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### **OPERATIONAL ACTIVITIES REPORT, 2002**

#### **Note by the secretariat**

In its resolution 5/5 of 6 May 1982, the Governing Council requested the Executive Director of the United Nations Human Settlements Programme to take measures to ensure that Governments are adequately informed about projects and progress made in implementing them. The attached report on operational activities is issued in response to the above-mentioned request of the forthcoming Council.

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\* In its resolution 56/206 of 21 December 2001, the General Assembly transformed the Commission on Human Settlements into the Governing Council of the United Nations Human Settlements Programme (UN-HABITAT), a subsidiary organ of the General Assembly. This session has been designated as the nineteenth instead of the first session of the Governing Council to signify the continuity and relationship between the Governing Council and the Commission on Human Settlements.

\*\* HSP/GC/19/1.



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# INTRODUCTION

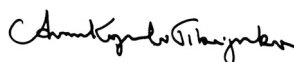
The operational activities of the United Nations Human Settlements Programme (UN-HABITAT) focus on supporting governments in the formulation of policies and strategies to create and strengthen a self-reliant management capacity at both national and local levels. Technical and managerial expertise is provided for the assessment of human settlements development constraints and opportunities, the identification and analysis of policy options, the design and implementation of housing and urban development projects, and the mobilisation of national resources as well as external support for improving the condition of human settlements. This national capacity-building process involves not only central government institutions, but also stakeholders such as community-based and Non-Governmental Organisations, universities and research institutions, as well as local governments and municipalities. Emphasis is also being placed on strengthening the monitoring capacities of governments in human settlement management.

In accordance with its work-programme, UN-HABITAT's operational activities are focusing on the following priorities: (i) Promoting shelter for all, (ii) improving urban governance, (iii) reducing urban poverty, (iv) improving the living environment, and, (v) managing disaster mitigation and post-conflict rehabilitation. Acting as a catalyst in the mobilisation of technical cooperation, UN-HABITAT is supporting the implementation of the Habitat Agenda at the local, national and regional levels. Lessons learnt from operational activities are also used by UN-HABITAT to formulate global policy options and guidelines, particularly in the framework of the two global campaigns for secure tenure and good urban governance.

As of the fourth quarter of 2001, UN-HABITAT had 154 technical programmes and projects under execution in 61 countries, the vast majority of them in the least developed countries. As a direct response to increasing demands from governments in developing countries, UN-HABITAT's technical cooperation activities have grown significantly over the last decade from budgets totalling US \$18.7 million in 1988, to US\$197 million in 2001. Roughly 67 percent of the financing for these technical cooperation projects in 2001, excluding the Iraq programme, came from UNDP's various sources of funds – four percent from UNCDF resources, 19 percent from government and third-party cost sharing and funds in trust with UNDP, and nine percent from the United Nations Habitat and Human Settlements Foundation, the latter mainly for preparatory assistance and to help mobilise other sources of financing. It should be noted that the total budget for the biennium is larger than in previous biennia mainly because of several large reconstruction programmes in Africa, Asia (Afghanistan), the Arab States (Iraq) and Europe (Kosovo). These programmes are almost entirely funded by various bilateral or multilateral resources, and in the case of Iraq, through the Oil for Food agreement.

In supporting these operational activities, UN-HABITAT is fully committed to the goals of maximising the use of national expertise and supporting both national execution and procurement from developing countries. In 2001, more than 80 percent of UN-HABITAT's project personnel were national experts.

This report describes UN-HABITAT's operational activities in single-page sketches each devoted to an on-going project or programme. These reference sheets include the total project or programme cost, partner institutions, background objectives, activities and results. The report is divided into six sections. The first covers global and inter-regional programmes and projects, followed by five sections describing UN-HABITAT's operational activities in each region – Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean, and Europe.



**Anna Kajumulo Tibaijuka**  
**Executive Director**



# GLOBAL AND INTERREGIONAL



Lomé, Togo - photo by V. Keith



Sana'a, YEMEN - photo M. Slouff



Jodhpur, INDIA - photo by A. Kalsi



Rio de Janeiro, BRAZIL



Pristina, KOSOVO, photo by P. Onkallo





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# GLOBAL

<b>Project Title</b>	<b>DISASTER MANAGEMENT PROGRAMME (DMP)</b>
<b>Project Code</b>	GLO/00/S19; GLO/01/S10
<b>Total Cost</b>	US\$102,073
<b>Partners</b>	<b>Governments:</b> China, Central Asian Countries; East African Refugee hosting countries <b>International Organization:</b> UN-HABITAT

