



E-ISSN: 2664-603X

P-ISSN: 2664-6021

IJPSG 2022; 4(1): 23-29

www.journalofpoliticalscience.com

Received: 10-11-2021

Accepted: 15-12-2021

Ade Ayu Astuti

Master's Student, Public Administration in International Development, School of Public Policy and Management, Tsinghua University, Beijing, China

Implementation of Indonesian urban redevelopment policy: Case study city without slum program in Limba B urban-village, Gorontalo

Ade Ayu Astuti

Abstract

This paper aimed to analyze Indonesia's urban redevelopment policy implemented by the Indonesian Ministry of Public Works and Public Housing since 2016. City without slums is a strategic program of the Indonesian government for realizing livable, productive, and sustainable urban settlements. Gorontalo city was one focus of the national slum upgrading program since 2017, especially Limba B urban-village, South City sub-district, as the largest slum area in Gorontalo City. This study will apply collaborative urban governance in analyzing local government management and public participation in the implementation city without slum program in Limba B urban village, located in Gorontalo city center. This paper uses a mixed-method to deepen understanding of community participation and various stakeholders in handling urban slum issues in this area. After researching with ninety participants and literature review, multi-stakeholder participation in the whole phase of this program is essential in realizing free slum Limba B urban village. Policy implementation of this program combine bottom-up and top-down approaches in land use and deal with program impact.

Keywords: City without slums program, collaborative urban governance, public participation, policy implementation

1. Introduction

The development gap among urban and rural areas among regions in Indonesia encourages people to migrate to the city with the hope of a better life causes a double-edged impact in urban areas. If population density does not follow by city readiness will cause new problems such as city congestion, poverty, increased crime, and the emergence of slum areas. In 2017, slum areas in Indonesia reached almost 35,291 hectares (Directorate of Residential Area Development, 2017) ^[12], while in Gorontalo City, around 225, 27 hectares, with the largest slum area in Limba B Urban-Village 63, 8 hectares (Gorontalo Mayor Decree No.127/2/I of 2017, 2017) ^[15]. Predicted human population growth over the next 50 years will have immense consequences for all cities, especially developing countries will need to expand their urban space by more than 300 percent (UN-Habitat, Urban Planning for City Leader, 2013) ^[23]. Therefore, the government must formulate a national strategic program to follow up the 1945 Constitution of the Republic of Indonesia Article 28 H paragraph 1 concerning the rights of Indonesian citizens to obtain a sustainable environment, decent housing, and prosperous life. The governance of human settlements involves multiple actors and stakeholders has indicated a greater need for coordination, negotiation, and building consensus (UN-Habitat, The State of Asian Cities 2010/2011, 2010) ^[22]. Therefore, collaborative urban governance has a crucial position to implement the Indonesian Medium-Term Development Plan 2020-2024 and ASEAN Socio-Cultural Community blueprint in realizing sustainable cities 2025. Considering national development priority programs to accomplish equality development, this essay selects Gorontalo Province as one of the poorest provinces in Indonesia in 2020 (Indonesia Central Bureau of Statistics, 2021) ^[16]. This study intends to analyze how Indonesia's redevelopment policy through the city without slum program resolves national urban issues from local government in Limba B Urban-Village, South City Sub-district. Two research questions will address in this paper. First, does public participation in collaborative urban governance decrease slum areas in Limba B Urban-Village? Second, How the Gorontalo government's policy in land use planning and dealing with socio-economic impacts during the implementation of this program?

Corresponding Author:

Ade Ayu Astuti

Master's Student, Public Administration in International Development, School of Public Policy and Management, Tsinghua University, Beijing, China

2. Literature Review

2.1 Policy Implementation

Policy implementation is a complex process characterized by the actions of multiple actors, levels of agencies or institutions, and other elements within a system of interrelations that triggers multiple chains of causality (Degroff & Cargo, 2009) ^[10]. Top-down and bottom-up approaches can apply in analyzing this process. A top-down approach emphasizes the faithfulness with which implementation adheres to the policymakers' intentions (Sabatier, 1986) ^[20]. This perspective establishes a hierarchal control of central actors towards local implementing officials, community, and private sector. In contrast, the bottom-up approach identifies the network of actors involved in service delivery in one or more local areas and asks them about their goals, strategies, activities, and contacts (Sabatier, 1986) ^[20]. Implementation from this approach regards to be more successful when policymakers understand which part of an organizational network, what resources are necessary for their performance, and how the task might affect the behavior of the policy target (Elmore, 1979-1980) ^[14]. This study intends to analyze the Gorontalo government approach in implementing this program.

