, or to produce financing themselves (see added value creation). We note here that the traditional culture of international solidarity organisations generally makes them suspicious and relatively inexperienced vis-à-vis certain financial mechanisms (creating investment funds backed by traditional revolving funds for example - we will mention here examples such as SOLIFAP, the investment fund of the Foundation, which acquires assets at a lower cost to make them social housing, or WECO INVEST, the investment fund for solidarity housing used by QUATORZE.

There is therefore a major challenge that is emerging, that of reappropriating financial mechanisms for social and non-profit purposes, without making this an ideological issue, which is by nature sensitive and divisive. For this purpose, it was proposed that there be dialogue with traditional donors (such as development agencies) on the need to create mixed financial models (public subsidies, investments, contributions from residents) that take into account the entire intervention chain and in particular finance the project writing time (this time, currently paid for out of equity by the organisations, can be reduced to a minimum in order to limit costs; however, the creation of mixed, flexible and sustainable economic models requires taking the time upstream of the project). It was also proposed to seek economies on the time investment of contributors to the project in order to reduce its costs (we can imagine here a contribution in time of the local authorities, in the absence of financial support), or to invest part of the money deposited in the rotating funds or savings groups to

make it fruitful (attention here to the significant risks in case of poor investment).

In this logic of diversification and integration, the partners also mentioned the creation of territorial cooperative development structures that could encourage reflection on the subject and the capture of funds, openness to actors specialized in social economic mechanisms (microfinance, solidarity investment, etc.), or even the training of operators by this type of actors, in order to increase skills on the subject and to have in the long term a genuine capacity to draw hybrid and sustainable economic models.

Finally, the development of the equity of the partner organisations, through the use of donations or the provision of services in particular, represents another means highlighted during the Antananarivo seminar to diversify the sources of funding and gain autonomy in the development and implementation of projects.

We would stress here that this reflection mainly concerned interventions in urban areas, which are largely the majority in this capitalisation approach; it has been suggested that the reflection on economic modelling in rural areas was substantially different, in particular due to the fact that financial flows are much lower.

The use of savings as the main economic modality in projects

ENDA MADAGASCAR / Madagascar
Supporting families in saving to strengthen their ability to develop housing

The issue of savings is fundamental to the project approach; ENDA MADAGASCAR sees it as a sustainability factor, insofar as it contributes to the financial security of households, improving their ability to plan into the future and their ability to cope with possible hardship. ENDA MADAGASCAR found that before joining the project, families managed their daily income without a specific expense records and without economic forecasting over time. With support and by consolidating their savings, these families manage gradually to carry out a building or home improvement project; eventually, they can even carry out personal projects with their savings, such as expanding their business, doing other work on the house etc. This practice is new for supported families, but they gradually come to realise that it helps them to overcome their financial hardship. Some obstacles remain: difficulty finding the right amount to save, lack of faith of residents in their own abilities to succeed, day-work that does not make organization of savings easier, etc.
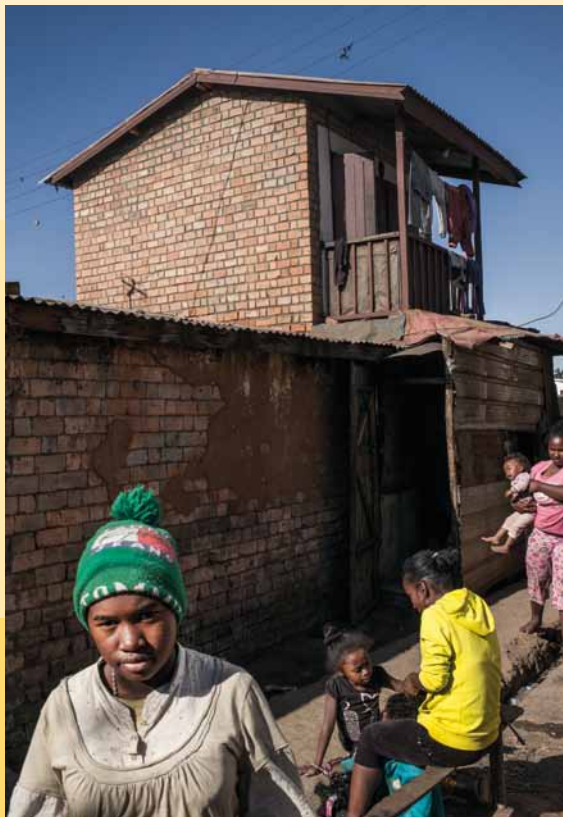
QUATORZE / France
The WECO method, a lever for the peaceful absorption of occurrences in shantytowns, with residents and public authorities

The idea of the method is to propose to the public authorities a model of resorption of slums capable of valuing their assets, while creating a housing offer for the populations living in slums. The aim is to finance the rehabilitation of buildings belonging to the public entity, through the sale of new housing created for the occasion.

Each operation gives rise to the creation of a regional project company, of which the public authorities are members. Territorial companies, which can accommodate several projects, take the form of simplified collective interest companies with variable capital. The economic model is inspired by the holding company: territorial companies, which generate all revenues, are chaired by a cooperative investment fund, whose mission is to finance operations by using funds from solidarity finance, with an annual return of 2 to 3%.

The principle of the WECO method is based on the economic modelling of real estate operations, understood as sources of income for local organisations. The objective of this modelling is, ultimately, to co-finance activities other than real estate operations alone, including, for example, the social monitoring of people living in slums.

URBAMONDE, URBASEN and FSH / Senegal
The rotating fund as an example of community solidarity and structuring[129]

The FÉDÉRATION SÉNÉGALAISE DES HABITANTS has developed a revolving fund that it manages autonomously (with the support of URBASEN), which allows residents to benefit from loans for house re-building, in accordance with the financing capabilities of families. These loans allow for small interventions, for example, to rebuild the roof, sanitary facilities, etc., and savings can also be used to consolidate Income-generating Activities. The financial architecture of this fund, at the centre of which are women's savings groups, shows a strong collective dynamic, as it is centred around the money needed to carry out residents' projects.

The federation has 97% women among its members, because the practice of saving is more a female activity in Senegal. The fund is self-managed; the savings group decides whether or not to validate members' loan requests, and URBASEN's technicians intervene to study the rehabilitation project.

Regarding the mechanisms used for savings, URBASEN gives freedom of choice to groups in how to manage and hold their money; however, the organization ensures that groups pay the monthly federal savings, and that the groups function well. Solidarity and mutual aid are among the principles that govern the membership of groups within the FSH. At the start of the rebuilding project (2015), a certain lack of communication and awareness regarding the importance and functioning of a self-managed revolving fund of this type, meant that a portion of the loans granted in this phase are significantly in arrears or will never be repaid. As this was a new support mechanism, that had not been tried before, this phase of learning and readjustment of strategies and methodologies was inevitable, and it has helped to consolidate the fund as it works today.

129 / COTA, individual interview with URBAMONDE, 09-11-2018 and project presentation sheet, Dakar seminar minutes, March 2019.
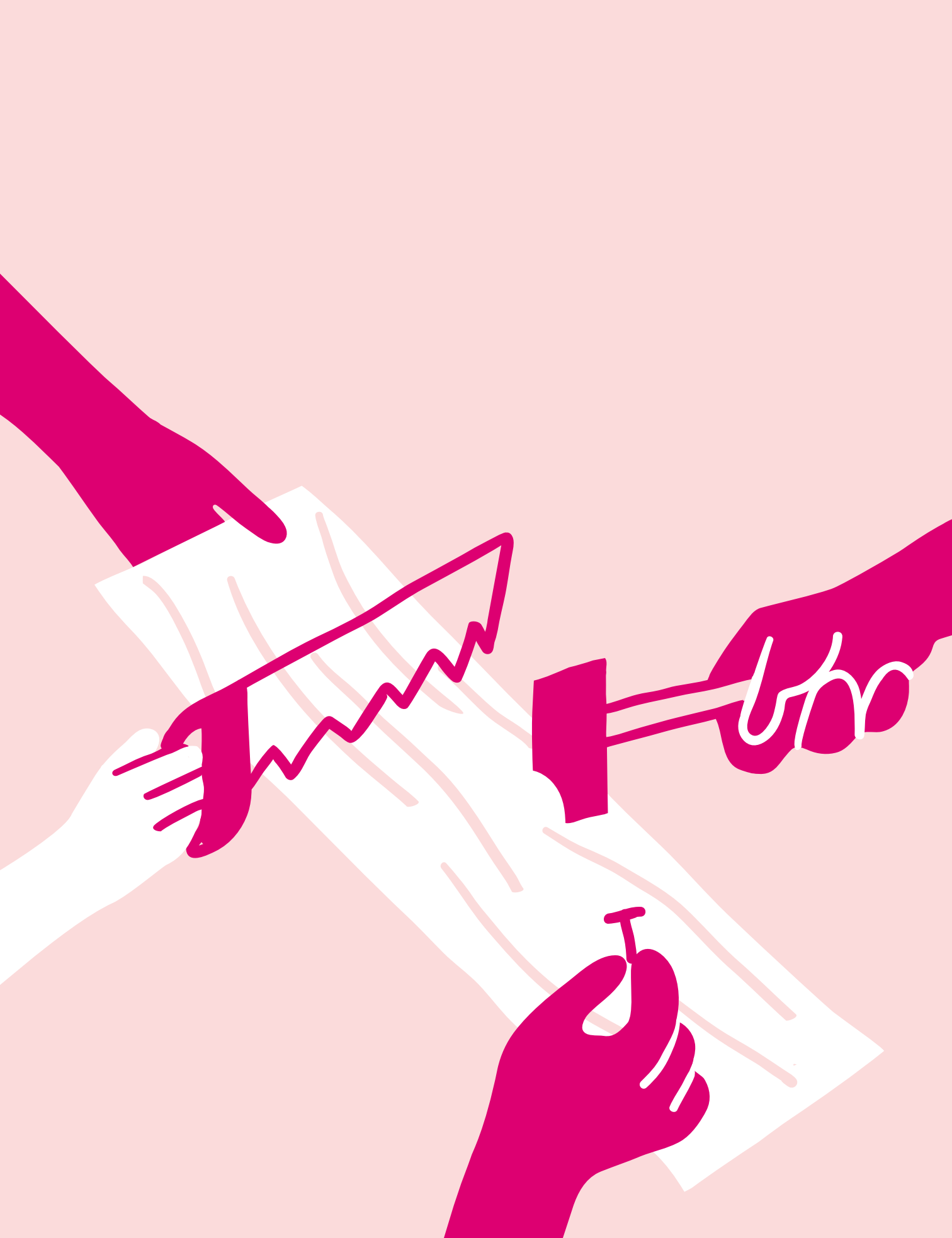
SHEET 7
Supporting and developing collective dynamics

How do partner organisations reconcile individual approaches (work on housing) and collective approaches (transformation of territories) within their projects? Do their interventions allow a transition to scale, from the household to the community, able to sustain the results of their actions?

A concept that encompasses various scenarios

This factor differs from citizen participation overall, although closely linked to it, in that participation can be individual, and not necessarily move into the collective stage. In addition, collective dynamics are not necessarily "participatory". For example, collective dynamics can be characterized by the action of a small number of people (participation) and the support of a large number of residents (collective).

While the aim is therefore generally to support the structuring of collective dynamics that make it possible to meet the individual needs of residents, the challenge is above all to strengthen the real involvement of residents in these mobilizations.

It is therefore a matter in this case of identifying those specific scenarios that call for a shift from the individual to the collective. This can be justified by several scenarios:

• Scaling
For example, when it comes to "scaling up" and attempting to disseminating successes in individual cases more widely (in terms of target or even territory of action);

• Finding sustainable solutions
When finding lasting solutions to problems that arise in general. This is the case for example when it comes to identifying alternative solutions to the issuance of land titles that are sometimes too expensive or difficult to obtain;

Key points to remember

- **Collective dynamics are essential levers for strengthening both social cohesion and the sustainability of projects;**

- **The participation and mobilisation of residents are essential levers for their involvement in the project;**

- **It is important to trust people;**

- **The role of organisations must be to support and facilitate the emergence of these diverse dynamics;**

- **The central challenge is to move from responding to the individual needs of residents to structuring collective dynamics;**

- **It is essential to take into account the most vulnerable people ("the invisible"), in order to make projects as inclusive as possible.**

• **Claiming a right from public authorities**

When it comes to claiming a right from public authorities (right to decent housing, right to the city), which often requires a collective Foundation to influence the direction of decision-makers;

• **Strengthening social cohesion**

When it comes to strengthening the social cohesion of a territory and taking into account the most vulnerable people ("the invisible"), in order to make projects as inclusive as possible;

• **Defending the concept of "living together"**

When it comes, in the case of militant organizations, to defending a conception of "living together". This is for example the case to promote modes of management of space based on the collective or to define alternative modes of "living together" (shared housing in particular).

As we have seen above, the creation and/or promotion of collective dynamics come up overall against a core parameter of project mode management, namely time. Indeed, the building of collective dynamics around objectives that unite can take time, more time than the short life of a project, because it is a deep and structural endeavour based on will, trust, availability, the attainment of medium-term goals, etc. This factor fundamentally questions the "project approach" in the building of collective dynamics. From there, several practices that depend very strongly on the culture of the collective are at work.