**Background and Objectives** The absence of policies and standards for disaster prevention and mitigation linked to settlements management continues to perpetuate the growth of highly vulnerable settlements. When disaster strikes, emergency and rehabilitation activities are superficial and do not address the root causes of the disaster, thereby increasing vulnerability of shelter, infrastructure and services. These vulnerabilities are further exacerbated when the cause of the disaster is man-made as a result of war or its aftermath. The Disaster, Post Conflict and Safety Section within UN-HABITAT's Global Division, was established in mid-1996 to meet the increasing demand for technical and operational support to help afflicted countries overcome the depredations of conflict and disaster. The Disaster Management Programme (DMP), focuses its activities on assisting local governments build skills and capacity for settlements management, sustainable land, water and infrastructure resource management, and appropriate reconstruction and disaster mitigation strategies. DMP's specific objectives are based on rapid assessment missions to settlement areas affected, technical support in the design and implementation of rehabilitation/reconstruction programmes, regional and national consultations related to appropriate disaster and post-conflict response and management, promoting exchange of knowledge and cooperation, and studies on human settlements and disaster in support of normative activities of UN-HABITAT global campaigns for Secure Tenure, and Urban Governance.

**Activities** Current activities aim to further consolidate skills development programmes based on evaluation and assessment by UN-HABITAT and other external interventions in planning for, and addressing disaster responses. These include tools for reducing effects of floods (China), assessing the vulnerability of human settlements in Central American/Caribbean countries at risk, gender mainstreaming in post-conflict reconstruction programmes, and building local strategies for disaster mitigation. Preliminary discussions with practitioners, and international agencies are under way with a view to establishing formal linkages to both response strategy and planning for transition to post-reconstruction and development-related human settlements support. Additionally, work is being completed on UN-HABITAT's position regarding support to agencies assisting Internally Displaced Persons (IDPs) and refugees to develop sustainable return policies and interventions.

**Results** • Documents produced in 2002: *Mitigation, Management and Control of Floods in South Asia; Vols 1-3* (jointly with UNEP); *Guideline for Operational Programme Formulation in Post-Conflict Situations: A Resource Guide, Second Edition*; and

*Guidelines for Gender Mainstreaming in Post-Conflict Reconstruction in Iraq*, a draft framework for a generic tool to be published in 2003;

- Policy inputs to UNDG strategies on preparing the road for transition from reconstruction to development as well as IDP and refugee return strategies of UN-OCHA; UNHCR and UNDP.
- Further development of collaboration continues within UN-HABITAT and with the UN-International Strategy for Disaster Reduction (ISDR); UNDP's Disaster Reduction and Recovery Unit; international NGOs; and regional networks (*e.g.*, MINURVI). UN-HABITAT is increasingly called upon for input into immediate response missions organized by UN-OCHA and other emergency related agencies.
- Finally, technical cooperation and advocacy initiatives in the Balkans (Kosovo and Serbia), Afghanistan, Somalia, Central America (Cuba, Costa Rica), Sudan and Uganda continue to provide both a testing ground and a learning resource for UN-HABITAT's Disaster Management Programme.

# GLOBAL

<b>Project Title</b>	<b>BEST PRACTICES AND LOCAL LEADERSHIP PROGRAMME (BLP)</b>
<b>Project Code</b>	GLO/97/S06
<b>Total Cost</b>	US\$300,000 in cash and US\$4,000,000 in kind
<b>Partners</b>	<p><b>Government:</b> Ministry of Development, Spain</p> <p><b>Local Authorities:</b> City of Barcelona, Dubai Municipality; the City of Vienna</p> <p><b>Civil Society:</b> Arab Urban Development Institute (AUDI); Centre for Environment and Development for Arab States and Europe (CEDARE); Commonwealth Secretariat; El-Agora, Argentina; Environment and Development Third World (ENDA); Fundacion Habitat, Colombia; Huairou Commission; Brazilian Institute for Municipal Administration (IBAM); International Council for Local Environment Initiatives; Delnet-ILO; Joslyn Castle Institute; Together Foundation; the World Associations of Cities and Local Authorities Co-ordination (WACLAC)</p> <p><b>Training Institutions:</b> Development Planning Unit, University College of London; Harvard University; Institute for Housing and Urban Development Students (IHS); University of Madrid</p> <p><b>International Organizations:</b> UNDP; UNEP; UNESCO; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The objectives of the programme are to support implementation of the UN-Habitat Agenda and Local Agenda 21 through the exchange of knowledge, expertise and experience in improving the environment and to assess and monitor the implementation of the UN-Habitat Agenda. Governments, local authorities and civil society organisations are provided with practical policy options, proven solutions and operational tools and methods. Focus is placed on the strategic objectives of the UN-Habitat Agenda of partnerships and participation, decentralization and the empowerment of communities, capacity building, networking and the use of information in decision-making, as well as promoting gender equality and social inclusion.</p>
<b>Activities</b>	<p>Main activities include awareness building and outreach through the organization and administration of the Dubai International Award for Best Practices (DIABP) and the harmonisation of other award systems; information exchange and sharing of peer-reviewed best practices; promoting lessons learned and their policy and capacity building implications; and matching supply with demand for best practice expertise and experience. The analysis of global and regional trends, emerging issues and policy responses are used for monitoring and assessing progress made in the implementation of the UN-Habitat Agenda and the Millennium Development Goals (MDGs) and are mainstreamed through international conferences and seminars, the publication and dissemination of policy papers and reports, casebooks and case studies, and through pilot transfers of best practices using decentralised forms of cooperation.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• The flagship product of the programme is the best practices database with over 1,600 proven solutions from more than 140 countries. The database constitutes the</li></ul>