2.2 City without slum program

The Indonesian government has formulated various programs to resolve urban issues, such as National Program for Urban Independent Community Empowerment and Community-Based Settlement Arrangement Programs. Indonesian Law No. 1 of 2011 concerning housing and settlements states that the handling of slum settlements must implement by the Government, Regional Government, and everyone. Therefore, the government must initiate a strategic program for handling residential areas and improving the quality of settlements and slum areas. The lack of success in poverty alleviation policies and slum areas has prompted the government to formulate medium-term development planning for reducing urban slums from the initial condition of 35.291 hectares in 2016 to 0 hectares. Following by strategic urban plan based on the Indonesian Ministerial of Public Works and Public Housing Regulation No.02/PRT/M/2016 concerning Improving the Quality of Housing and Settlements, Directorate General of Human Settlements stipulates Circular Number 40/SE/DC/2016 concerning Guidelines for the Implementation of the City Without Slum Program.

City without slum program is an Indonesian strategic redevelopment policy implemented nationally in four phases from planning to sustainability in 271 districts/cities to realize 100 percent universal access to drinking water, 0 percent slum settlements, and 100 percent access to proper sanitation (Directorate General of Human Settlements, 2017) ^[11]. This program aims to collaborate with multi-stakeholders for solving national slum issues by optimizing a bottom-up approach to accomplish Indonesia's long-term development plans 2005-2025, namely the realization of a city without slums. Through the implementation of this program expectantly will improve access to infrastructure and essential services in slum areas, especially Gorontalo City. Based on Gorontalo Mayor Decree No. 127/2/I/2017 about the determination of Slum Settlements in Gorontalo, Limba B was the highest slum area, making this area one of the national pilot projects of this program.

2.3 Collaborative Urban Governance

Collaborative governance is a representative concept for understanding modern governance principles among various government fields because consensus-building capacity can tackle most society contemporary issues through negotiation with other actors (Innes & Booher, 2004) ^[17]. Thus, inclusive stakeholder involvement is needed to help planners develop regional strategies and interact with more stakeholders about issues (Burby, 2003) ^[5]. It involves a governing arrangement where one or more public agencies directly engage public and private non-state stakeholders in a collective formal, consensus-oriented, and deliberative decision-making process to implement public policy or manage public programs or assets (Ansell & Alison, 2008) ^[2]. The complexness and connectedness of the urban setting create it more evident that collaboration across organizations horizontally and vertically is necessary to optimize urban governance policy.

Collaborative urban governance involves organizations and individuals outside government through structures and mechanisms that support effective relationships across the public, private, and community sectors (Roberts & Addison, 2015) ^[19]. There are four essential principles of this collaboration, namely participation and representation, participatory budgeting, mechanisms for accountability and transparency, new technologies, and e-governance (Dahiya, 2012) ^[8]. This study will analyze multi-stakeholder cooperation in budgeting and participation in whole stages of cities without slum program implementation.

2.4 Public Participation

Public participation in governance involves the direct involvement – or indirect involvement through representatives – of concerned stakeholders in decision-making about policies, plans, and programs (Kathryn & Bryson, 2016) ^[18]. The development of technology and knowledge influences government transform communication and policy processes from one-way to two-way communication. Some theorists argue that public participation in the planning process leads to better plans, while others criticize planners for poor citizen incorporation in the plan-making process (Brody, Godschalk, & Burby, 2003) ^[5]. Despite that, public organizations require public participation in formulating comprehensive plans through fresh insights and ideas to create clear and specific state growth management to improve the quality of urban planning (Burby & May, 1997) ^[6] (Day, 1997) ^[9]. Therefore of utmost importance in the development process and transformation of the cities in engaging public participation, supporting the population's commitment and guidance to urban planning actions (Amado, Vitorino, Moura, & Silva, 2010) ^[1]. This paper aims to investigate community participation as the most impacted of this redevelopment program in the implementation city without slum program.