The contribution of the collective in building activities

The promotion of collective dynamics in building cultures is a response in particular to the challenge of scaling up, by fostering the dissemination of building practices tested in individuals. Therefore, dynamics mobilizing demonstrations, awareness-raising and peer-to-peer exchange are set in place (persuasion by example).

"Our partner OJUCAH organizes monthly meetings within the community so that people can share problems, make comments and voice opinions. They set out their grievances, and what has changed for them.

Awareness-raising actions are also organized at building sites. For example, we built a house for people with disabilities and we brought the community together to show how it works.

Residents are interested in the techniques developed and are inspired by them."[130]

HABITAT-CITÉ / Haiti

Obvious links between citizen participation and collective dynamics

As mentioned above, participation is not automatically collective. It may be individual and may, for example, consist in a financial contribution from a household to the building or renovation of a home. Nevertheless, seeking a type of collective is decisive in terms of legitimizing the choice of beneficiaries of a building or renovation operation. The Foundation's partners want this choice to be based on a consensual approach, naturally favouring a collective of residents over isolated individuals, or reliance on local leaders.

For this, certain organizations stimulate collective dynamics by drawing on individuals who are motivated, dynamic, and capable of being leaders. This approach is not without risk, as it can promote personal interests

130 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

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or create relationship imbalances within a community (limits linked to "leader" models, sometimes reinforced in "development broker" roles[131]). Furthermore, some organisations note that if the dynamics are not really driven by residents, they can quickly become artificial and thus lose credibility and legitimacy.

"We identify and train motivated people and leaders. On this basis, we create PASSA groups[132] that we convene every month. The group explains the history of the neighbourhood, makes a plan and identifies the families to be supported. The goal is to strengthen the community and social bonds.

In theory, the method is good but, in the implementation, it is not so easy because one wants to ensure that these people are representative, which is not always the case. We must be careful not to confuse the development of community groups and a successful citizen participation approach."[133]

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

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"We have a specific approach: we build the first prototype with a family and, using this example, we enable other families to see what we did so that they can do the same themselves. The concept is 'Learn it, do it'."[134]

FUNDASAL / El Salvador

Some partners rely on existing collective dynamics or current or future leaders.

"The important thing for us is to identify existing leaders and to develop others. FUNDASAL, for example, has a lot of experience in training leaders. It is a good idea to train all residents and let new individuals emerge."[135]

HABITAT-CITÉ / Nicaragua – El Salvador

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"GERES and its local partner, the GER COMMUNITY MAPPING CENTRE, organised group discussions in the neighbourhoods targeted by the intervention to discuss the project's baseline results and energy efficiency solutions. The GCMC has identified neighbourhood leaders to become ambassadors for the project. They received a subsidy of 80% to implement the project solutions, provided they were promoted within the neighbourhood.

The project aims to promote 'Diy solutions' within the community and train households with selected craftsmen, to implement the most basic insulation, i.e. roof insulation."[136]

GERES / Mongolia

131 / Reference to the work of PO Sardon, op. cit.

132 / Method initiated by the Red Cross –Participatory Approach for Self-shelter Awareness.

133 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

134 / COTA, individual interview with FUNDASAL, 12-03-2019.

135 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

136 / COTA, individual interview with GERES, 06-02-2019.

The willingness to work and strengthen the collective is also considered as a lever of social transformation at the neighbourhood level, and not only at the level of a housing unit. Housing becomes a "pretext" to strengthen the social bond, fight against certain phenomena such as insecurity and incivility and to strengthen the organization and use of space and public services. In this case, the search for collective mobilization is a goal in its own right.

"We think a housing project is also a way of connecting people, across generations. We realize that the project can generate positive effects in terms of solidarity. Housing is important but not our only goal."[137]
FUNDASAL / El Salvador

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"It is important to develop an overview of the neighbourhood and not to be limited to a unitary conception of each space.

So we started by working on a participatory map that is understandable for people. What we want to do is put the neighbourhood residents at the heart of the process."[138]

YAAM SOLIDARITÉ / Burkina Faso

The search for collective dynamics is an essential factor for projects that set themselves the objective of advocacy work involving public decision-makers.

Indeed, transitioning from an individual to a collective level is a major priority to ensure an advocacy process is invested with maximum power and legitimacy. Inculcating and fostering a collective political awareness capable of carrying out advocacy actions requires a progressive and well-defined approach.

"ENDA MADAGASCAR began to organise the first community meetings, a little later than initially planned in the project without specific objectives, the idea being to bring together residents and neighbourhood managers to define the role of each person, the priorities for action in the neighbourhood, identify the measures that they would like to take as a community, etc. By this means, we want to understand the existing dynamics, know how residents and authorities get along, whether there is a pre-existing relationship, etc.

To bring residents together, we have relied on existing structures, in particular through one of our partners, who has set up monitoring units (groups of autonomous residents). There are risks to such an approach: if we introduce the subjects, we direct the debates; we must rather let people talk, because we cannot create participation on order.

At the neighbourhood level, today it is necessary to apply for authorisation from the central state to bring people together and on sensitive subjects such as housing, it can be complicated. There is great potential in these neighbourhoods, provided that they succeed in scaling up (from family to neighbourhood), while ensuring that a local approach is maintained.

We have a fairly family-based approach at the moment, but our desire is to move towards a more community-based reading of practices, but we are not used to working on more collective approaches that go beyond the family."[139]

ENDA MADAGASCAR / Madagascar

These different factors all involve specific engineering: the steady building of participative dynamics that can bring about real change in the medium and long-term.

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137 / COTA, individual interview with FUNDASAL, 12-03-2019.
138 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.
139 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

Can the collective be used to improve land tenure security?

The development of collective dynamics around land security is generally considered in two respects by the Foundation's partner organizations. First, the collective can be an alternative to issuing individual land titles. This may have the advantage of being cheaper, simpler (granting "block" titles), and striking a balance between the principle of individual ownership and consideration of the collective interest; a neighbourhood for example.

"We are thinking about the acquisition of collective land by the Residents Federation. The people who settled there would become owners of the building, but not the land, which would remain collective property to avoid any form of speculation. If a person or family wanted to leave this place, they could only sell the property to FSH, and could not rent it out.

We took inspiration from the Community land trust, to separate buildings from land. We have concrete avenues for negotiation with several municipalities for land.

Many members are not owners, so it is difficult for them to be beneficiaries of the revolving fund. This provision would allow it."[140]

URBAMONDE, URBASEN and FSH / Senegal

The concept of the collective can also arise in cases of land that is split as a result of inheritance. This situation is common in projects, and can lead to an extreme fragmentation of territories, which can make any type of intervention difficult (intervention on buildings, intervention on roads and public spaces). A collective approach is therefore considered to be an effective means of fighting land fragmentation and facilitating interventions.

"We support beneficiaries in land and administrative legalization. The securing of land tenure is a prerequisite for permanent construction. However, we have small plots of land because plots are split when they are inherited. Obtaining building permits is very complicated with small plots; so we had the idea of grouping them together."[141]

ENDA MADAGASCAR / Madagascar

Finally, a collective dynamic can be a powerful way to advocate with the state to recognize property and grant land titles. In this sense the collective is used to claim a right.

"In Nicaragua, the Solidaridad neighbourhood has occupied land. As a result of this, each has obtained an individual property title."[142]

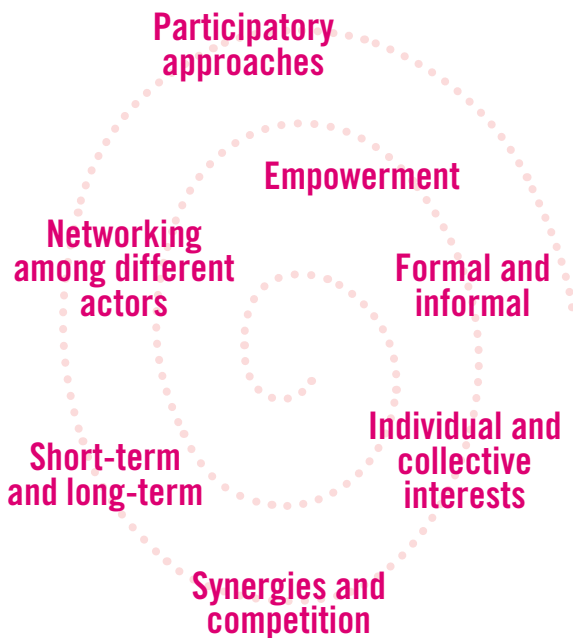HABITAT-CITÉ / Nicaragua

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140 / COTA, individual interview with URBAMONDE, 09-11-2018.

141 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

142 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

Multiple levers to activate and obstacles to overcome to create and support collective approaches

In addressing this subject, the following seven factors are one way of profiling the obstacles and opportunities for partner organizations.

Participatory approaches

Empowerment

Networking among different actors

Formal and informal

Short-term and long-term

Individual and collective interests

Synergies and competition

Participatory approaches

Participatory approaches were called into question by the partners: are they needed? Is participation essential for success? Seeking to create or consolidate collective dynamics, without being the only approach used, the participation of individuals and groups is very important, although it is not the only way of creating or consolidating collective dynamics The role of CSOs is to equip and support these groups in making appropriate decisions. A number of levers make it possible to secure favourable outcomes: thorough knowledge of family circumstances encourages participation that is well-suited to the family context, and enables groups of people to be organized (specifically in terms of interpersonal relations) within collective spaces; pre-existing community dynamics are also a central support, since they offer legitimacy and experience that is often respected by residents. Some organisations also recommend using atypical methods of intervention, to attract attention, and to move away from very "traditional" practices of collective mobilisation.

Taking the circumstances of families and groups as a starting point, and with prior analysis of the relationship issues involved in such collective dynamics, organizations are able to foster their development. For many, the challenge is above all to adopt a cross-cutting strategy in supporting collective dynamics, rather than multiplying small actions without links. On the other hand, it can be difficult to effectively unite people and/or households whose interests are not necessarily convergent, or to mobilise certain people in these approaches (the most excluded for example). On this last point, some structures such as URBASEN recommend using mobile teams to best identify so-called "invisible" people.

Empowerment

Empowerment is facilitated by several levers. Some organizations rely on collective structures (residents' and/or savings groups) to finance individual re-building or renovation processes; others strengthen the capabilities of residents, or certain groups of residents (e.g. women), by supporting their professional and technical training and skills development; families can be involved in the building of their home, taking on responsibilities and acquiring know-how to strengthen them; Ultimately, by ensuring that people have the opportunity to participate, contribute and gain new knowledge, skills or know-how, partners can mobilize empowerment for individual emancipation and to strengthen collective dynamics.

Obstacles still exist, notably a certain lack of expertise in terms of community mobilization and leadership methods, or the provision of family-type support. These approaches require experience and skills in facilitation, popular education, social support, coaching, and not all partner organisations necessarily have the right profiles.

Networking among different actors

Support and consolidation of collective dynamics also involve networking and dialogue between stakeholders. The partner organizations have generally identified this as a need. Certain factors can facilitate networking, such as an "open" approach to the territory (dialogue with actors outside the microcosm of the neighbourhood or the village, and even with diasporas), an acknowledgement of the specifics of different actors rather than seeking consensus at all costs (different viewpoints are constructive if correctly expressed and respected), or the use of outside-the-box and innovative forms of dialogue and expression (e.g. artistic), to allow the various actors to express their point of view in a less defensive way that highlights their perspective on territorial issues.

Individual and collective interests

Working on collective dynamics also brings about a balance between individual and collective interests. Some of the levers participants mentioned were: the building of a shared vision of the neighbourhood and its development among the different actors (residents, associations, public authorities), which makes it possible to transcend the individual starting point (improvement of housing); work on the creation or renovation of public spaces and facilities (sanitation, roads, meeting places). Solidarity, often existing in multiple forms and networks in project intervention areas, is also an essential basis for transitioning from the individual to the collective.

The partners have also identified some obstacles, mainly related to the strong individual needs that sometimes obscure clarity of vision of the collective interest (insalubrious, dilapidated or unworthy housing which is a concern that precludes a focus on surroundings, use of the collective with an agenda in mind in order to access finance, etc.).

Formal and informal

Another challenge is to express the informal and formal dimensions of collective dynamics. In fact, the informal is often a strong starting point for working towards the strengthening of these dynamics: unstructured solidarity networks exist in many neighbourhoods, and often work quite well. It is therefore useful for partners to think about working methods that take inspiration from such informal networks and operations. For example, if spontaneous approaches to participation in the rebuilding/renovation of a neighbour's home are identified, they can be a lever for structuring stronger and more sustainable collective dynamics. This is not essential, however, as spontaneous and informal dynamics may be the most appropriate and the least constraining for residents.

Moreover, in some contexts, inaction on the part of public authorities can also be a facilitating factor, since it leaves a void in which residents can engage and organize themselves collectively to meet their needs (whether formally or informally). The key stumbling block identified during the Dakar seminar was informality in general, which becomes a penalizing factor when it comes to recognizing or legitimizing collective approaches (without structured associations, without legal or legal existence, groups of residents can be ignored by the authorities, or be unable to solicit external financial support).