primary source of information on who is doing what to implement the UN-Habitat Agenda, Local Agenda 21 and the MDGs.

- By-products of the database include: policy briefs, case studies, casebooks, transfer methods and tools and the analysis of trends. These are being used by a global network of partners representing research and capacity-building institutions. Key indicators include: the exponential growth in use and demand for best practices information in over 130 countries, an expanding global network of policy and capacity-building institutions and regional and international organizations, the mainstreaming of best practices, and the documentation of success stories by other United Nations agencies and the media.
- In 2002, the BLP launched a new initiative on the documentation and stakeholder review of gender sensitive urban policies favouring the poor, and enabling legislation. Guidelines and methods will be field-tested in 2003 before widespread application for capacity building in support of policy reform and development focusing on the Millennium Declaration Goals.

## GLOBAL

<b>Project Title</b>	<b>SUSTAINABLE CITIES PROGRAMME (SCP)</b>
<b>Project Code</b>	GLO/95/S13; GLO/96/E02; GLO/98/S04-00/S13-01/S07-02/S06; GLO/98/S12; GLO/00/E02, GLO/00/S01; GLO/02/S23
<b>Total Cost</b>	US\$4,789,000
<b>Partners</b>	<p><b>Governments:</b> Chile, China, Egypt, France, Ghana, India, Japan, Kenya, Republic of Korea, Lesotho, Malawi, the Netherlands, Nigeria, the Philippines, Poland, the Russian Federation, Senegal, Sri Lanka, Tunisia, the United Republic of Tanzania, Zambia</p> <p><b>Local Authorities:</b> Accra, Blantyre, Cagayan de Oro, Chennai, Colombo, Concepcion, Dakar, Dar es Salaam, Enugu, Hanam, Ibadan, Ismailia, Kano, Katowice, Lilongwe, Lipa, Louga, Lusaka, Moscow, Moshi, Nairobi, Shenyang, St. Petersburg Region, Tunis, Tagbilaran, Wuhan and Zanzibar City.</p> <p><b>International Organizations:</b> UNEP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The Sustainable Cities Programme (SCP) was launched in 1991 and became a joint UNEP/UN-HABITAT initiative in 1996. The objective of the programme is to promote environmentally sustainable development and thereby realise the important contributions that cities can make to overall social and economic development. The programme supports local authorities achieving a well managed urban environment as a basis for sustainable growth and development founded on broad-based and meaningful public participation. It provides municipal authorities and their partners with improved environmental planning and management capacity and promotes broad-based and cross-sectoral decision-making. This strengthens their ability to define critical environmental issues, identify instruments available to address these issues and promote cooperation. As a global programme, it is designed to promote the sharing of expertise and experience among cities worldwide. In its nearly 10 year phase-one period, it has successfully demonstrated its approach and tools in a large number of cities in Africa, Asia, Latin America and Eastern Europe. The thrust of the programme, in a newly funded second phase, is now focused on building national and regional capacity and anchoring with partners its methodological approaches, tools and technical support services with the aim of spurring accelerated national replications and to ensure institutional sustainability.</p>
<b>Activities</b>	<p>City-level activities are ongoing or have been completed in over 45 cities worldwide. The SCP supports three main stages of city-level activities. In a start-up period, environmental issues are identified and prioritized and stakeholders are sensitized and mobilized through environmental profiling and a broad-based city consultation process. Issue specific working groups and a technical coordination unit are formed during the action-planning phase to negotiate and develop policies and strategies, and to secure commitments for implementation. During the open-ended third stage, institutional sustainability and strengthening, and action plan follow-up, including project development, receive support. Implementation of demonstration projects, documentation of lessons of experience and scaling them up remain an important aspect throughout the process. Funding for city-level activities, on average is in the order of US\$500,000 per city, comes primarily from UNDP and bilateral sources. Over time, the programme has provided technical support to environmental planning and management demonstration activities</p>