2.5 Slum Area in Limba B Urban-village

In 2017 the Gorontalo City Government revised the previous regulation regarding slum areas from 4 districts consisting of six slum urban-village to 19 Slum Urban-villages located in 5 Districts through the Gorontalo Mayor's Decree Number 127/2/I of 2017. Memorandum of the Plan for the Prevention and Improvement of the Quality of Urban Slum Settlement (RP2KP) explains the plan for structuring priority areas, namely the Limba B slum area with 63.8

hectares which will implement in 2018 - 2019. The Limba B slum area consists of 4,111 residents in 809 households, among which 58% classify as a Low-Income Community. Additionally, 178 residential building units, or 21%, do not meet the technical requirements and are unfit for habitation. This situation is made worst due to damaged

drainage conditions and high sedimentation in the channel that cannot drain water to Bolango River. Illegal building houses on the shoulder of the road and above the canal also causes vulnerability to floods and fires. Consequently, these condition causes damages public facilities, infrastructure and create slum settlements.

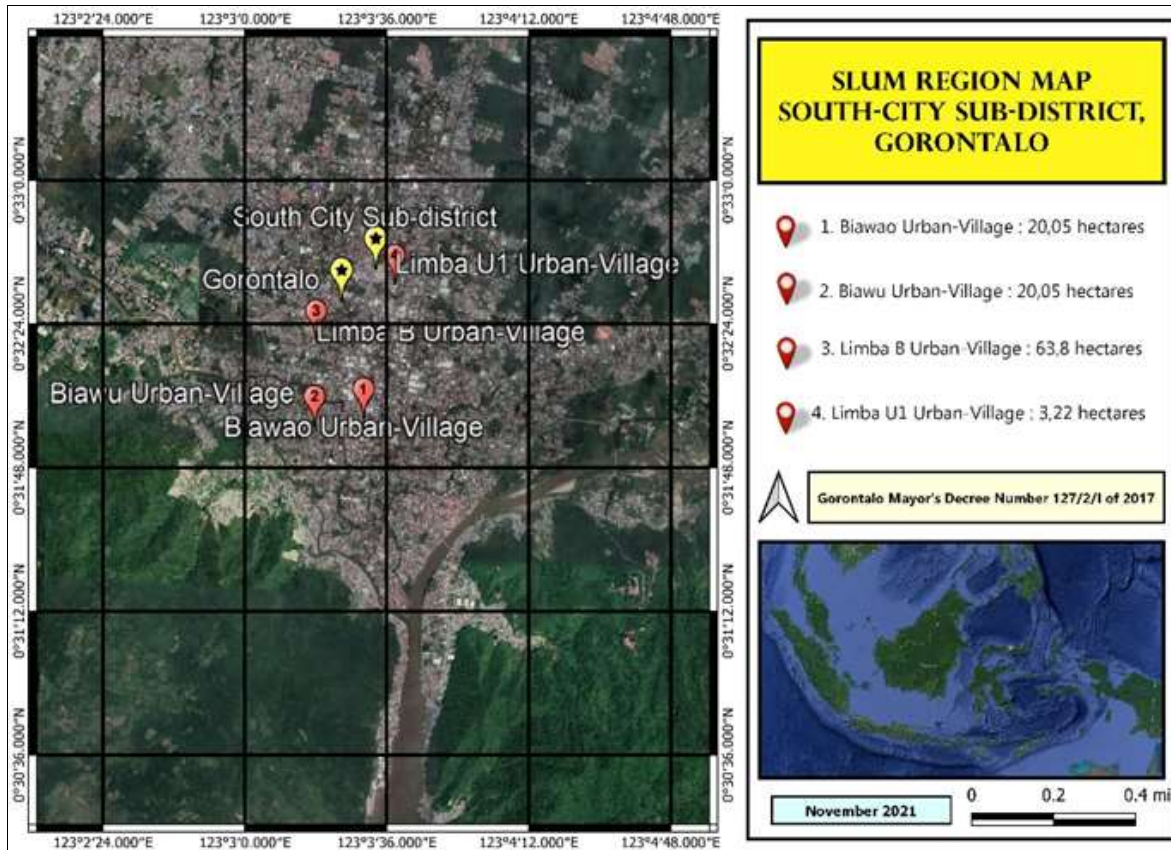


Fig 1: Slum Region Map South-City Sub-district, Gorontalo

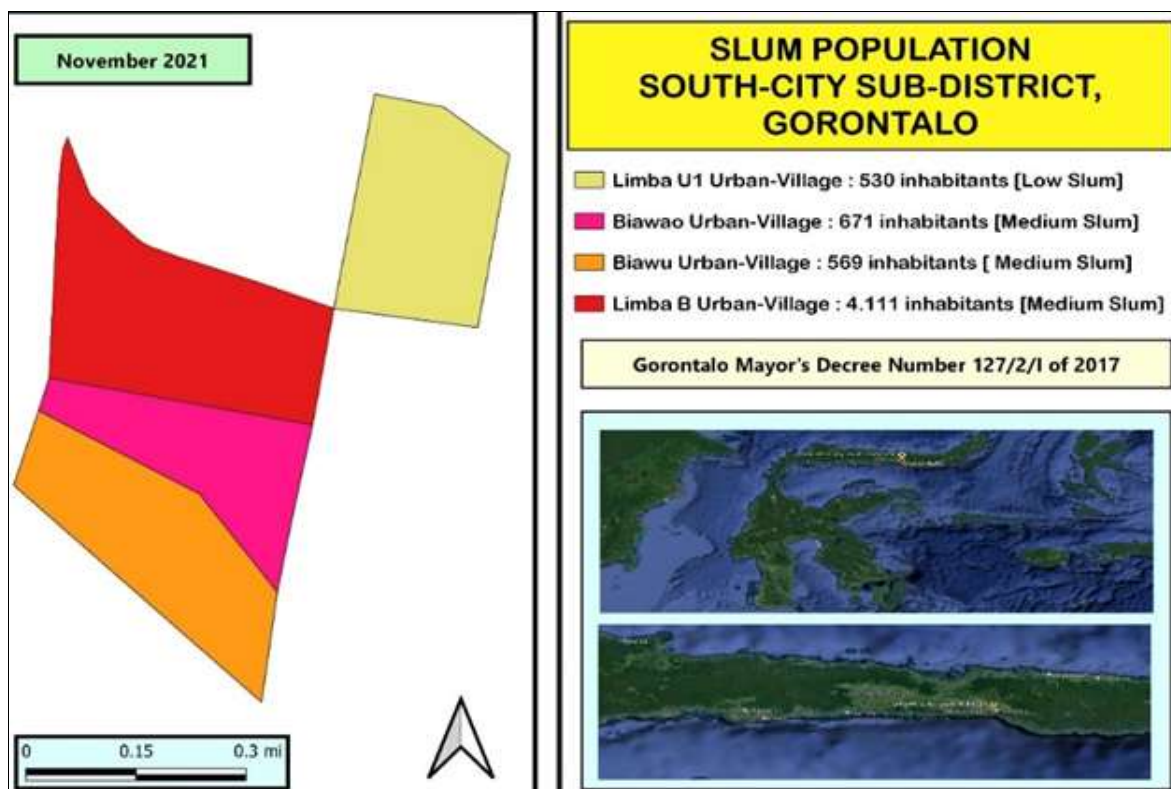


Fig 2: Slum Population in South-City Sub-district, Gorontalo

3. Method

This paper examines how Indonesia's redevelopment policy implements collaborative urban governance in resolving national city issues. This study used a case study method because case study methods allow researchers to understand the how and why of contemporary events, problems, and situations in ways that do not require control over those conditions (Yin, 2008) [25]. Based on literature review and observation, this paper focus on analyzing local government policy, a collaboration of multi-stakeholders, and community participation in the city without slum program at Limba B Urban-Village, South City sub-district. Research methods in social sciences include a qualitative method of process-driven research and a quantitative one of outcome-driven research (Yin, 2003) [26].