Short-term and long-term

The nexus between short and long-term time frames is also informed by a number of constraints and levers. Although continuity of funding, and therefore of projects, is a facilitating factor in the consolidation of collective dynamics, there is nevertheless a disparity between the qualitative need for dialogue, encounter and collaboration required by collective dynamics and the urgent needs that exist in terms of housing.

Certain contexts are characterized by forms of political or social authoritarianism, over various time frames, which can also hinder the development of collective culture. Finally, the nature and orientation of housing projects, which often have a significant technical dimension, do not necessarily leave room for qualitative, gradual approaches, even though these are needed to create robust collective dynamics.

Synergies and competition

The partners finally noted that synergies and competition between players in the same territory are difficult to disentangle. Developing alliances and partnerships between very different actors (from the private sector, the public sphere, the NGO world) is a way of creating synergies that result in innovation (each bringing its own vision and methods), but this sometimes causes tensions to emerge regarding divergent interests.

In projects, collective dynamics framed and accomplished to varying degrees

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia
PASSA groups, a community engagement and accountability tool[143]

One of the objectives of the project is to organize residents and mobilize them into citizen groups, the PASSA groups, which have been in existence since 2016. In forming these groups, PE&D identifies residents who are very involved in neighbourhood life and trains them for a week on how to conduct insecure housing audits; they then perform these audits, in order to decide which homes to renovate.

PASSA groups meet monthly, and quarterly meetings are open to the whole neighbourhood. Every six months, a meeting is organized with the local authorities, to feed in requests emerging form the neighbourhood. These meetings are an opportunity to raise awareness. PASSA groups are in constant contact with the neighbourhood as a whole, and everyone is free to join or leave. PE&D notes that residents come initially out of curiosity, and that gradually their membership of a group and their presence at meetings becomes second nature; Mobilization in this collective space generates recognition and appreciation which is valued.

Participation remains variable; out of the 4 where PE&D works, 2 are experiencing increasing participation, with an average of 30 people present at PASSA meetings. In one of the districts, the dynamic is more timid and in the last, it is rather laborious.

In the two last areas, PE&D has observed that poverty levels are lower, and that there are more NGOs, leading to greater passivity on the part of residents; in the two areas where PASSA groups are having greater success, PE&D is the only organization intervening.

In general, local authorities do not yet ascribe much importance to PASSA groups; also, some potential shortcomings have been identified by PE&D, particularly in terms of leadership. In one of the intervention areas, for example, a Christian minority resides in the neighbourhood; the leader of the PASSA group, who is elected by residents, is also the leader of the parish, and many of the group's members are Christian, leading one to suspect that the group is being controlled along community and confessional lines by a section of the population that is not fully representative of the neighbourhood.

143 / COTA, additional individual interview with PLANÈTE ENFANTS & DÉVELOPPEMENT, 03-07-2019.

YAAM SOLIDARITÉ / Burkina Faso
Consolidating collective dynamics to meet the challenges of the neighbourhood[144]

The project supported by YAAM SOLIDARITÉ is part of an environment that helps foster the development of collective dynamics; it is able to draw on the approaches of local NGOs, particularly those targeting young people and women. YAAM SOLIDARITÉ therefore supports the organization of groups to represent residents, in particular to give them "legitimate entity" status to enter into dialogue with institutional representatives. This community work has certain limits, for example the emergence of leaders seeking to assert their own interests rather than those of the group.

YAAM SOLIDARITÉ initiated an examination of community works, to generate collective dynamics within the neighbourhood. Residents are consulted on recurrent problems (sanitation, roads) and are mobilized in the search for solutions. These consultation/mobilization initiatives have, for example, made it possible to fill the access road to the Boassa district. A participatory mapping project has also been performed with the aim of raising awareness among residents about the appearance and organization of their neighbourhood so as to encourage their participation in its development.

YAAM SOLIDARITÉ notes that while residents remain primarily interested in their homes, the awareness-raising and consultation work put in place has made them aware of collective and community issues at the neighbourhood level, which have resulted in concrete initiatives for actions on roads, access to water, sanitation, the development of public spaces and urban agriculture.

144 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019 and project presentation sheet, Dakar seminar CR, March 2019.

Relations between operators and local authorities

What types of relationships do partners develop with local authorities in their areas of intervention?
Do they use it as a lever to anchor themselves more firmly in the territories and strengthen their advocacy actions?

The local authority, a multi-faceted entity

The concept of "local authority" encompasses several categories of actors, all dependent on the so-called "state" in the broad sense, and present at different territorial and administrative levels. These actors have legally recognized regulatory power (constitution, laws). One can thus, for example, qualify as a local authority:

• The traditional leader

A traditional leader who exercises moral and/or regulatory authority over a neighbourhood (first instance of dispute resolution, in charge of the collection of certain taxes and duties, guarantor of customary ownership, first instance of settlement of estates, etc.). In some countries, the status of the traditional leader is enshrined in law. He is sometimes considered an "administrative auxiliary" (this is the case in some West African countries);

• The elected manager

An elected official of an infra-state assembly or democratic entity (a region, a province, a federal district) with a unique personality, an autonomous budget and freedom of administration, within a field of competency defined by law.
This can be a mayor and his elected councillors, a regional/departmental/provincial council president, a federal assembly, etc.
Whatever the name, these people have "authority" in the sense that they are responsible for the management/administration of the sites falling within the scope of their territorial and subject area (urban planning, planning regulations, local development) and for ensuring that the organization and management of this site safeguards public safety and security;

Key points to remember

- **Know and understand the political agenda to integrate when relevant and not to be influenced by it when it represents a threat;**

- **Dialogue with local authorities and share common spaces to promote their involvement and show the results of projects;**

- **Scale up with the support of the authorities (role of catalyst of the projects developed, their results and their effects);**

- **Strengthen the skills of local authorities, with a view to greater involvement and sustainability.**

• The representative of the central government

A representative of the central state (or federated state in the case of a federal state) at the local level who also holds regulatory authority (law enforcement authority). Unlike the local authorities mentioned above, a representative of the state does not have his own personality since he forms part of the central state (or its extension in a territory below the state level). He exercises his authority by delegation from the central State and not on the basis of the principle of "free administration".

In essence, the Foundation's partners intervene in a field of competences (housing, urban planning, basic public services such as water and sanitation) falling under some or all of the prerogatives of the public sector. This is why the partners are quite naturally asking themselves what sort of relations should be developed with the local authorities, at various territorial and hierarchical levels. A broad range of positions can be adopted, such as "partner" of the public authorities, "advocating force" for the claiming of rights, and even an anti-government position, depending not only on the objective/social mission of the organization but also on how the local authority seeks and intends to exercise power and discharge its public service roles. In absolute terms, several forms exist: some local authorities wish to act directly and run things themselves, others wish to delegate the management of public services and some envisage the implementation of public services in partnership with civil society or the private sector.

Varying degrees of involvement by local authorities in the construction process

The local authority is the guarantor of compliance with the law in the different areas of project intervention; this applies to the rules and standards relating to construction choices and the terms of access to housing promoted by the partners. However, these standards often represent a legacy from elsewhere, adapted to the formal construction sector (industrial products, formally registered operators), while most of the partners of FONDATION ABBÉ PIERRE work in spaces largely characterised by informal activity. The relationship with local authorities on the specific subject of housing in the informal sector, and therefore in connection with local construction practices, is essential so as not to risk blocking projects, in particular due to non-compliance with the law. It is therefore necessary to involve the authorities in the projects implemented so that they are informed and participate; some operators here highlight that the results that the projects can achieve is of great significance to local authorities, but a certain lack of investment, sometimes due to a significant turnover (electoral cycle, political change-over) and sometimes due to a regulatory vacuum, which fails to provide a framework for promotion of the solutions developed by residents. In some cases, the collaboration goes further, for example to develop strategies for boosting the skills of government/public-sector construction engineering personnel so that the municipal authorities, for example, take ownership of the project.

"We were provided with a qualified engineer from the prefecture whose skill set had been increased thanks to CRATERRE."[145]
GRDR / Guinea-Bissau

An important interlocutor in citizen participation dynamics

Overall, the partners expect local authorities to invest in dialogue about housing issues, to show commitment and to assume leadership through conviction, in the absence of always having the human and material resources to take charge of the dynamics driven by the projects. In practice, the level and type of relationship with local authorities is largely dependent on the capacity of local authorities to act. Indeed, some local authorities are very inactive (lacking staff or budget), others are strongly tied to the central state, with little room for manoeuvre, as the decentralization processes is very new or very limited. Finally, some contexts are marked by high political instability, which makes collaboration with the authorities very volatile.

"We work with the local authorities even if we have a very weak administration, deprived of resources. We have been faced with political instability since the 1998 war, despite normal elections held in 2012. Everything is centralised in the country, the prefecture depends directly on Bissau and it does not have many resources. And this is all the more complex as the GRDR, in its approach, mainly supports decentralisation and local authorities."[146]
GRDR / Guinea-Bissau

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145 / COTA, individual interview with GRDR, 21-11-2018.
146 / COTA, individual interview with GRDR, 21-11-2018.

For many partners, the local authority is an important (even mandatory) entry-point to work with or even enter into partnership to achieve a goal. The operators therefore believe that it is necessary to present the projects and their results to the authorities in order to obtain their support, to invite them to events, to field visits, to promote their involvement, and even to contractually frame well-defined collaborations to ensure a certain level of involvement, by seeking an alignment of the projects with the priorities of the authorities (when possible and not contrary to the political orientations that the organisations give to their interventions). Contracting is a good way to guard against political changes and shifts in power, if the duration of the contract is not modelled on those of the mandates.

Nonetheless, political changes, or periods of electoral campaigns, are often causes of instability for the partnership. Another solution is the creation of joint working groups for projects, allowing the authorities to formally contribute to initiatives that they do not manage.

"We work with the Child Protection Division Branch and the municipalities. We have good relations with the town hall services, but we need to involve them more and increase efficiency. The social service in charge of child protection is mobile throughout the department; we have meetings with the town halls to develop a good relationship with the social services because, ultimately, it is the town hall that decides who will be the beneficiary of the project."[147]
CARE FRANCE and SERA ROMANIA / Romania

"Our starting point is the community. For example, we work with the neighbourhood committee, which is the advocacy body with representatives of the town hall and the traditional chieftainship."[148]
YAAM SOLIDARITÉ / Burkina Faso

"We plan to organise meetings between residents and local authorities. We are attentive to the risk of this being hijacked for political purposes, which leads us to pay close attention to the electoral calendar when planning this type of action."[149]
ENDA MADAGASCAR / Madagascar

In some cases, close involvement of local authorities in the project is a necessity, as the strategy of sustaining activities is wholly or partly based on local community ownership. This sometimes limits the ability of organisations to position themselves as a counter-power, despite a strong and shared desire on the part of partners to challenge and empower the authorities on housing issues, to assert the right to dignified housing for people and families supported.

"In some neighbourhoods in Phnom Penh, we have elected representatives in the PASSA groups. We also plan to hold regular meetings, for example quarterly, with local authorities. It is up to the city to translate into action the expectations of the PASSA groups. To date, approximately 20% of requests have been met. Human relations are of a high quality."[150]
PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

147 / COTA, individual interview with CARE FRANCE, 22-11-2018.

148 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

149 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

150 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

"We want to not be confrontational with the local authorities. Our project aims to give a 'turnkey' package for the government to continue the action. Indeed, in Mongolia, due in particular to the traditional nomadic culture, there is no community network culture. Nevertheless, under Soviet influence, local authorities played an important role in creating this community network that still exists today in the yurt district of Ulaanbaatar.

The neighbourhoods are divided into mini-neighbourhoods (khooros) and there is a smaller unit called a kheseg. The leaders of the kheseg are the smallest government representative and the closest to the community, they are responsible for collecting data and conducting surveys in their neighbourhoods. They know people in the community very well. The project relies on these kheseg leaders to engage households and organise meetings."[151]

GERES / Mongolia

Local authorities at the heart of land tenure security mechanisms

For the majority of organizations, local authorities are "de facto" interlocutors insofar as they are the only ones empowered to issue authorizations or title deeds, thus playing a key role in the processes of land tenure security. This obligation may lead organizations to involve local authorities from the start of the project, in order to facilitate the issuance of any form of authorization (building permit in particular). It can also generate complex relationships with, one the one hand, assertion by an authority that has top-down regulatory power (issuance of deeds and authorizations) and a desire to develop more horizontal, partnership-type relationships.

The balance between the two is often difficult to find and depends very much on the way in which the local authority (top down or attentive) exercises power and on the public roles assigned to it (the actual competences that they deploy).

"The municipal council gives its approval for the project. It gives its full consent and participates actively. The local authorities issue house building permits."[152]

HABITAT-CITÉ / Haiti

"We always try to integrate local communities into activities in the three countries where we operate. However, relationships are complex because the town hall may be a partner of an action, but it can also be the one who orders expulsions. Town halls have sometimes caused projects to fail, as in Nicaragua.