in some 25 key demonstration cities and by extension to about 25 to 30 replications in the SCP network. These include Accra, Blantyre, Cagayan deOro, Chennai, Colombo core area municipalities, Concepcion, Dakar, Dar es Salaam, Enugu, Hanam, Ibadan, Ismailia, Kano, Katowice, Lilongwe, Lipa, Louga, Lusaka, Moscow, Moshi, Nairobi, Shenyang, St. Petersburg Region, Tunis, Tagbilaran, Wuhan and Zanzibar City. Currently, negotiations are being conducted with Cameroun, the Islamic Republic of Iran, Kenya, South Africa, Thailand and Vietnam, and preparations are under way for a start-up in Kitwe, Zambia, and Lesotho. National replication programmes are being supported in Nigeria, Sri Lanka, Tanzania and the Philippines with further preparatory support for proposed national programmes and expansions in China, Egypt, India, Malawi and Morocco. At the programme global level, a number of environmental planning and management (EPM) tools are being developed in close cooperation with the demonstration cities. To date, a set of five source books on urban environmental planning and management processes, thematic handbooks and toolkits on environmental management information systems (EMIS), air quality management, measuring progress, and gender-responsive environmental planning management have been developed and widely disseminated. A web site facilitates the sharing of information and networking and promotes worldwide awareness of sustainable urban development issues and response options. The programme further produces information material, publications, videos, newsletters and supports exhibitions, and media coverage.

## Results

- In the long term, municipal officials and practitioners, particularly in developing countries and in countries undergoing a process of decentralization and democratization, achieve better understanding of the practical options for management of cross-sectoral urban environmental and development issues, resulting in tangible improvements in living conditions. Awareness, attitude changes and stakeholder consensus building approaches start to pay off in terms of better commitments, coordination and collective actions.
- Strategies and action plans, and projects negotiated by stakeholders are providing a better framework for durable partnerships between public, private and community sectors, and for attracting funding. The capacity of local authorities is strengthened to better manage the growth and development of urban areas. The issue of specific strategies and the thematic and spatial environmental management information collected through the process have provided better planning inputs towards achieving a realistic overall strategic urban development planning framework. Typical priority issues dealt with include water resource management, solid and liquid wastes, on-site sanitation, environmental health hazards, urban transport and traffic management and air pollution, industrial risks, informal sector activities, flooding and drainage, and land use such as in coastal areas, open spaces tourism resources, urban agriculture and mining. These results extensively contribute to getting sustainable urban development into operation, and key commitments and strategies of the Agenda 21 and the UN-HABITAT Agenda.
- The SCP partners annual meeting, which brings together primarily participating cities and government partners to share the concepts and practices promoted by the programme. The meeting provides a framework for exchanges among cities, international support agencies and institutions working in the field of the urban environment. The next meeting is planned for 2003 in Egypt.
- Another notable global result has been acting as secretariat for the “Urban



Environment Forum” since its establishment in 1996. CHS18 in 2001 recommended it be integrated in the upcoming “World Urban Forum” (WUF). The first WUF was convened in Nairobi in May 2002. SCP contributed especially to the WUF dialogue series-2 aimed at preparing the contribution of UN-HABITAT and the Habitat Agenda partners for the World Summit on Sustainable Development (WSSD). The main product was the concept of “Sustainable Urbanisation” and arrangements for its implementation through the “Coalition for Sustainable Urbanisation”. SCP is among the key partners in supporting and spearheading three of these partnership commitments, namely “Local capacities for global agendas”, “Demonstrating local environmental planning and management”, and “National capacities for up-scaling Local Agenda 21 demonstrations”. The UN-HABITAT/UNEP cooperation helps to strengthen these partnerships and mobilise other partners such as UNITAR, ILO, UNDP and WHO.