The data collected in this paper uses a qualitative and quantitative approach. Quantitative research involves data collection so that information can be quantified and subjected to statistical treatment to support or refute alternative knowledge claims (Apuke, 2017) [3]. The primary data of this study are field observation and a questionnaire with 90 samples of local communities. Some questions determined in questionnaire include their involvement in the city without slum program from preparation, planning, implementation, and sustainability. Hypothesizes in this study that community participation reduces slum settlements in Limba B Urban-Village.

In terms of validity test, the Pearson Product Moment Correlation Test will use, and the validity level of this study should obtain a result of ≥ 0.40 to prove item validity. While in reliability, this study will use the Cronbach Alpha method to interpret the correlation between the scale made and the existing variable scale. Item values should be ≥ 0.40 to prove that the item has internal consistency reliability. Those calculations will use the Statistical Product and Service Solution (SPSS) program. The level of Validity in testing the correlation of this research instrument divides into six criteria, while and the level of reliability is in five categories, which show in the following table:

Table 1: Interpretation of Validity Coefficient

No.	Validity Coefficient	Validity Level	Description
1.	< 0,00	Negatively	Invalid
2.	0,00 - 0,20	Very Low	Invalid
3.	0,21 - 0,40	Low	Invalid
4.	0,41 - 0,60	Quite	Valid
5.	0,61 - 0,80	High	Valid
6.	0,81 - 1,00	Very high	Valid