Moreover, even when we try to involve town halls, we are not sure that it will last because of elections that can change everything. Town halls are essential partners but sometimes it is tense."[153]

HABITAT-CITÉ / Nicaragua – El Salvador – Haiti

"At the territorial level of the 'micro-districts', we request the collaboration of local authorities in conducting audits.

We define target territories according to specific criteria, and the relationship we have with the authorities is a way for us to replicate these initiatives and change their scale."[154]

GERES / Mongolia

151 / COTA, individual interviews with GERES 29-11-2018 and 14-01-2019.

152 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

153 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

154 / COTA, individual interview with GERES, 27-11-2019.

Finally, we note that some organizations are almost entirely replacing local authorities, especially for the issuance of land documents considered as alternatives to obtaining a title deed.

"Today, we produce land occupation certificates. Before, we had them co-signed by the municipality, but it is a very long process. Today, we produce this certificate in direct contact with the owner, through URBASEN and the Federation only. Before joining a municipality, the FSH members on site contact the town hall, then URBASEN signs an agreement.

The town hall is often afraid of organised residents, URBASEN is a form of guarantee. URBASEN provides services to municipalities (mapping by drone for example), which fosters relationships and makes it possible to achieve certain things."[155]

URBAMONDE, URBASEN and FSH / Senegal

Developing the relationship with local authorities: obstacles and levers to consider

The partners have identified 5 groups of levers and obstacles, which, according to them, govern their relationships with the authorities:

De facto legitimacy of the authorities

Relationships and power games

Weaknesses of authorities and capacity building

Political use of project results

Advocacy with the authorities

De facto legitimacy of the authorities

The "de facto" legitimacy of the authorities, which have elective, constitutional, historical or institutional anchorage, may allow organizations to operate certain levers to facilitate the implementation of their projects. The state has legitimacy to intervene; it is therefore sometimes "mandatory" to collaborate with it (for land recognition or the right to build for example). In some cases, it is possible to seize this opportunity to show the authorities, for example, that what the partners propose works. Nevertheless, working in conjunction with the public authorities is a major limitation for the partners, when substitution arises, with actors finding themselves in a position where they take on prerogatives of public power, without having the mandate or the means to do so.

Weaknesses of authorities and capacity building

The weakness of public authorities described above may have the advantage of opening up room for proposals and creative action for operators. When the relationship framework is a good one, it can even be a lever for training public authorities in joint operations that are beneficial for all parties (residents, operators and public authorities). In certain contexts, the authorities allow planning to be carried out at the initiative of residents and operators, without being able to take on this role; it often happens that some of the partners have more information and a much better knowledge of the areas of intervention than the authorities in charge of the administration of these territories, and as such, they wish to be key players in the development of the territory in which they intervene, in the same way as the public authorities.

The weakness of the authorities creates several obstacles for the partners: lack of involvement of local elected officials, difficulty in perpetuating the dynamics of projects in the event of political instability, weak capacity to support and accompany the authorities due to their own weaknesses, deficit in the analysis and understanding of housing issues on their territory, etc. It is then often envisaged to support the strengthening of the capacities of local authorities: information of staff on the situations experienced by residents, technical training (with possible support from international organizations), etc. Here we can find the modalities for contracting and sharing objectives mentioned above.

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155 / COTA, individual interview with URBAMONDE, 09-11-2018.

Relationships and power games

The relationship with the authorities is also characterized, for the partners, by becoming involved in power play and power relations, giving rise to a number of opportunities and constraints. Where a local operator, in the field, is involved in politics, it can develop close relations with the authorities, able to foster dialogue with residents, and even get involved in the project, and draw on its political relationships.

Moreover, the porous border between the different levels of power in certain contexts may allow actors in the field to more easily enter into contact with political representatives at different levels of decision-making (local level that opens doors at the national ministries for example). The operators also mention the possibility of seeking foreign political support (ambassadors, permanent representatives of other countries) to divert the diplomatic-political game to their benefit and put local authorities "under pressure". This is nevertheless a double-edged sword, because too much interference by operators in local politics can also distance them from the needs and interests of residents or encourage political use of community and NGO dynamics that exist in certain neighbourhoods or villages.

These power games stray into clientelism (sometimes even for the selection of beneficiaries of a project or intervention), and can put project managers in uncomfortable situations, torn between responding to the needs of residents and political pressure from the authorities. In this scenario, some operators have used technical legitimacy as a lever ("*I am above all a technical operator committed to the issue of housing*"), in order to deal with the "political" dimensions of the action. The question of local leadership (traditional power, political power legitimately acquired, but too long preserved, etc.) arises here: how to obtain support or mediation from these leaders without their being compromised? How can they develop into an "ambassador" status for the initiatives developed, to gain legitimacy and visibility?

Other limitations sometimes emerge for operators, such as bad governance or corruption. It may also be the case, in certain contexts, that the public authorities have no interest in improving the living conditions of the poor sections of the population, for lack of political will or for fear of calling into question their status. This can create a form of mistrust or even defiance on the part of residents towards local or national authorities. Partners also identified another obstacle, which relates

to the perception of the NGO world by local authorities in some areas of intervention. Some local authorities feel some form of misunderstanding and mistrust of NGOs (for example, seen as organizations that collect funds instead of them), which does not promote good working relationships.

Political use of project results

During the seminar in Antananarivo, the partners discussed the political use of the results of their projects. This may involve defining memoranda of understanding with local authorities, on the basis of precise terms of reference and ensuring that ownership of the elements contributed (copyright) is maintained, involving the media in the promotion of actions carried out to compel political power to take these dynamics into account, or supporting the development of projects on precise and justified criteria that echo the political orientations of the authorities in place, to make clear their involvement in projects that serve their roadmap (by ensuring that they maintain a certain independence and do not fall behind political orientations out of convenience or interest; it is fundamental for operators to remain neutral and non-partisan).

Advocacy with the authorities

Advocacy is a central element in the relationship developed by the partners with the authorities. It makes it possible to structure the information gathered in the field to bring it to the decision-makers, and it is a means of enhancing the action of the operators while focusing the attention of the authorities on their responsibilities. For the partner organizations, it is also a way to "set an example", by bringing to the authorities' awareness responses that emerge in their projects to the problems encountered by residents in their area of intervention. This advocacy work comes up against certain obstacles, such as the refusal of public authorities to "validate" the proposals put to them, or the refusal to act following specific incidents, etc.

Relationships between partners and local authorities in projects: from close collaboration to making up for shortcomings

QUATORZE / France
Encroaching through municipal cracks to challenge by example[156]

As part of the WECO MONTREUIL project, the idea of capturing the vacant buildings owned by the public to rehouse people living in the informal settlement was pushed for by QUATORZE, to make it clear to the town hall that a link can be made between vacant real estate and people on the street. A collective interest cooperative company was set up with the town hall, which provided real estate (transfer of its right of ownership to the cooperative), enabling small-scale real estate operations to be carried out (renovation for rehousing, building of another house on the same plot). Since building costs are lower than land costs, QUATORZE recycled the profit made into housing renovation.

This approach also seeks to attain two broader objectives: to help re-absorb the Montreuil informal settlement by 2020 and to incentivising through its example, to encourage other municipalities to embark on this type of approach. According to QUATORZE, it is not necessary to have control of land to improve housing conditions; by decoupling buildings from land, a building can be used without necessarily owning the land on which it stands.

The legal challenges of the project that QUATORZE is carrying out in Montreuil lie at several levels. Firstly, it was a matter of securing the lease in the name of an association created ad hoc, in order to avoid eviction decided by the prefecture of police. Secondly, access to the rights of residents was one of the major challenges of the project, to enable their socio-professional integration. Finally, legal research, at the level of company law as well as real estate law, made it possible to set up a real estate development project based on a mechanism of decoupling of land and buildings, as with the Community Land Trusts.

URBAMONDE, URBASEN and FSH / Senegal
Is creation of an intermediate land recognition status a step towards legalization?[157]

"We counter the lawfulness that the state advocates, with the legitimate right to be be housed."

In the suburbs of Dakar, and in particular in Pikine, there is no immediate risk of eviction for the time being. Through its collaboration with the municipalities, and particularly its contribution to the cadastral map (mapping work done with drones), URBASEN has been able to help develop a rather novel intermediate land right (issuance of land occupation certificates), which can be considered as an intermediate step towards full legalization. These certificates are issued by URBASEN and FSH, as well as by the town hall in certain cases, which places the last stamp; they are only provided to persons who are included in the rehabilitation programme. For some areas of intervention, the prerequisites for the production of land tenure certificates have been reduced because of a degree of obstruction at commune level, thus potentially reducing their impact as intermediate documents for land legalization, since they are not validated by local authorities. Partner organisations also develop community journalism: FSH members have been trained and activities are covered by these media teams, with the aim of telling their own stories. This practice is inspired by what Slum dwellers International does via the Know your city programme (community journalism programme for young people) and helps to promote the "legitimacy of living" of these people.

156 / COTA, individual interview with QUATORZE, 28-01-2019 and project presentation sheet, Dakar seminar minutes, March 2019.

157 / COTA, individual interview with URBAMONDE, 09-11-2018 and project presentation sheet, Dakar seminar minutes, March 2019.

PADEM / Mongolia
"Direct" consultation and advocacy led by local operators[158]

Representatives of public authorities (local administration, social workers, headmasters and school staff, etc.) are partly involved in actions implemented by PADEM's four partners; they provide financial support for projects, access to meeting rooms, carry out additional work for projects and help with the monitoring of works. For example, for activities carried out by the PTA organization, there is a link with the Ministry of Education, and for the project run by MNFB with blind people, the factory in which these people work belongs to the Mongolian state. On the other projects (HLO and MONES), collaborative work is carried out with the local authorities, in particular by sharing information relating to the development of yurt neighbourhoods and including local officials in the training actions carried out. PADEM and its partners rely on the interest of the authorities in the populations in these outlying neighbourhoods, which are a real concern for them.

Despite these spaces for dialogue and collaboration, PADEM has found that it is difficult to raise the awareness of local authorities in Mongolia, that they expect a lot from foreign organizations, that there is a real distance between the public authorities and the population and that corruption and patronage phenomena remain. To agree to be fully integrated into dynamics such as those promoted by PADEM and its partners, the authorities expect a significant financial participation from foreign organizations. In view of this, and in terms of the legitimacy and local roots of its Mongolian partners, PADEM promotes its own direct advocacy, in order to avoid any interference, and any influence, by a foreign actor in the territory of intervention. Local NGOs are becoming accustomed to working on a long-term basis and each partner organization is developing contacts at different levels.

CARE FRANCE and SERA ROMANIA / Romania
A project that makes up for the shortcomings of the public authorities?[159]

This project stands out for its very close relationship with the public authorities. The partnership is important and SERA ROMANIA is recognised as a "semi-public" actor, which supports the child protection services and municipalities. In fact, cooperation and communication between the organization, families and the authorities (Directorate of Child Protection, Municipalities) is very good. In concrete terms, it is the town halls that decide who will be the beneficiary of the project, based on several assessments made upstream; SERA ROMANIA tries to inform decision-making, and work with all the families in respect of whom information has been collected. In addition, social workers from the town hall and the commune take part in field visits with SERA ROMANIA, which trains the teams of the social service department in charge of child protection. They are therefore mobile throughout the department. Regarding the returning of a child to his family, a court order is necessary, which results in SERA collaborating with other institutions. If the relationship with the authorities is quite positive, this is largely due to the personal relationships and experience of the head of the association. SERA and CARE FRANCE are also aware of the fact that this fruitful collaboration can only be sustained and consolidated by involving the town halls more in actions aimed at families, in order to improve institutional backing and efficiency. To date, town halls have no budget line to support families on the issue of housing. The project provides this funding, at least occasionally; after 18 months of implementation, public services are expected to take over activities implemented by CARE FRANCE and SERA ROMANIA.

159 / COTA, individual interview with CARE FRANCE, 22-11-2018 and project presentation sheet, minutes from the Dakar seminar, March 2019.
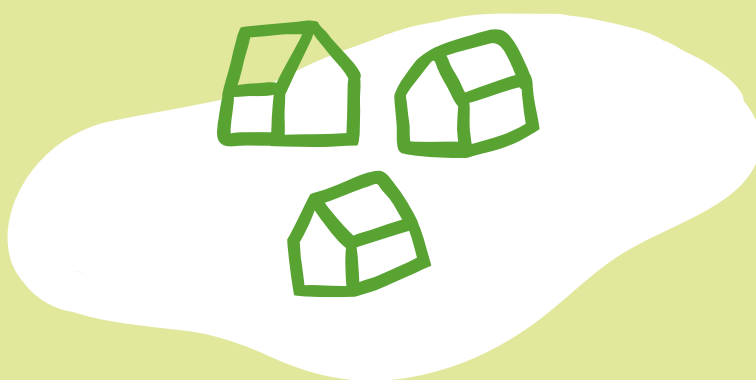
SHEET 9
Legal, administrative and regulatory frameworks

How can we overcome the constraints induced by the corpus of regulations, to transform them into opportunities, or even develop them so that they become instruments for promoting the right to dignified housing?