# GLOBAL

<b>Project Title</b>	<b>GLOBAL URBAN OBSERVATORY – URBAN INDICATORS PROGRAMME</b>
<b>Project Codes</b>	GLO/99/S02; GLO/02/513
<b>Total Cost</b>	US\$2,219,000
<b>Partners</b>	<p><b>Government:</b> Department for International Development (DFID), United Kingdom</p> <p><b>Civil Society:</b> Arab Town Organisation (ATO); Asian Institute of Technology (AIT); ENDA Third World; International Council for Local Environmental Initiatives (ICLEI); Metropolitan Research Institute (MRI); Metropolis; Society for Development Studies (SDS)</p> <p><b>International Organizations:</b> World Bank; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The Global Urban Observatory (GUO) performs two basic functions firstly, global monitoring and reporting on global trends related to the Habitat Agenda issues and the Millennium Development Goals, especially Target 11 on cities without slums, and secondly, capacity building of governments, local authorities and organizations of civil society to collect, manage and use urban indicators for policy formulation and monitoring. In this context, the Local Indicators Facility (LIF) has been initiated under the umbrella of the GUO to link local quantitative information with local policy formulation.</p>
<b>Activities</b>	<p><b>Global monitoring, reporting and research:</b></p> <ul style="list-style-type: none"><li>• Monitoring the Habitat Agenda and Target 11 of the Millennium Development Goals through the collection of aggregate city data in a global sample of cities</li><li>• Measuring intra-city differentials between slum and non-slum areas through collection of household level data and in-depth studies in 35 cities</li><li>• Provision of data, statistics and analysis for UN-HABITAT's flagship reports</li></ul> <p><b>Local capacity building:</b></p> <ul style="list-style-type: none"><li>• Designation of national and local urban observatories as focal points for capacity building and networking activities;</li><li>• Development of tools and guidelines for the collection, analysis and application of urban indicators and best practices for monitoring national and local action plans</li><li>• Training in the collection and application of urban indicators;</li><li>• Local consultations for preparation of State of Cities reports</li></ul>
<b>Results</b>	<p><b>Global monitoring, reporting and research:</b></p> <ul style="list-style-type: none"><li>• Global Urban Indicators Database 2 (GUID2) prepared for Istanbul+5 which includes data for 232 cities worldwide using 1998 data.</li><li>• An Expert Group Meeting which contributed to the development of indicators and operational guidelines for monitoring the Millennium Development Goals</li><li>• Preparations under way to work with ORC Macro/USAID and the Fafo-AIS (Norway) to use demographic and health surveys and Fafo living conditions surveys to collect intra-city data</li><li>• The State of the World Cities Report included the results of GUID2 as well as data</li></ul>

collected in 1995-96 (GUID1)

- The GUO prepared the Statistical Annex to the Global Report on Human Settlements

**Local capacity building:**

- Expansion of the Urban Observatory network included establishment of 19 national and 106 local urban observatories
- Consolidation of training and capacity-building activities, particularly for selected cities in the Africa, Latin America and Central Eastern Europe
- Development of training kit including guidance on reporting systems, establishment of urban observatories and indicators methodologies
- Significant interest generated in producing cities reports e.g. recent reports prepared for Indian and Russian cities.

# GLOBAL

Project Title	SAFER CITIES PROGRAMME
Project Code	GLO/00/S16
Total Cost	US\$1,251,475
Partners	<p><b>Government:</b> The Netherlands Ministry of Foreign Affairs</p> <p><b>Civil Society:</b> The European Forum for Urban Safety (EFUS); The International Centre for the Prevention of Crime (ICPC)</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
Background and Objectives	<p>The Safer Cities programme has been spearheading an urban crime prevention approach in developing countries through city projects implemented to-date in seven cities in Africa and one city in Asia and the Pacific. It also spearheads the crime prevention approach through advocacy and policy development at the global level. In addition to project activities, the Safer Cities Programme is implementing a global project on safety and governance. This project aims at identifying key issues for urban crime prevention policy and supporting prevention initiatives, comparing weaknesses and strengths, extracting lessons learnt, disseminating and feeding into the global urban development debate. The project focuses on three main objectives, which are key issues for urban governance: Firstly, to clarify the role of city authorities in addressing urban insecurity, secondly, to develop innovative approaches of the criminal justice system on urban crime, and finally, to develop policies and adequate strategies targeting groups at risk in cities.</p>
Activities	<p>In line with the above, the development objective of the project is to enhance good urban governance at the city level through partnership-based urban security initiatives. To achieve the development objective, the project is following a systematic approach, consisting of developing pilot projects, extracting lessons learnt, developing tools which will be further developed, tested and finalised, developing a strategy for dissemination, exploring ways of replicability and developing new tools. There have been training sessions for elected leaders, municipal officers and other key stakeholders. Study tours were organised in Dar es Salaam, Durban, Montreal and Toronto and training sessions were held in Nairobi and Montreal. Two international Conferences on Women's safety (Montreal, May 2001) and on Youth in Conflict with the Law in Africa (Port Elizabeth, June 2002) were held and resulted in the formulation of a strategy to address both gender violence and youth delinquency. Current activities include the development of tools on women's safety and youth at risk. In particular, a Youth Crime Prevention Training Manual is being developed in collaboration with the International Centre for the Prevention of Crime (ICPC) and the National Crime Prevention Council (NCPC) in selected cities in East Africa. A Regional Dialogue and documentation of good practices in preventing gender-based violence has also started.</p>
Results	<ul style="list-style-type: none"><li>• The following documents were published in 2002: <i>Crime survey in Nairobi</i>, <i>Youth Offender Profile in Nairobi</i>, and <i>A Snapshot Survey on Violence Against Women in Nairobi</i>.</li><li>• Inputs were also provided to the WHO publication on "Guide to UN resources and activities for the prevention of interpersonal violence", and to the October 2002 issue of Environment and Urbanisation on "Building better cities with Children and Youth".</li></ul>