Table 2: Interpretation of Reliability Coefficient

No.	Validity Coefficient	Validity Level	Description
1.	0,00 - 0,20	Very Low	Unreliable
2.	0,21 - 0,40	Low	Unreliable
3.	0,41 - 0,60	Quite	Reliable
4.	0,61 - 0,80	High	Reliable
5.	0,81 - 1,00	Very high	Reliable

The participation of the Limba-B sub-district community will be analyzed based on descriptive analysis of the tabulation of the questionnaire data for all respondents' answers based on percentages and scoring. Level of participation in the program preparation, planning, implementation, and sustainable stages:

- always participate (61%-100%) given a score of 3

- sometimes participate (31%-60%) scored 2
- never participate (1%-30%) was given a score of 1

After calculation result, the participation level will divide into three categories:

Table 3: Interpretation of Reliability Coefficient

No.	Participation Score	Level of Participation
1.	90-150	Low
2.	151-210	Medium
3.	211-270	High

This study collects secondary data from archival records and documentary analysis, such as national and regional planning documents, redevelopment regulations, previous research, report, and theories concerning collaborative urban governance, public participation, land-use planning, and policy implementation. These theories will apply to analyze government management to overcome the impact of this program and plan land use in Limba B Urban-Village.

4. Discussion

4.1 Public participation in collaborative urban governance

Most important decisions don't occur in just one moment, numerous small decisions make along the way, and the opportunity to participate at each stage is essential to success (Creighton, 2005) [7]. The effective participation of both population and local administration during the entire process is a primary factor for its efficiency, whereas increasing the intervening actors prevents potential conflicts, guaranteeing a faster acceptance of the new ideas for urban structure (Amado, Vitorino, Moura, & Silva, 2010) [1]. Based on Directorate General of Human Settlements stipulates Circular Number 40/SE/DC/2016 concerning Guidelines for the Implementation of the City Without Slum Program, mandate that the city without slum program directly involves community groups starting from preparation, planning, implementation, to the stage of program sustainability. Therefore, based on the theory above, this paper will analyze in four phases with assessment criteria, including community participation in the preparation, planning, implementation, and program sustainability.

The City without Slums Program has been implemented since 2017 in the Limba B urban village and involves various stakeholders in its implementation. In terms of budgeting, financial cooperation from the central government and local governments supports redeveloping this area. Indonesian Allocation Budget managed by Directorate General of Human Settlements focuses on building roads, drainage, environmental channels, and gates. Meanwhile, the Gorontalo Regional Budget and the Special Allocation Fund build uninhabitable houses and simple flats for rent. Banks of North Sulawesi and Gorontalo also support reconstructing houses for residents affected by this program through Community Social Responsibility (CSR) funds.

The initial activity process of the city without slum program started with outreach activities to the Gorontalo City Government, the Limba B urban village government, community, and related parties such as existing private institutions. The socialization of the arrangement of the Limba B area led directly by the Mayor and Gorontalo City

government officials began to be carried out on 29 May 2017. In the program implementation, multi-stakeholders are also involved in internal and external teams through participatory mechanisms to monitor the suitability of activities with program plans and objectives. The internal monitoring group of this program consists of the planning and development agency for the City of Gorontalo, the residents of Limba B, the facilitator and coordinator of the city without slum, and Non-Governmental Organizations. Meanwhile, external monitoring groups consist of the

person in charge of the project and an independent agency appointed by the government. Consultation activities occur during the implementation of structuring this area to minimize the risk of community dissatisfaction due to the lack of understanding of the program. The following table show level of community participation in the preparation, planning, implementation, and sustainability of the city without slum program in Limba B Urban-Village:

Table 4: Community participation during implementation of city without slum program

No	Stage	Respondent	Degree of participation									Total score
			Always			Some times			Never			
			House holds	%	Score	House holds	%	Score	House holds	%	Score	
1	2	3	4	5	6	7	8	9	10	11	12	13
1	Preparation	90	32	35,5	96	31	34,5	62	27	30,0	27	185
2	Planning	90	29	32,3	87	36	40,0	72	25	27,7	25	184
3	Implementation	90	39	43,3	117	27	29,9	54	24	26,8	24	195
4	Sustainability	90	47	52,1	141	21	23,4	42	22	24,5	22	205