A body of rules to know and master

The legal, administrative and regulatory frameworks are all provisions underpinning a country (fundamental law), in the laws, the enabling decrees of laws and in texts setting out a procedure to follow (such as circulars). Generally, the sectors of land, housing, urban planning and building are subject to regulations and standards aligned with procedures (granting of a building permit, issuance of a land title, creation of a master plan for urban planning, development of a sanitation master plan), enshrined in laws and regulations whose level of constraint may vary from one country to another, from one administration culture to another, and from one area to another (for example, access to land is generally highly regulated, while planning of the territory may be less restrictive in some cases).

Generally, actors are faced with a multiplicity of scales and interlocutors with their own legal and legislative frameworks, whose reference documents sometimes conflict (e.g. local urban planning plans and risk prevention plans). Moreover, in many contexts, these legal frameworks are highly dependent on "customary" law and traditional practices for which there are few reference documents. These administrative and regulatory frameworks derive their theoretical legitimacy from the desire to control territories and their potential, to preserve them, to ensure their rational exploitation/use, to guarantee equity between residents for access to land and built structures and to ensure safety, health and well-being. These frameworks are therefore unavoidable since they are binding on everyone by law. They make it possible to regulate living together, by setting out rules on the use and appropriation of space. However, how can the legitimacy of occupations be contrasted with a state-imposed legality? Should organizations then be content to apply the regulations, or can they be actors

Key points to remember

- **How to deal with standards and rules and how to develop them?**

- **Levers for change in the legal framework;**

- **Access to decent housing and reduction of vulnerabilities;**

- **Defining dignified housing is complex and depends on the contexts of intervention;**

- **Develop a comprehensive database of legal frameworks.**

of transformation and development of rules and standards, by advocacy in particular? The stakes are high, because the positioning of an organization in respect of the law largely determines its relations and its position in respect of the public authorities (see sheet 8).

Key points in detail

The major challenge is how to deal with regulations and rules and how to change them, since they are often part of the rule of law. This raises questions, for example, about the relevance of a rule which, in a particular context, is inapplicable and not applied. This also raises the question of the positioning of an organization vis-à-vis a standard that may seem unfair or inappropriate to the context and its residents.

More generally, it seems necessary for organisations to consider what their levers for change in the legal framework may be, and thus adapt their advocacy strategies accordingly. It is important to address the issue of access to dignified housing from a more overarching perspective, including by considering the reduction of vulnerabilities. Defining dignified housing is complex and depends on the contexts of intervention; The organisations themselves prescribe standards and legal frameworks. It is therefore essential that the standards that could define what constitutes dignified housing are co-constructed with residents themselves. It seems appropriate to draw up a comprehensive database of the legal frameworks in which the projects carried out by the partners in the capitalisation study are to be found, which also includes issues related to customary/traditional cultural practices.

Legal, administrative and regulatory frameworks: the main entry-point for securing land

The relationship between administrative and regulatory frameworks and the land issue is mainly addressed by the Foundation's partner organizations from two angles: first, it is considered from the perspective of advocacy, for an adaptation of normative frameworks to the situations lived by residents of what are referred to as precarious neighbourhoods.

"The problem of the informal in land has raised the issue of advocacy for the development of standards. The residents are not legally settled. We first had technical input and gradually, we became interested in the land issue by starting to better understand legal frameworks. Our ambition is to continue to carry out advocacy actions to allow residents of the neighbourhood to register their presence within the regulatory framework."[160]
CRATERRE and YAAM SOLIDARITÉ / Burkina Faso

Second, it is viewed from the standpoint of inheritance, and more specifically, the issue of which law applies in this area (does customary law prevail over modern law?). This question is all the more important because, in certain contexts, it leads to very fragmented operations, making land difficult to use and exploit. This extreme fragmentation can then be in contradiction with the law (for example, refusal to authorize building on plots that do not comply with the minimum required surface area).

"Plots are often broken up when they are inherited. This leaves us with very small sites. In fact, getting building permits is difficult because plots do not meet standards. What is difficult for us on this subject is the conflicts between the co-heirs in practice. When we identify a family that declares that it is the owner, we must find the co-heirs and formalise their agreement. There are drop-outs, families who leave the project for these reasons. This is a common occurrence."[161]
ENDA MADAGASCAR / Madagascar

More generally, the issue of land tenure is addressed through the role desired by the State in the process. While for some players, the role of standardising access to land is a lever for tenure, other organisations, such as URBASEN in Senegal, are looking into a process that could be envisaged without any role for the State.

In contrast, in France, property is not necessarily a lever for land tenure. The acquisition of land is in any case out of reach for many residents and this pushes associations to innovate and experiment with new practices. The division of ownership of land and ownership of housing unit is an example: the household buys the built structure and building, with the land remaining the property of the public authority. It is also possible to cite the example of collective ownership, which consists of pooling the purchase of land between several groups of residents.

Finally, for some players, land tenure is not necessarily the purpose of projects, but rather a lever for access to dignified housing.

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160 / COTA, individual interview with YAAM SOLIDARITÉ, 17-01-2019.

161 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

Making provisions accessible to citizens and ensuring these change in accordance with their circumstances

On this very specific point, it appears that partner organisations of the Foundation are engaged in the first instance at better explaining the law, making it accessible to a segment of the population that is sometimes far removed from this type of consideration, and especially far from the public authorities, which can "scare off" and discourage in many respects (condescension of officials, cost and length of proceedings, etc.). For several organisations, this work with residents is part of broader administrative support for access to rights, beyond land. And it is generally thought of as a lever for collective dynamics, especially to combat expulsions. This work is often part of a broader approach whose purpose is to organize advocacy to promote changes to the law that take into account the actual circumstances and uses of neighbourhoods that have self-developed (either because frameworks are simply inapplicable, or because they are not known about). The challenge here is to lead residents involved in advocacy actions to change the legal and legislative frameworks that impact their living conditions. The organisations agree on the importance of supporting them in achieving a goal rather than attempting something in place of that (see sheet 7).

"Families often do not know the legislation, or the procedures. They tend to think that as long as they live on the land, it belongs to them. For those who are aware of that they must legalize their situation, the complexity and cumbersome procedures, the high costs and the prejudices they face when they come before a public entity discourage them."[162]

ENDA MADAGASCAR / Madagascar

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"When it comes to land ownership, we do not always know what we're talking about. There appear to be several variants of ownership. Families have ownership but nothing to prove it. Most often, we work with families who are illegally settled. We are already aiming for the recognition of these families on the site, to help the families to assert and also recognize their rights."[163]

PLANÈTE ENFANTS & DÉVELOPPEMENT / Cambodia

The influence of changing standards on building activities

The experience of the partners shows that their action can lead to advances or changes in legislation; by practice and common usage, unsuitable provisions can emerge and develop.

"In 2011, we worked on a neighbourhood to rebuild in concrete. We were in a set-up where the choice of house colour was made by the landlord: each chose his own colour. We suggested to residents to choose the colour of their house, which challenged a principle which we didn't feel was suitable. Now it's a law, everyone can freely choose the colour of their house."[164]

HABITAT-CITÉ / Nicaragua

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"The BUILDING ENERGY EFFICIENCY CENTER, a local partner of GERES, belonging to the University of Science and Technology of Mongolia, has developed the Mongolian technical code of energy efficiency, official energy audits of buildings and the content of energy auditor training in Mongolia.

The MONGOLIAN NATIONAL CONSTRUCTION ASSOCIATION, another partner of GERES, is currently responsible for granting construction permits to companies on behalf of the Ministry of Construction.

The project aims to create a new branch of certified national energy efficiency for small and micro enterprises, as well as simplified energy audits and labelling specific to homes in the Ger districts. To achieve this, the results of the project must be incorporated into current regulations. Partnering with key stakeholders involved in the process will make things easier. This is also necessary to expand the project."[165]

GERES / Mongolia

**162 /** COTA, individual interview with ENDA MADAGASCAR, 30-10-2018.

163 / COTA, individual interviews with PLANÈTE ENFANTS & DÉVELOPPEMENT, 06-11-2018 and 03-12-2018.

164 / COTA, individual interviews with HABITAT-CITÉ, 29-10-2018 and 06-02-2019.

165 / COTA, individual interview with GERES, 06-02-2019.

Types of barriers and levers to consider when dealing with and developing these standards

In this area, the partners identified three sets of levers and obstacles during the Dakar seminar, which was added to during the Antananarivo seminar with operational elements.

Weakness of regulatory frameworks

Empowerment of residents

Advocacy
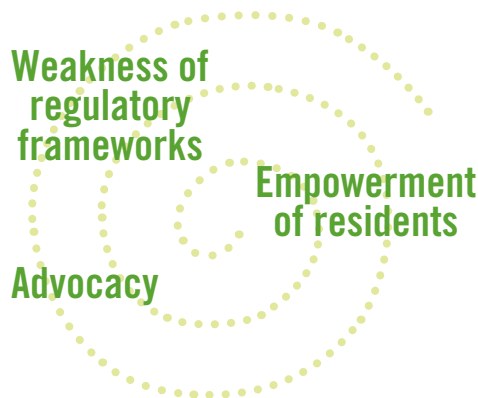
Weakness of regulatory frameworks

The weak legal, administrative and regulatory frameworks act as a constraint but also create opportunities. Administrative or legal vagaries can make it possible to experiment and bring new solutions (intermediate land recognition between illegality and ownership for example), but the absence of a legal framework can conversely block operators in the implementation of projects. To address this regulatory and administrative weakness, levers can be mobilised: mapping spaces to identify plots - ideally by residents - developing new or intermediate land statuses, raising awareness among families of their rights and existing legal provisions, developing advocacy strategies, etc.

Some organizations recommend the creation of a comprehensive, shared and iterative stakeholder-driven database that would document the legal, administrative and regulatory frameworks of each country of intervention. However, some major obstacles remain such as the lack of political will, shortfalls between certain legal provisions and the situations experienced by residents, the non-application of certain laws, the lack of consultation between authorities and residents, or the persistence of customary and traditional practices in parallel and/or in a manner intertwined with current laws and regulations.

Empowerment of residents

Working on residents' empowerment is one way of responding to the challenges posed by these legal and administrative issues. The partners believe that in some cases, in the face of inappropriate arrangements, disobeying and/or mobilizing collectively is a duty (occupation of plots for example). The challenge is to empower residents to act, to foster collective dynamics, to move from the individual scale to collective action allowing the legal and legislative framework to evolve. Nevertheless, taking risks of this type and initiating complaints or "re-appropriation" is sometimes difficult for residents.

Advocacy

Finally, advocacy is naturally perceived by partner organizations as a tool in the service of the development of legal, administrative and regulatory frameworks. To facilitate this advocacy, they work on networking with the authorities, collect data on different land and housing situations in their areas of intervention and propose changes to regulations that adapt these to lived situations. They all emphasise the need to consolidate the creation of regulations, brought about by residents themselves and making it possible to fight for access to dignified housing. They also emphasise the need to nurture the research community, with a significant need for project capitalisation, particularly to determine how local realities influence legal frameworks. Finally, it also appears that the financial arrangements of projects can, where successfully implemented, support lobbying actions in the area of legal and legislative frameworks, for example (see sheet 6).

However, as mentioned above, partner organisations sometimes come up against a lack of attentiveness or an unwillingness or incapacity for political action, electoral delays and divergent interests when it comes to changing laws on access to housing and land tenure for the most disadvantaged. The advocacy dynamics and strategies put forward by the players and their partners must therefore be set in place over a long period, longer than the time frame of the projects themselves.

Regulations and rules that are sometimes favourable and often limiting in projects

CARE FRANCE and SERA ROMANIA / Romania
Securing the home through family ties and recognition of land use[166]

Before starting a building process, CARE FRANCE and SERA ROMANIA check the titles of the families, but the cadastral situation is very complex.

Most often, the documents do not exist, or there are several owners per lot; often buildings don't have permits, since families take possession of land and build with what they find there. With a view to securing families, CARE FRANCE and SERA ROMANIA always ask the local authorities for the issuance of a document authorizing them to live there, if a valid title deed cannot be obtained. In addition, the project made provision for administrative clauses that link the home to children, so as to protect them, and the family cannot sell the house before they reach adult age. These provisions are monitored by the municipalities with which CARE FRANCE and SERA ROMANIA maintain close relations and work well together.

HABITAT-CITÉ / Haiti
A favourable land situation to preserve[167]

Access to land in the rural area covered by the project (communes of the Jacmel and Bainet valleys) does not seem to be a major difficulty. Even if they are sometimes very poor, families can own several hectares of land. These lands are most often exploited for agriculture and livestock, although with time and bad practices (including deforestation), a significant portion of these lands are no longer exploitable.

According to a survey conducted in 2019 by HABITAT-CITÉ, together with its two local partners OJUCAH and ADRESFEM on a sample of 450 households, 94% own their land, 57% of them own though succession, 25% through purchase, and 10% through donation.

In case of a divided inheritance, between several children for example, the land is broken up, but since surface areas are rather large, it does not (yet) result in the creation of a lot of small plots from a single large plot. Beyond this customary self-regulation of the community, HABITAT-CITÉ verifies the existence of title deeds before launching the building phase, with a view to securing households in their homes and on their land. The cost of land can be very low, although it increases, especially since there is a road in the area, primary schools, access to drinking water and trees replanted there.