- Development of international crime prevention networks through the creation of a Safer Cities Coordination Committee (SCCC). Its aims are to provide guidance for the development of crime prevention strategies at city level, establish international, regional and national networks, develop tools, methodologies, and guidelines for the development of crime prevention strategies at city level, and monitor and evaluate strategies and crime prevention activities at city level. The SCCC is now composed of more than 15 institutions from all continents which are exchanging practices and expertise on safety and governance related issues.

## GLOBAL

<b>Project Title</b>	<b>URBAN MANAGEMENT PROGRAMME - PHASES 3 AND 4</b>
<b>Project Code</b>	GLO/96/615/C/11/56
<b>Total Cost</b>	US\$18,534,361 in Phase 3 (1997-2001) and US\$6,000,000 in Phase 4 (2002-2004)
<b>Partners</b>	<p><b>Governments:</b> The Netherlands, Sweden, Switzerland, United Kingdom</p> <p><b>Local Authorities:</b> Some 15 cities in low income countries in each of the Programme operating regions – Africa, Asia and the Pacific, Arab States, Latin America and the Caribbean</p> <p><b>Training Institutions:</b> Four to seven Regional Anchor Institutions in each of the four regions at the regional, sub-regional and country level, making a total of 19 in all the regions</p> <p><b>International Organizations:</b> World Bank; UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>Initiated in 1986, the UMP has become one of the largest global technical assistance programmes in the urban sector. The programme was designed to strengthen the capacity of urban local governments and national governments to enhance the contribution that cities and towns in developing countries make toward development of their own human resources, including poverty reduction, the improvement of environmental conditions, improvement in local governance and the management of economic growth. Phase 1 of the UMP (1986-91) focused on land management, municipal finance and administration, infrastructure and urban environment with primary impact at the global level. Phase 2 of the UMP (1992-1996) was aimed at using these frameworks and tools to build capacity at the regional level and extend it to the country and city levels. The alleviation of urban poverty, was added to the substantive components in 1992. The main mechanisms used in Phase 2 were the establishment of regional capacity and programme management structure was decentralised with the establishment of four regional offices to carry out these activities. Phase 3 of the Urban Management Programme (1997 – 2001) had three overarching themes – Urban Poverty Alleviation, Urban Environmental Sustainability and Participatory Urban Governance and a crosscutting theme - gender. The strategic focus of the UMP in Phase 3 was on City Consultations and Institutional Anchoring. Phase 3 saw concrete activities in 120 cities in 57 developing countries in Africa, the Arab States, Asia and Latin America and the Caribbean. This was achieved through the programme's six regional and sub-regional offices, 19 regional anchor institutions and over 40 national and local institutions and other networks of community-based organizations, NGOs and municipal associations. Now in Phase 4 (2002 - 2004), the programme is working to institutionalise UMP participatory processes, consolidate experiences and deepen knowledge and understanding on urban management. UMP has an explicit focus on activities that impact the living conditions of the poor in cities and towns. The programme continues to develop and apply urban management knowledge in the fields of participatory urban governance, alleviation of urban poverty, urban environmental management and HIV/AIDS. Gender is a cross-cutting theme throughout.</p>
<b>Activities</b>	<p>The principal activity of Phase 3 was the convening of “city consultations” through UMP's regional offices and partners. These activities are continuing in Phase 4 with focus on a selected number of city consultations, in particular those around the HIV/AIDS theme. Capacity building at the regional level is done through the engagement of regional networks of institutions in city consultations. The goal of institutional anchoring has been to form working partnerships between the anchor institutes and UMP during Phase 3, and assist them to develop their capability to continue urban management technical assistance in Phase 4. During Phase 4, UMP's focus is on knowledge management. The programme implementation strategy envisages</p>

that the UMP regional offices will “hand over” the programme to established networks of UMP Anchor Institutions. Activities to establish these networks are actively under way and are a key activity of Phase 4. Partnerships with regional networks of local authorities, regional banks, and other bilateral agencies have been established.