Table 5: Average Calculation Community Participation

No	Stages	Participants' Total score	Interval (Score)	Classification
1	Preparation	185	151-210	Medium
2	Planning	184	151-210	Medium
3	Implementation	195	151-210	Medium
4	Sustainability	205	151-210	Medium
Total [Averages]		769 [192,25]	151-210	Medium

Based on the above analysis, the average level of community participation in implementing the city program without slums from preparation, planning, implementation, and sustainability in Limba B Urban-Village shows the moderate level, where the value/score generated is 192.25, which is in the interval with a score level between 151-210. This participation supports the population's commitment to urban planning actions and relevant the aims and objectives of the government as stated in the Circular of the Director-General of Human Settlements, No. 40/SE/DC/2016, to prioritize community participation in the whole stages of the program.

Afterward, the validity test had calculated using the Pearson Product Moment correlation test through the SPSS program. The validity test result concerning community participation in organizing a city without slums in the Limba sub-district is declared valid, with all $r \geq 0.40$. The following table shows validity test results:

Table 6: Research Questionnaire Validity Test Results

Question	Correlation coefficient value (r)	Validity level	Description
1	0.904	Very High	Valid
2	0.917	Very High	Valid
3	0.898	Very High	Valid
4	1,00	Very High	Valid

Subsequently, the reliability analysis conducted test the Cronbach Alpha method through the SPSS program. The alpha for the variable pattern of community participation in the city without slum program at Limba B urban-village obtained a value of 0.922, which means that the variable is

declared reliable. The following table shows reliability test results:

Table 6: Research Variable Reliability Test Results

Indicator	Community participation pattern variable
Number of variables	4
Alpha Score	0,922
Reliability	Reliable
Reliability level	Very High

During four years, program implementation in this area successfully realized 0 slum areas in Limba B Urban-Village and reduced 28% slum area in Gorontalo City. In 2020, the collaboration of five parties responsible implement this program, namely the Public Housing and Settlement Areas Office of Gorontalo City, Gorontalo City Public Works, and Spatial Planning Office, Gorontalo City Environment Service, Community Groups, this area finally had decent public facilities such as a children's playground, green space, and sports area.

4.2 Government Policy in Land Use and Program Impact

Implementation of this program showed a combination of bottom-up and top-down approaches. Urban planning and design use the top-down approach, where planners and decision-makers are considered experts in planning (Semeraro, Nicola, Lara, Cucinelli, & Aretano, 2020). Government arranges illegal settlements with plans to resettle residents on legal residential land, redevelop fundamental city infrastructure, namely roads and drainage, and public facilities based on settlement spatial plans regulation, and regional action plans in improving the quality of slum areas. Construction of four gate units to improve area branding as a culinary and cultural tourism area also built to realize Gorontalo medium-term development target 2019-2024, increasing services of urban areas and the quality of the urban environment. This condition shows the top-down approach when the government decides specific policies and development to synchronize national and regional goals.