67% of owners now have a title in good standing; on the other hand, many people do not worry about having titles to their land, which could lead to medium/long term conflicts. Overall, there seems to be respect for the land between residents; problems could arise if people from outside the area came to acquire land to use it in a different way.

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166 / COTA, individual interview with CARE FRANCE, 22-11-2018 and project presentation sheet, minutes from the Dakar seminar, March 2019.

167 / COTA, additional individual interview with HABITAT-CITÉ, 03-07-2019.

QUATORZE / France
Legal innovation straddling company law and real estate law

The aim is to finance the rehabilitation of buildings belonging to the public entity, through the sale of new housing created for the purpose. Each territorial project has a project company, created for it on an ad hoc basis, in order to conduct real estate operations. Territorial companies, which can accommodate several projects, are structured as CICCs or simplified share collective interest companies with variable capital. Actually, the CICCs is the only legal vehicle with which it is possible to transact with a public-sector entity outside of the public-sector procurement process, making procedures and operations easier.

Each territorial company has four partners:

- *The WECO INVEST investment fund, which provides in cash the financing needed to carry out joint property development operations;*

- *The public entity that owns the vacant assets, which contributes plots and buildings in kind to the capital of the CICCs, and ultimately recovers them at value;*

- *The QUATORZE association, which initiated the model, which contributes its work, technical know-how and services to provide the operational engineering needed for the real estate operations to be profitable;*

- *A local NGO, which provides operational management of operations.*

Based on the valuation of the vacant real estate capital of public entities, the overall legal arrangement is of the holding type, with an investment fund that chairs territorial companies. It is designed to allow working with public-sector entities from different territories in a unique way, without the need for dialogue between the territories. Essentially, an inclusive set-up, without a holding company, would be tantamount to seeking to rally different territories around the same legal vehicle and therefore a shared social cause, by pooling some of their real estate assets. This would render the model inoperative: the different territories face challenges that go beyond the territorial cooperative dedicated to real estate development. From an operational standpoint, setting up a holding company nevertheless makes it possible to develop a national or even international strategy, while avoiding creating overly large territorial vehicles, often a source of inertia and loss of efficiency on the ground.

ENDA MADAGASCAR / Madagascar
Lack of transparency and lack of knowledge about administrative and legal frameworks, obstacles to ownership[168]

As part of the project "Housing worthy for all", project, access to land is a precondition for permanent home re-building; ENDA MADAGASCAR therefore offers targeted families support for land tenure security and administrative legalization. Land is usually small, because plots are broken up when passed on to the various beneficiaries. Obtaining building permits is complicated for small plots, which is why ENDA MADAGASCAR wishes to group plots together for collective legalization. According to the organization, control of land in Madagascar is in the hands of an elite, which requires networks and special connections to access it, and this slows down this plan for collective tenure and forces ENDA MADAGASCAR to continue working on legalization for individuals.

Generally, land ownership is through inheritance, purchase or donation. The "titles" of property owned by families are most often inherited, but are not established in their own name, which may eventually pose problems of double sale on the same land. When purchasing land, families do not necessarily register it at state level and have it validated by the local authorities, but they are not actually owners. The seller can therefore make a double sale.

Over the course of the project, ENDA MADAGASCAR observed that there was a significant lack of knowledge on the part of residents regarding legislation and administrative procedures relating to land, and no increase in awareness on this issue. For the organization, this results from a failure of the Malagasy State in terms of dissemination and communication about land laws and land legalization procedures. Families tend to think that as long as they live on the land, it belongs to them; for those who are aware of having to legalize their status, the complexity and the cumbersome procedures (some families must stop working to go to administrative offices even if they are paid by the day, causing considerable loss of earnings), high costs and their treatment by administrative departments when they turn up often deter them.

In addition, procedures are generally totally lacking in transparency, especially in urban areas. Neighbourhood chiefs appointed by the state are the single points of contact for residents; they issue documents called "papers", but these documents have no legal value, and do not help to secure families on the land they occupy.

168 / COTA, individual interview with ENDA MADAGASCAR, 30-10-2018 and project presentation sheet, Dakar seminar minutes March 2019.

Haiti

4

CONCLUSION

Organize and start-up a community of practitioners committed to the issue of dignified, decent housing

The questions that emerge from the study:

How can partner organisations develop their relationship with residents and territories in which they operate, to consolidate and make their contribution to social transformation, beyond what they are providing in technical terms?

How do you work with the multiple entry-points characteristic of their projects?

How can their interventions be developed to best meet the challenges of complex and changing environments?

A "kaleidoscopic" reading of the projects implemented by the partner organizations of FONDATION ABBÉ PIERRE has the advantage of highlighting the main issues and the recurring questions that each organization faces during the entire project cycle: how to work in a complex environment mixing actors with different interests and perspectives, how to use technical expertise and know-how to advance more political causes, how to find a balance in relations with residents and all the actors who make up a territory, how to strengthen legitimacy for intervention, etc. A core question emerges from this complex, multiple entry-point analysis of situations, that is fundamental and common to all partners, and which summarizes the essence of this study: To achieve this, the structuring, consolidation and development of a "learning community" of practitioners committed to the issue of precarious housing internationally seems useful vector to explore. This type of community should allow operators to "feel they are not alone" and find answers to their questions through peer-to-peer exchanges; it can also be a source of efficiency and effectiveness, allowing you not to repeat what has already been done and does not work, and to learn from practices and work processes experienced in different contexts. This can lead to time savings and innovation, understood here as the ability to do things that have already been done elsewhere in a well thought-out and adapted way.

Towards a learning community at the service of social transformation through housing

What was most important for this capitalisation process was to generate knowledge collectively by putting into perspective both the different projects and practices of the various organizations, and the questions that arose for them and the obstacles they faced, in order to formulate a grid-based, common understanding of interventions, drawing upon the peer practices to conceive of solutions and innovations that would foster access to decent housing in complex (most often urban) environments. At the same time, the overall approach was shaped by another major factor, that of building a learning community of actors committed to issue of housing. It is around this learning community that we have decided to formulate the conclusion of this capitalisation process and this study, because it is through this community that the teachings delivered by this work will be able to live and develop.

During follow-up committee meetings in Paris and the Antananarivo seminar, participants were asked to express their wishes, expectations and ideas for structuring and leading this community. We were also able to observe that as meetings and discussions progressed, this community gradually took shape: informal exchanges, requests for support from one organisation to another and even development of joint projects (see insert below) emerged visibly and accentuated as the process progressed.

During the closing sequence of the Antananarivo seminar, participants gathered in groups of 6 to 7 people were asked to formulate, using change-oriented approaches, their ideal vision of what this community of actors could be in 2025 (medium-term vision). **These ideal visions are set out below:**

"In 2025, we consolidated a community of peers based on common values in order to mobilise skills for concrete issues: a co-development laboratory."

"In 2025, we are able to work on a common project, with common objectives and differentiated methods, and with recourse to advocacy routes created by everyone. We ensure that we make dedicated time available to contribute to the life of the collective, we share tools, experiences and skills, derived from capitalisation or from operational processes and practices within each entity. We set in place direct exchanges (workshops, observation missions) with residents, together with objectives designed to foster mutual capacity building."

"In 2025, there is a platform (grouping of organisations) that makes it possible to intervene throughout the housing production and management chain (housing, common areas, public spaces), with all the necessary skills; operational prototypes are tested on pilot neighbourhoods. Residents are made aware of and themselves carry the dynamics of change around living environments and housing, the neighbourhood, sanitation and networks, as well as the planet and the climate. Our interventions are legitimate with local authorities who take ownership of the methods and our efforts are focused on vulnerable audiences."

"In 2025, we use the same indicators and refer to the SDGs to measure the impact of our collective action. We are able to request support from one a peer entity in a specific area, to conduct joint advocacy, and we make use of a platform of exchanges, tools, training, digital media, a common approach and methodologies, and also mapping of projects and places of intervention. We regularly organise meetings."

These "blue-sky" forecasts, for which we outline an operating method below, exist in a context of **a number of challenges and issues** that we summarise here:

- **Managing to free up time,**
  at the same time as running the projects and activities of each organisation, to work collectively;

- **Have sufficient resources**
  (human and financial) to invest in collective premises and collaborate with other organisations;

- **Develop working practices,**
  often marked by strong organisational cultures, to identify and implement common approaches and methods, and use shared tools;

- **Have opportunities and premises for meetings,**
  dialogue, to maintain the personal and organisational dynamics created during the capitalisation process;

- **Take a step back from the collective process and evaluate it regularly,**
  in order to identify its contributions and limitations, and to redirect it if necessary.

It therefore seems to us that operation in project mode would be the most likely to meet these challenges. The Foundation is aware of these issues and will propose solutions to address these; one of which could be designing a **short-term project** (2 or 3 years) that would seek exclusively to structure and strengthen this network of actors, in the following areas of intervention:

- **Create a shared identity**
  (name of the network, visual identity, ethics and partnership charter, etc.);

- **Set out a common approach and methods of intervention**
  (guidelines for intervention on housing in complex environments, methodology sheets, change-oriented approaches, etc.);

- **Develop common tools**
  accessible, practical and scalable (conversion of the capitalisation study into a digital resources portal);

- **Organise time for collective meetings**
  to address topics of common interest (seminars, speaking events, etc.);

- **Encourage exploratory visits/exchanges of experience** in the various countries in which the partners are active;

- **Free up time for operators**
  to offer technical support to other network organisations (based on personal and organisational skills);

- **Design training modules**
  (in-person or online) in subjects in which operators need to boost their skillsets;

- **Promote the development and implementation of joint projects,**
  or at least the involvement of peer organisations in the projects of member organisations of the network;

- **Think about and develop permanent network coordination,**
  to maintain links and organise the life of the community of actors;

- **Implement monitoring and evaluation tools**
  structuring and leading the network, to continuously adjust its direction and operation.

Ces pistes ne sont ni exclusives ni exhaustives et doivent avant tout répondre aux besoins des organisations et aux orientations que la FAP souhaite donner à cet espace collectif. Il apparaît néanmoins qu'un projet structuré, doté d'objectifs précis et de moyens propres, semble constituer à ce jour la meilleure réponse pour pérenniser la dynamique enclenchée par cette démarche de capitalisation.

Focus on a joint initiative
The project *Living and better lives in unplanned settlements*

Led by CRATERRE and URBAMONDE, implemented by YAAM SOLIDARITÉ in partnership with URBASEN, FSH and GRDR

During the last sequence of the Antananarivo seminar, these organisations presented the approach in which they are currently involved, which aims to implement a joint project based on a main territory in Burkina Faso (Boassa district in Ouagadougou) and which aims to develop tools and methods through the sharing of experiences and actions with other FAP partners active in the sub-region. It therefore seeks to:

• Unite residents of the informal neighbourhoods of Boassa to give them access to dignified housing;

• Support the organisation of citizen bodies, local development initiatives, a concerted auditing/planning approach, as well as the strengthening of local territorial management capacities;

• Develop a theoretical and methodological corpus on the social production of housing, through consultation with the GRDR (Guinea-Bissau) and URBASEN (Senegal), which are involved in the same fields.

This example highlights the complexity of approaches of this type, the risks they present, and the opportunities and perspectives that they can offer. Other actors involved in the capitalisation process shared, at the end of the second seminar, examples of collaboration with one of the paired organizations, showing the emergence of a strong desire to work together and the beginnings of concrete cases to be analyzed to better develop this learning community of actors involved in the housing issue.

This initiative, presented through various issues to be debated, served as a support to the participants of the Antananarivo seminar to engage in dialogue around a concrete example of what collaborative work can lead to. The questions and answers provided during this sequence are listed below.

Specific project objectives

1

Support households through tools and methods to produce quality housing

2

Produce and share intervention methods and financial levers with civil society actors adapted to the improvement of the neighbourhood and its housing (resident-led)

3

Provide legal, technical and financial support to residents and strengthen their local skills to carry out their collective projects/community works to improve neighbourhoods

4

Provide tools and methods for greater resilience in undivided neighbourhoods.

What were the triggers? What is driving this collaboration?

Intersecting working themes;

A common goal: improving housing;

Contacts between organizations (encouraged by the collaborative approach of the FAP, initiated several years ago);

A desire on the part of donors to see this type of partnership emerge;

The pre-existence of bilateral partnerships;

Identification of technical and methodological complementarity;

A desire to share experiences, methods and tools;

One of the organizations took the initiative to introduce this idea to donors.

How does collaboration work at the day-to-day level? What does this mean in terms of effort and time?

Physical meetings between the different partners: they are organised with one of the two organizations and make it possible to get to know each other concretely;

Work and collective reflection sequences are organized for missions or other meeting times (capitalisation approach in particular);

Remote discussions (Skype in particular) are organized;

It is necessary to free up time to maintain regular discussions;

Diplomacy and mediation are needed;

Overall coordination must be ensured (an organization must "support" the approach for it to work).

What were the highlights of this collaboration?

Bilateral exchanges between the entities involved;

Organizing workshops in Ouagadougou.

What are the unifying elements?