## Results

- During Phase 3, over 100 city consultations were carried out through regional anchor institutions. The city consultation activities enabled institutionalisation of participatory process. The flexible and demand-driven approach of city consultation has also led to capacity building of city governments and other stakeholders. The institutional anchoring process has engaged 19 regional anchor institutions. These institutions have developed their institutional development plan within the context of UMP. Activities for this Phase were under way through 2002.
- Eight new city consultations are being initiated around HIV/AIDS, and UMP Anchor Institutions are actively establishing structures to take over programme activities in 2004.

## INTER-REGIONAL

<b>Project Title</b>	<b>LOCALISING AGENDA 21: ACTION PLANNING FOR SUSTAINABLE URBAN DEVELOPMENT (LA21)</b>
<b>Project Code</b>	GLO/95/SO2
<b>Total Cost</b>	US\$3,020,000
<b>Partners</b>	<p><b>Governments:</b> Cuba, Kenya, Morocco, Vietnam and Belgium</p> <p><b>Local Authorities:</b> Municipal councils in Cuba, Kenya, Morocco, Vietnam</p> <p><b>Civil Society:</b> Community-based organizations in project cities, Belgian Consortium of municipalities, NGOs</p> <p><b>International Organization:</b> UN-HABITAT</p>
<b>Background and Objectives</b>	<p>This capacity-building programme started as a response to chapter 28 of Agenda 21, calling on local authorities to consult develop and implement a local Agenda 21 for their communities. The local Agenda 21 programme offers support to selected towns in Kenya, Morocco, Vietnam and Cuba to develop a local Agenda 21. The programme promotes urban governance by supporting broad-based environmental action plans, and context-specific aspects of municipal planning and management. The programme enhances the capability of local authorities to integrate these action plans into strategic urban development plans, stimulating inter-sectoral synergy. A tangible impact is achieved for low-income communities, leading to more sustainable urban development.</p>
<b>Activities</b>	<p>To achieve these objectives for each priority town, the programme strategy emphasizes the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. This process is underpinned by a continuous broad-based consultation process. Capacity-building efforts focus on setting priorities for action, developing human resources, strengthening institutional, developing tools, encouraging partnerships, mobilization of resources and promoting exchange between cities with similar problems.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• In <b>Nakuru, Kenya</b>, the programme supports the municipal council strategic development plan, by creating a city planning unit, resolving space-use conflicts around the bus park and market area, revitalizing the council's rental housing stock, reinforcing community participation in solid waste removal and providing training to civic leaders on their role as guardians of the environment.</li><li>• In <b>Essaouira, Morocco</b>, assistance is given to the municipal council in urban development and environmental protection, collaboration between the municipality and community-based organizations, revitalizing the old historic centre of the town and developing an urban park between the city and an adjacent forest.</li><li>• In <b>Vinh City, Vietnam</b>, the programme promotes innovative planning methods, revitalizes the public housing stock and improves solid waste management.</li><li>• In <b>Bayamo, Cuba</b>, the programme launched in 2001, has produced a city environmental diagnosis and identified priority issues. Based on the Bayamo experience, training and replication activities at national level are planned.</li></ul>



## INTER-REGIONAL

<b>Project Title</b>	<b>SLUM UPGRADING FRAMEWORKS</b>
<b>Project Code</b>	FS/GLO/01/S11
<b>Total Cost</b>	US\$500,000
<b>Partners</b>	<p><b>Government: India:</b> Ministry of Urban Development and Poverty Alleviation; the State Government of Maharashtra; <b>South Africa:</b> Ministry of Housing</p> <p><b>Local Authorities:</b> Municipal Government of Mumbai; Durban Metro Council; Nelson Mandela Metro Municipality (formerly Port Elizabeth Metro Council)</p> <p><b>Civil Society:</b> National Slum Dwellers Federation of India, Mahila Milan, and the Society for the Promotion of Area-Based Resource Centres (SPARC), referred to collectively as the “Alliance”; Philippines Homeless Peoples Federation and the Vincentia Missionaries Social Development Foundation, Inc.; Housing and Urban Development Coordinating Council; National Economic Development Authority; Partnership of Philippine Support Service Agencies. South African Homeless Peoples Federation; the People’s Dialogue for Land and Shelter; Build Environment Support Group; Asian Coalition Housing Rights; Slum Dwellers International; Homeless International</p> <p><b>International Organization:</b> UN-HABITAT (Cities Alliance)</p>
<b>Background and Objectives</b>	<p>The Project builds on the political will demonstrated by the successive launches of the Global Campaign for Secure Tenure in Mumbai, July 2000, Durban, October 2000 and Manila, November 2000. The Project supports organizations of slum dwellers, support NGOs and governments at all levels to scale up slum upgrading activities by documenting past experience and developing tools and models. It facilitates the efforts of local actors in the three countries to analyze methods of social mobilization, financial models for upgrading, and mechanisms for popular/public partnerships, in order to accelerate asset generation, improvements in shelter, security of tenure and access to land and basic services. The Project also helps local actors translate these practices into frameworks and municipal action plans for city-wide slum upgrading. It facilitates exchange at all levels - grassroots, NGOs and government - among the countries to strengthen upgrading frameworks and ready action plans for implementation.</p>
<b>Activities</b>	<p>The Project is organized into three sets of activities. Part one documents the experience of slum dwellers, support NGOs and local governments in each country. Specifically, writing about the origins of federations of slum dwellers and how they work, the national political and policy context impacting on slums and slum upgrading, the financing techniques, the mobilizing strategies, and the process by which urban poor movements engage and work with local authorities. Part two formulates frameworks for slum upgrading replete with models for financing, mobilizing and engagement. The third part provides an opportunity for local actors to apply the frames and models into action plans that will strengthen the conditions for citywide slum upgrading. The Project also includes three international exchange meetings, one each in the respective cities – Mumbai (July 2002), Durban (March 2003) and Manila (June 2003).</p>