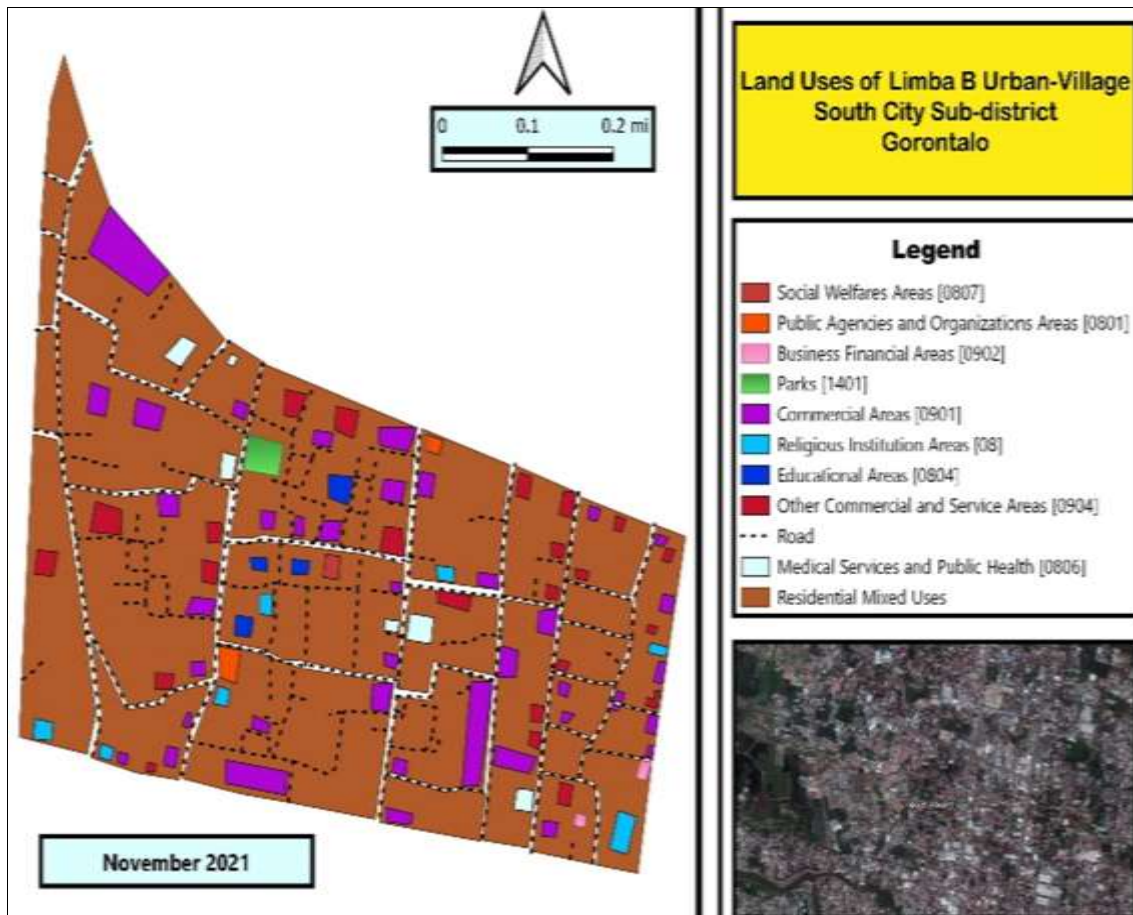


Fig 3: Land Uses Map of Limba B Urban-Village

In dealing with the socio-economic impact, the government conducts a bottom-up approach through dialogue among stakeholders to accomplish a win-win solution. The participatory approach allows the community members to share their views and convictions in planning strategies to improve and solve issues related to their communities (El Asmar, Ebohon, & Taki, 2012) [13]. The Gorontalo City Government did not appoint a Public Appraisal Service Office to assess the assets of residents affected by the project. During the planning phase, the government organizes consultation with the community to accomplish an agreement based on market prices and unit prices of work set by the Mayor of Gorontalo. Based on this agreement, the government provides non-cash compensation of 204.350.000 rupiahs to rehabilitate uninhabitable houses and transportation fleet in the process of disassembly and transfer. In sustaining residents' livelihood affected by relocation, the government prioritizes them in optimizing economic facilities at the prospective *Lasbeijer* (Lasahido clean, clear, and beautiful) pedestrian culinary tourism area and cultural tourism area *Baiturahim* mosques.

5. Conclusion, recommendation, and future research

This paper describes the implementation of collaborative urban planning in Indonesia's redevelopment policy. After analyzing local government management and community participation from multi-stakeholders in the city without slum program in the Limba B sub-district, top-down and bottom-up approaches are integrated into this program to achieve the national target of zero slum area. First, cooperation between the community, government, and private organizations in the whole stages of this program

through financial support, medium community participation, and control successfully actualize zero slums in Limba B urban-village during four years of implementation. Second, land-use planning of this program implements top-down approaches following regulation and medium-term development targets while dealing with socio-economic impact organize bottom-up approaches through active dialogue with the community. This study recommends the local government improve the bottom-up approach and encourage various stakeholder participation in land-use planning and urban governance in handling slum areas in other areas. The medium-term development plan should evaluate regularly and ensure an annual work plan formulate priority programs to empower the local community in slum areas through skills training and business assistance.

Due to the time limit, this study does not conduct a direct interview with Gorontalo government officials, yet focuses on public participation from the bottom-up in implementing city without slum programs in Limba B urban-village. Future research can develop this study through interviewing government leaders and private organizations to analyze this program through another urban approach. This program remains one of the government priorities nationally and regionally development plans until 2024. Thus, future research is still needed to discover government progress in realizing Indonesian long-term development goals concerning zero slum areas.

Declaration of conflicting interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

6. Acknowledgment

This paper would not have been possible without the exceptional material and explanation from Prof. Chengzhi Yin. His class on Urbanization and Social Development broaden my perspective on urban issues. Therefore, I can deepen research on Indonesian urban redevelopment policy especially, the city without slum program.