Proximity (cultural, geographical, etc.);

The creation of a federation of residents in Burkina Faso, like the one that exists in Senegal;

Very concrete avenues for complementarity that quickly emerged;

Meeting up, having fun and accepting one's disagreements makes people and organisations grow;

The collective interest emerges above the interests of organizations.

What are the strengths?

Bilateral collaborations are strengthened, relations are consolidated;

YAAM SOLIDARITÉ was able to join the Slum Dwellers International network thanks to this approach.

What are the weaknesses?

A certain lack of responsiveness, a difficulty in bringing together all the players;

Feeling constrained by the "mechanical" side of organizations.

What are the risk factors?

The time devoted to this project may be detrimental to the own actions of the organizations involved;

The procedures (administrative, financial) can be cumbersome.

What are the first lessons learned?

Multi-stakeholder work doesn't happen naturally and is sometimes difficult;

The roles and interests of each organisation must be clearly defined;

It is important to properly schedule joint activities;

The common goal sought must be clearly defined;

It is necessary to identify a focal point within each organisation.

What are the prospects?

This work led to the submission of a joint grant application (AFD/FAP), validated in early 2020 by the AFD. A dedicated project will therefore be implemented between February 2020 and January 2023;

Beyond the project, organizations are determined to maintain and strengthen their bilateral relationships and collaborations.

A WHO'S WHO FOR RESOURCE PERSONS

This is a Who's who for "skills/expertise", the idea proposed at the Dakar seminar and carried out during the Antananarivo seminar. During this second seminar, participants spontaneously grouped themselves by common profession in a dedicated work sequence, to give a definition for it, and list the main skills.

Each contributor to the study is presented via groupings of people according to their field of expertise/skills (architecture, urban planning, sociology, etc.), in order to identify pools of resource persons to contact/mobilize in the event of specific questions or needs. For each "pool", the main skills held by the people who make it up are mentioned.

Carla Recinos

Dadjouari Lébrini

LOCAL DEVELOPER

The local developer mobilises resources for the benefit of the areas of intervention throughout the project cycle.

Bakonirina Rakotomamonjy

Romain Minod

Project management
Context analysis
Project conception
Diplomacy
Facilitation
Resource mobilization

Nadège Quintallet

Rodrigo Avilés

Phattana Kuch
Family support

Sonia Hurcet
Gender and the fight against discrimination

DIRECTOR

A director is an organization facilitator.

Strategy definition and steering
HR management
Team leadership and support
Coordination of governance
Financial and budgetary management
Institutional and media representation
Agility training

Joaquim Soares
Popular education

Véronique Jenn-Treyer
Housing

Matthieu Hoarau
Support for housing rights

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PROJECT MANAGER

The project manager acts as a catalyst: he/she coordinates all activities and stakeholders concerned, ensuring that the objectives set are achieved.

Coordination
Personnel management
Partnership management
Definition of strategies
Budget and financial management
M&E, auditing and learning
Network
Advocacy

Beatriz Maroto Izquierdo

Bea Varnai

Pierre Larnicol

Léa Teillet

Assane Coly

Catalin Ganea

URBAN PLANNER/GEOGRAPHER

The urban planner/geographer specialises in the development and sequencing of cities and other human groupings organized in space, as well as in all aspects of territorial planning.

Urban planning
Urban project management
Running the network/community leader
Auditing and spatial planning
Mapping
Social and financial mobilisation
Support for decentralisation
Training and capacity building
Analysis of migration dynamics

Papa Keita

Zoé Vauquelin

Magatte Diouf

Yasmine Ouadi

KNOWLEDGABLE BUILDER

The knowledgeable and knowledge-imparting builder is able to conduct a detailed study of the building practices in use in a given territory and in a given context, in order to identify strengths and weaknesses, propose viable technical or organisational alternatives, set in place the conditions necessary for this new knowledge to be available locally, and communicate these studies and proposals. The aim is to enable communities of stakeholders involved in the production of housing to make informed choices about their investments in the construction sector.

Identification of construction practices existing in a given territory

Analysis of these practices in the different stages of their production and then life cycle

Product and process control and analysis (basic product transformation mode to the next step)

Mapping of players involved

Proposals for viable alternatives to the existing system, in connection with local potential

Facilitation/steering/training and provision of technical analysis knowledge and skills to regional stakeholders (residents, education sector, legislator, public authorities)

Olivier Moles

Abdourahmane Waly Faye

Saruul Bayar

Halimatou Mama Awal

Benjamin Bourdon

Nancy Ottaviano

Tatiana Juarez

Kévin Mahé

SOCIAL ARCHITECT

A social architect is also a chameleon specialising in how to build and use space, conducting participatory design processes with residents, in order to deal with different types of vulnerabilities. S/he has multiple skills, in order to establish links with the different stakeholders.

• • • ▶ Observation and study
Participatory design process
Action research
Understanding and translation
Knowledge and use of regulations
Technical assistance
Traditional and innovative project management

Bolor Bekhkhuyag

Amadine Diagne

Aïssata Mamadou Talla

Anukhatan Tsevegmid

LEADER

A facilitator is a person with values who drives, guides and supports social and collective dynamics.

• • • ▶ Communications
Intercultural mediation
Self-organisation of communities
Sense of humour
Project management
Emotional intelligence
Knowledge of human rights

Saidou Nabaloum

Otgonchimeg Altangerel

LEXICAL FIELDS

The work done so far evokes a large number of concepts and ideas of different kinds: specific to engineering and project management, social change, urban planning, building techniques, and even sociology. It is therefore necessary to propose guidelines that will help define these key terms, in order to provide participants in the process with clear shared keys for understanding and interpretation.

This lexical work was carried out collectively during the seminar in Antananarivo; it was not aimed at producing fixed and dogmatic definitions, but rather at identifying elements for clarifying the terms most used. The list below presents ways in which sixteen ideas are understood; it remains subject to change.

SOCIAL CHANGE SOCIAL TRANSFORMATION

A complex process initiated by collective awareness and the emancipation of individuals, which makes it possible to bring about changes in behaviour capable of influencing public policies and the standards they establish.

This process is based on a number of shared and desirable values such as:
• Respect for cultures;
• Equality, in particular gender equality;
• "Better living";
• Solidarity;
• Recognition of the right to self-determination of individuals, groups and collectives.

COMPLEXITY

Systemic approach that makes it possible to think about relationships between sectors, theories and issues that are identified as interdependent.

This is discovered as the project progresses and can be a force that makes it possible to achieve its objectives, but requires that project owners be agile.

CHANGE-ORIENTED APPROACHES

A process that promotes a vision of society and that accompanies changes in the behaviour of individuals and groups.

Adherence to this process is based on communication techniques, education and demonstration of concrete examples. To convince, it can also rely on community relays that can raise awareness among residents.

BUILDING CULTURES
LOCAL RESOURCES, MATERIALS AND KNOW-HOW

Anchored in a territory and a traditional living environment, these seek to build housing adapted to location and climate.
They are used to:
• Reduce risks;
• Promote cultural heritage;
• Protect the environment and promote sustainable development;
• Facilitate self-building and self-rehabilitation.

Additional definition proposed by CRATERRE:
Building cultures are the intangible aspect of a building or, more broadly, a human structure built to interact with its environment to live, work, move, play, etc. It includes elements related to the different phases of the life cycle of a building, which relate to sociological, economic, environmental and cultural factors, including the consideration of questions of symbolism and representation.

They reflect collective intelligence in a given territory and context. They come from available resources, the means available, well-developed knowledge and know-how, cultural influences and lifestyles.

They are particularly readable in contexts of exposure to natural risks, as they contribute to the resilience of populations.

Taking into account local building cultures is extremely valuable when it comes to improving the resilience of communities, particularly their housing.

The identification, understanding, recognition and, where appropriate, improvement and strengthening of these local practices often result in valuable knowledge for the definition of relevant disaster risk reduction and reconstruction programmes.

LIVING ENVIRONMENT
NEARBY ENVIRONMENT, EVERYDAY PLACE

It is subject to various pressures, it has to be improved or preserved, for an ideal quality of life. It is shaped by traditions and cultures and adapts to pass on to future generations.

AUDITING

It is a repeat process that enables a better understanding of issues, in order to guide strategies for change.
It is implemented through a preparatory phase defining a position based on:
• Methods and tools;
• Multidisciplinary teams;
• Back and forth between the micro and macro scales;
• Neutral approaches;
• Shared expertise.

It is based on an operational phase whose objective is to facilitate the production of knowledge, as well as a database to establish an inventory.
It identifies expected results in terms of:
• Challenges;
• Potential;
• Resources;
• Maps of actors.

TYPE

The socio-cultural construction of male and female roles and the relationship between men and women.

Gender must be understood as a dynamic of social change. It is an integrated approach, i.e. one that is thought of from the beginning to the end of a project. Several tools can support gender mainstreaming in projects:

• Positive discrimination;
• Facilitating the place of women in society;
• Support from individual activists.

The challenge is to support the transformation of the cultural and then regulatory "territory" in order to make women more visible and give them the same freedom of choice.

RESIDANT

individuals or groups of individuals who rightly occupy a space, often collectively.

This concept must be understood dynamically. It is more a process of definition and self-proclamation linked to the free will of individuals, than a legal status.

However, this lack of status, linked to the absence of official documents recognising the right of individuals to reside, is generally problematic.

A "resident" is rooted in a territory and time and is generally the result of a family history and a process of becoming sedentary.

INFORMAL

This term refers to non-standardised practices and covers practices:

• Not recorded;
• Unofficial;
• Not scientifically proven;
• Which use word of mouth;
• Which are outside the regulatory framework.

INVISIBLE

These are "voiceless" people, whose invisibility is often linked to prejudices or discriminatory processes.

Invisibility can be understood on different scales: the invisible in society, in the family, in housing, etc.

Taking these invisible people into account questions the very relevance of projects: how to ensure their genuinely participate and via which communication channels?

PARTICIPATION

Participation refers to the spontaneous, encouraged or even restricted involvement of residents in the project dynamics proposed to them.

It can be understood by the profile and legitimacy of the people who propose it or the participants. Several tools can facilitate participation in projects:

• Active/inactive participation tools;
• Tools to get participants to come.

Participation can be facilitated by the clarity and transparency of decision levels and scales, and their long-term inclusion.

POLICY

Policy concerns the organisation of "city life" and the procedures for organising citizen participation.

In its operational approach, the policy refers to the notion of project management and decision support, in particular for CSOs and local authorities.

Politics refers to state institutions and local authorities.

Policy can be a source of obstacles, threats, recoveries, but also levers and opportunities if the vision is shared, particularly in terms of advocacy.

THE CAPACITY TO ACT

This term refers to acting together for the common good in order to change a situation at different levels: for oneself and/or for others.

The built through empowerment/enabling, by valuing what is currently in existence, by activating the existing resources and capacities of the actors concerned, and by equipping them.

This may involve:

• Support for stakeholders in project management and steering;
• Support for decision-making and empowerment of stakeholders;
• Strengthening their capacity to understand the issues;
• Support for both individuals and collective dynamics.

PROTOTYPE

It is a participatory research process to test pilot interventions and provide affordable, efficient and accessible solutions to residents.

It must be based on:

• Needs;
• Exchange of experience;
• The social, environmental and cultural context.

REHABILITATION RENOVATION

These are processes of change to improve living conditions.

Rehabilitation:

• Is more structural;
• Makes it possible to build on more functional bases;
• Has a stronger emotional dimension.

Renovation:

• Repairs, fixes and allows extensions;
• Renewal;
• Improves daily life.

SOCIOCULTURAL

Concept that encompasses the social, cultural, economic and environmental characteristics of the intervention context.

Taking these characteristics into account is crucial to ensure the sustainability of projects and propose suitable solutions.

The cultural dimension includes religious and traditional practices, as well as the languages used.

These characteristics must be understood through the prism of interactions between individuals and actors: posture, power relations, intercultural or gender relations.

COLLABORATIVE QUESTIONING GRID

How can we put housing at the heart of a more global life project for residents, in a rights-based approach and not simply by providing services?

This table summarises the questions shared by the partners during the scoping meeting of the study, the additional questions proposed by F3E, the questions arising from the cross-analysis of the transcript of around twenty semi-directive interviews and an initial review of the documentation available by COTA, and the contributions and comments of CRATERRE and the FAP. It was reworked by the participants during the second monitoring committee meeting to be streamlined and clarified with a view to its practical use during the Dakar seminar, it then helped to structure the analysis of the full capitalisation study.

How does it work?

Reading notes:

• The three areas of capitalisation are kept as reference points, as they remain relevant markers for participants (see work in the monitoring committee)

• The cross-cutting theme "gender" is integrated into the cross-cutting theme "sociocultural dimensions and implications"

• For each cross-cutting theme, the grid presents: a general outline, a central question from a consolidation angle and subsidiary questions

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SHEET 1

DESIGN AND ENGINEERING OF IMPLEMENTED PROJECTS

How do partner organisations integrate the three areas of capitalisation into their interventions, what attention do they give them, what approach is developed, what resources are allocated?
How do they build their interventions over time to meet everyone's needs and focus projects on the resident rather than mobilizing residents around the products provided by the project?

BUILDING CULTURES

Is an approach focused solely on individual housing sustainable without a broader approach including all questions relating to the organization and structuring of a neighbourhood: sanitation, access to basic public services, urban planning/network/roads, accessibility and connection of economic centres?

• How can we deal with the physical characteristics of the intervention zones and promote good knowledge of the territory, to improve preparedness for natural and/or human disasters and reduce risks?

• How to conduct preliminary studies on innovative construction materials and techniques and make best use of the results?

• Should research-action work carried out as part of projects lead to modelling and standardization of urban housing or work towards a form of individualisation, to encourage ownership?

CITIZEN PARTICIPATION

How can the requirements specific to participatory approaches and the constraints inherent in project mode be articulated?

• What criteria should be used to assess a satisfactory level of participation?

• How can we strike a balance between "project time" and "residents' time", i.e. between the short-term essential needs of vulnerable people and the strengthening of citizen mobilisation dynamics for the future?

• How can we get out of the "requirement to participate"?

• How can we bring together the search for results and impacts in projects and the wishes of residents?

LAND TENURE

How can we determine the places of intervention and secure these interventions with regard to pre-existing land realities?

• What criteria should be considered to determine where exactly to intervene and where not to intervene?

• How to design and secure technical interventions (renovation, construction, etc.) with people exposed to expulsion or relocation?

SHEET 2 — MEETING NEEDS AND SUSTAINABILITY

How do partner organisations identify the expectations and needs of their target audiences? How do they identify pre-existing dynamics to support, catalyze and strengthen? What is the relationship to time that they develop with the people they support?

How to situate interventions in a triple temporal perspective: the past to understand/the present to support/the future to anticipate, in an initial auditing approach intended to identify what could be done and how it could be done?

• How can we move from an individual housing approach to a broader neighbourhood approach (transition from architecture to urban planning)?

• How can we balance with the desire to develop building techniques based on the needs/desires of populations, the imperatives of sustainable development and the financial resources actually available?

Should we necessarily guarantee the sustainability of a citizen participation dynamic and if so, how?

• How can we work with existing citizen-led leadership dynamics?

• How can we position ourselves against leaders whose interests are not always clear?

• Should these leaders be seen as a factor of sustainability nonetheless, or a threat to participatory dynamics?

• How can we move from the individual to a group and give these participatory spaces real weight?

How can the land issue be integrated into the development and sustainability of innovative economic models?

• How can we encourage the establishment of "intermediate" land situations (recognized occupation), between land ownership and illegal occupation, in order to set realistic milestones in the journey towards land tenure for residents?

• How can we support and encourage residents to plan for the future on land they do not own?

SHEETS 3 & 4 — SOCIOCULTURAL DIMENSIONS AND IMPLICATIONS

What are the characteristic elements of the intervention contexts to be considered in the development and implementation of projects? What is their impact on each of the three capitalisation areas? How can we get to know them in advance to integrate them harmoniously into the interventions?

How can social questions be raised via technical approaches related to construction?

• How can we address residents' prior preferences (negative or positive) about certain construction techniques or materials, in particular to ease the tensions between the perception of modernity and the search for resilient housing?

• How can we avoid "forcing things" while promoting practices capable of meeting needs (implicit or explicit)?

• Is the use of local construction materials and techniques a means of preserving craftsmanship?

• How are women integrated into activities related to housing construction/renovation?

• If not, are they more involved in other parts of the "housing project"?

What power do the citizens affected by the projects actually have (consultation, decision-making, contribution, etc.)?

• Is working on one's image and self-esteem and one's environment a requirement for asserting the power to act, and therefore a means of strengthening the development capacity of a territory?

• Are there obstacles to fair participation?

• What are they and how can they be overcome?

• Regarding women more specifically, how are the powers of expression and action distributed?

What is the balance between administrative law/national legislation on the one hand and customary law on the other?

• Doesn't intervening in land tenure security processes require prior historical analysis, as it partly determines how access to land ownership is passed on?

• Women are often the driving force behind financial mobilization or home maintenance, but sometimes cannot be homeowners (depending on modern/customary/religious law). How to deal with this reality? Should we try to influence it?

SHEET **5**
ENVIRONMENTAL DIMENSIONS AND IMPLICATIONS

How are environmental and ecological issues taken into account in the interventions carried out?

How can we best reconcile protecting the environment with the quest for efficiency and sustainability?

SHEET **7**
CREATION, DEVELOPMENT AND PROMOTION OF COLLECTIVE DYNAMICS

How can we best understand and articulate the expectations and needs of individuals and their families with the interests of the community, particularly residents of the neighbourhood?

How can we use the collective in an appropriate and relevant way, pursuing specific objectives without falling into a forced collective approach?

BUILDING CULTURES

How can environmental and climate constraints be taken into account, both in the construction of housing and in the neighbourhood dynamics sought?

• How can the wishes of residents be reconciled with the possible environmental impact of the techniques and materials used?

• How can we best anticipate environmental risks in order to adopt a preventive approach?

• What accessibility (particularly financial) is there for sustainable and environmentally friendly solutions?

How can we encourage the appropriation and dissemination of "good practices" for building?

• How can we encourage collective building and/or space management processes?

• How can the individual knowledge of residents be shared with the community?

CITIZEN PARTICIPATION

How can we understand the identity of a neighbourhood (its sociology) to integrate an intervention as harmoniously as possible?

• What do we do when there is no prior collective dynamic?

• How can we spark or identify and stimulate collective awareness, while avoiding the creation and development of artificial and/or competing groups?

• How can we manage the emergence of leaders with interests that are sometimes remote from those of the group and exercise discernment in our identification of "true/false leadership"?

• Can an organisation outside the intervention zone really create and structure a collective organisation of which it is not part?

• How can we develop an overview of the neighbourhood and not to be limited a unitary conception of each space.

• How can we attract the support of all residents, beyond the direct beneficiaries of the project?

LAND TENURE

How can we combine the notion of ownership and that of preserving one's direct environment at the heart of a single intervention?

• Does land ownership, or its legitimate occupation, constitute an incentivizing/facilitating factor when dealing with environmental constraints?

• How can the issue of "risk areas" be integrated into interventions?

How can we work on the issue of ownership without harming community interests at the neighbourhood level?

• Are there collective regularization mechanisms that can promote a balance between individual ownership and collective interests?

• How can we operate on the basis of modern law and customary law?

• How can we intervene in spaces strongly fragmented by legacy practices?

SHEET 8 — RELATIONSHIP WITH THE AUTHORITIES AT THE DIFFERENT LEVELS OF POWER AND TERRITORY

How can we develop good knowledge of the authorities, how they operate, their constraints, their expectations and their interests? How can they be included in interventions? How can we foster the link between these authorities and residents? How far can we go in seeking their involvement to promote the chances of success of the intervention without compromising the freedom of initiative and action of residents?

How can we accurately identify the actors involved at the territory level, go beyond their own reference framework, particularly in order to understand the position of the authorities?

• Are local authorities involved in the technical aspects of projects?

• If so, how do they get involved?

• What needs to be done so that they can and do intervene?

• Are they able to contribute to promoting and/or spreading certain renovation/construction techniques?

How can we assess the influence and place of authorities in collective processes?

• How can we understand the self-organisation of residents in contexts of strong decentralisation and/or disengagement from the State?

• What desire/ability/willingness do residents have to express themselves to the authorities?

• How can we identify those responsible for housing at the level of the authorities?

• How can the needs of populations and the obligations of the State be articulated?

What is the balance between the responsibility of the State and the legitimacy of the resident to occupy a piece of land?

• What access do target audiences have to administrative processes ("psychological", economic, temporal, etc.)?

• How to identify the person or mechanism that validates the occupation of land?

SHEET 9 — LEGAL, ADMINISTRATIVE AND REGULATORY FRAMEWORKS

**How should regulatory, administrative and legal provisions that exist in the areas of intervention be taken into account?
How can we minimise constraints to turn them into opportunities?**

How can we take stock of what is formal and legal and what is informal but relevant in terms of construction/rehabilitation?

• In the intervention zones, are there binding rules governing the renovation and construction of housing?

• How can we work with these rules?

How do we make law accessible to citizens?

• How can administrative language be translated to make it accessible to those supported?

• How can residents of intervention zones be allowed to include their participation in pre-existing regulatory frameworks?

• How can they be supported in challenging these frameworks if they prove inadequate?

• And who is equipped to communicate a message?

• Should the authorities be seen as a fully-fledged player in the collective dynamic, likely to evolve and change its contribution to interventions?

How can we build on or transcend a particular set of rules in order to make the authorities aware of the right of target populations to ownership of the land they occupy?

• How to identify the person occupying a plot?

• How to assert the rights of residents in their cultural context, considering modern law and customary law?

• How to proceed in "gorilla construction" contexts, illegal but tolerated by the authorities?

• How can housing be secured against the risk of destruction and/or eviction?

• How can we deal with the transmission/inheritance practices that divide the land?

• What to do and how to do it when the legal provisions are not applied and/or inapplicable?
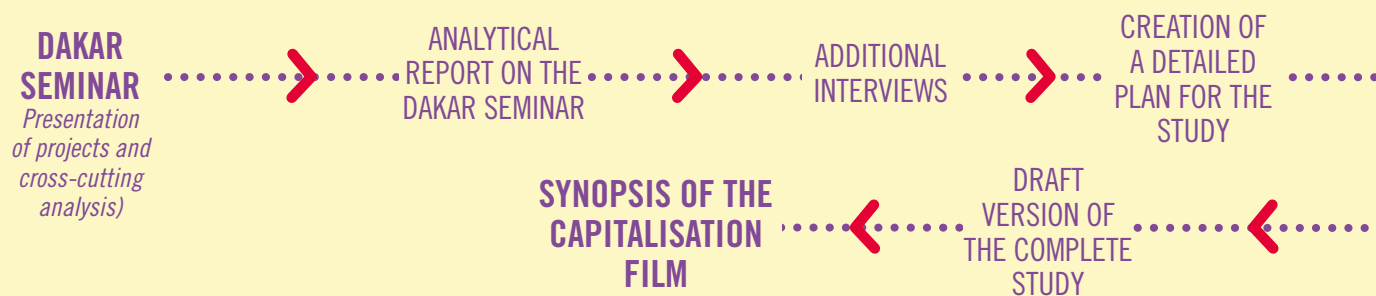
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METHODOLOGICAL PRINCIPLES AND WORKING STAGES OF THE STUDY

Different sequences and stages then marked the course of the capitalisation process (Sequence: collective times and/or those involving partners; Sequence 2: the production time of consultants, Sequence 3: the main deliverables produced). COTA's support to the Foundation and its partners was from October 2018 to April 2020.

SEQUENCE 1 Creation of collective reference framework

FIRST MONITORING COMMITTEE
Canvassing expectations
→ INDIVIDUAL PROJECT INTERVIEWS
→ DOCUMENT ANALYSIS
→ CREATION OF AN ANALYSIS GRID →

SEQUENCE 2 First seminar and collective enrichment of contents

DAKAR SEMINAR
Presentation of projects and cross-cutting analysis)
→ ANALYTICAL REPORT ON THE DAKAR SEMINAR
→ ADDITIONAL INTERVIEWS
→ CREATION OF A DETAILED PLAN FOR THE STUDY →

SYNOPSIS OF THE CAPITALISATION FILM
← DRAFT VERSION OF THE COMPLETE STUDY ←

SEQUENCE 3 Second seminar and collective enrichment of contents

FOURTH MONITORING COMMITTEE
Sharing of draft study, synopsis and organization of the Antananarivo seminar
→ ENRICHMENT OF THE DRAFT STUDY
→ ANTANANARIVO SEMINAR
Collective enrichment of the study and vision for the group going forward
→

RESTITUTIONS
← CAPITALISATION FILM ←

METHODOLOGICAL PRINCIPLES

The methodology proposed by COTA draws on some fundamental principles[169]

Iteration

Participation

Co-building

Charing of experiences

Cross-over of approaches and sources

Link between theory and practice

Relativizing and contextualizing lessons

STRUCTURE OF THE DAKAR SEMINAR ···> SECOND MONITORING *Enrichment of the analysis grid and organization of the Dakar seminar* ···> **COLLABORATIVE ANALYSIS GRID**

CHOICE OF FILMING COUNTRIES FOR CAPITALISATION FILM ···> THIRD MONITORING COMMITTEE *Enrichment of the detailed plan* ···> COLLABORATIVE DETAILED PLAN FOR THE STUDY

WRITING OF SYNOPSIS FOR CAPITALISATION FILM <··· PREPARATION OF ANTANANARIVO SEMINAR <··· WRITING OF THE STUDY

SHOOTS IN 5 COUNTRIES FOR CAPITALISATION FILM ···> STUDY FINALIZATION ···> EDITING OF THE CAPITALISATION FILM

INSTITUTIONAL DELIVERABLE <··· FINALIZED, COLLECTIVELY ENRICHED STUDY <··· PRODUCTION OF INSTITUTIONAL DELIVERABLE

169 / For details of the proposed methodology, see the technical and financial offer submitted prior to the support mission.

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