7. References

- Amado M, Vitorino C, Moura E, Silva V. Public Participation in Sustainable Urban Planning. *International Journal of Human and Social Sciences*. 2010, 102-108.
- Ansell C, Alison G. Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*. 2008, 543-571.
- Apuke O. Quantitative Research Methods: A Synopsis Approach. *Arabian Journal of Business and Management Review (Kuwait Chapter)*. 2017, 40-47.
- Brody SD, Godschalk DR, Burby RJ. Mandating citizen participation in plan making: Six strategic planning choices. *Journal of the American Planning Association*. 2003, 245-262.
- Burby R. Making Plans that Matter - Citizen Involvement and Government Action. *Journal of the American Planning Association*. 2003, 33-49.
- Burby RJ, May PJ. Making Governments Plans: State Experiences in Managing Land Use. Baltimore: John Hopkins University Press. 1997.
- Creighton JL. *The Public Participation Handbook: Making Better Decisions through Citizens Involvement*. San-Francisco: Jossey-Bass A Wiley Imprint. 2005.
- Dahiya B. *Cities in Asia, 2012: Demographics, economics, poverty, environment and governance*. Cities. 2012, S44-S61.
- Day D. Citizen Participation in the Planning Process: An Essential Contested Concept. *Journal of Planning Literature*. 1997, 421-433.
- Degroff A, Cargo M. Policy Implementation: Implications for evaluation. In J Ottoson, & P. Hawe, Knowledge utilization, diffusion, implementation, transfer, and translation. 2009, 47-60.
- Directorate General of Human Settlements. Ministry of Public Works and Human Settlements, Directorate General of Human Settlements. Retrieved November 03, 2021, from Ministry of Public Works and Human Settlements, Directorate General of Human Settlements. 2017. <http://kotaku.pu.go.id/page/6880/tentang-program-kota-tanpa-kumuh-kotaku>
- Directorate of Residential Area Development. A glance information about City without Slum Program. Jakarta: Indonesian Ministry of public works and public housing. 2017.
- El Asmar J-P, Ebohon JO, Taki A. Bottom-up approach to sustainable urban development in Lebanon: The case of Zouk Mosbeh. *Sustainable Cities and Society*. 2012, 37-44.
- Elmore RF. *Backward Mapping: Implementation Research and Policy Decisions*. Political Science Quarterly. 1979-1980, 601-616.
- Gorontalo Mayor Decree No.127/2/I of 2017. Warehouse Data Directorate of Drinking Water Supply System Development. 2017. Retrieved 02 2021, November, from Slum Data: <http://airminum.ciptakarya.pu.go.id/int/pages/datakumulist.php>
- Indonesia Central Bureau of Statistics. Central Bureau of Statistics. Retrieved November 02, 2021, from Central Bureau of Statistics. 2021. <https://www.bps.go.id/indicator/23/192/1/persentase-penduduk-miskin-menurut-provinsi.html>
- Innes EJ, Booher ED. Reframing public participation: strategies for the 21st century. *Planning Theory and Practice*. 2004, 419-436.
- Kathryn QS, Bryson MJ. *Handbook on Theories of Governance*. Cheltenham: Edward Elgar Publishing. 2016.
- Roberts BH, Addison M. Application of Collaborative Urban Governance as a Tool to Improve the Management and Development of Asian Pacific. 2015 Sept.
- Sabatier PA. Top-down and bottom-up approach to implementation research: A critical analysis and Suggested Synthesis. *Journal of public policy*. 1986, 21-48.
- Semeraro T, Nicola Z, Lara A, Cucinelli FS, Aretano R. A Bottom-Up and Top-Down Participatory Approach to Planning and Designing Local Urban Development: Evidence from an Urban University Center. Land. 2020.
- UN-Habitat UN. *The State of Asian Cities 2010/2011*. Fukuoka, Japan: Regional Office for Asia and the Pacific. 2010.
- UN-Habitat UN. *Urban Planning for City Leader*. Nairobi Kenya: United Nations Office Nairobi, Publishing Services Section. 2013.
- Woodbury C, Gutheim AF. *Rethinking Urban Redevelopment*. Urban Redevelopment Series. 1949;1:21.
- Yin RK. *Case Study Research: Design and Methods*, Fourth Edition. London: SAGE Publications. 2008.
- Yin Robert K. *Application of Case Study Research*, 2nd Edition. London: SAGE. 2003.