## Results

- The Project demonstrates a modality for technical cooperation where networks of slum dwellers and support NGOs contract consultants and set the agenda.
- Participating organizations and governments completed the documentation phase in December 2002, with the production of three comprehensive reports, one each for India, The Philippines and South Africa.
- In July 2002, the first of three international exchanges was held in Mumbai, India. It included site visits and consultations with government officials.

# AFRICA





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## REGIONAL

<b>Project Title</b>	<b>WATER FOR AFRICAN CITIES PROGRAMME</b>
<b>Project Code</b>	RAF/98/S01
<b>Total Cost</b>	US\$4,600,000
<b>Partners</b>	<p><b>Governments:</b> Cote d'Ivoire; Ethiopia; Ghana; Kenya; the Netherlands; Senegal; South Africa; Sweden; Tanzania; Zambia;</p> <p><b>Civil Society:</b> IHE: United Nations Foundation; Water Utilities Partnership; Water Supply and Sanitation Collaborative Council; Swedish Water Development;</p> <p><b>International Organizations:</b> United Nations Volunteers; World Bank; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The main objective of the Programme is to tackle the urban water crisis in African cities through efficient and effective water demand management. It is also to build capacity to mitigate the environmental impact of urbanization on freshwater resources and boost awareness, education and information exchange on water management and conservation, within the framework of the implementation of the Habitat Agenda.</p>
<b>Activities</b>	<p>These include: institutionalization of demand management practices, improvement of water pollution control measures, promotion of awareness building and information exchange; public communication and outreach; water conservation advocacy; networking in the sector; seminars and workshops; and training of city managers, including study visits. The goal is to promote a demand-side perspective of water management, including water pollution control methods, gender mainstreaming and improvement of water access to the urban poor and peri-urban settlements. Concrete programmatic issues addressed include: efficient distribution and operation, accounting for all water and efficient use and control of demand; capacity building and training of three levels of water utilities managers; promotion of protection of freshwater quality from urban pollution through integrated rapid assessment, mitigation of the impact of urban pollutants on freshwater and development of citywide, stakeholder consultations; and public awareness campaigns to sensitize domestic, commercial and industrial users and community and schools water education, based on human values.</p> <p>By enhancing institutional and human resources capacity, the programme has created a favourable environment for new investments in water and sanitation by enabling more efficient and equitable water management.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• In all project cities, the National and City Level Steering Committees are now fully operational. These committees bring valuable intersectional coordination in programme implementation and continue to oversee gradual institutionalization of the programme outputs.</li><li>• The Demand Management Units (established by the programme in the preceding year), started refinement of the locally developed demand management strategies, based on the experience of implementation last year.</li><li>• Retrofitting demonstrations in project cities have clearly demonstrated that significant water savings are possible with modest investments in physical infrastructure, when combined with awareness campaigns.</li><li>• Water Demand Management strategies developed by the project cities clearly demonstrate the importance of industrial water conservation requiring special attention by city authorities/utilities.</li></ul>

- The Environmental component of city demonstrations produced guidelines for rapid assessment of urban water resources which, after successful demonstration, can be widely replicated in other cities.
- The project has played a key role in promoting the idea of local catchment management, developing a methodology for its effective implementation. The concept promotes the use of community-based schemes to implement local management plans.
- The first citywide public awareness campaign was successfully completed in Addis Ababa during the reporting period. The impact of the campaign was assessed by conducting attitude surveys. The experience of this campaign was used to develop a generic strategy for citywide public awareness campaigns for use by other demonstration cities.
- Exchange of information among city managers was intensified through the WACWEB and WACNET, the two IT-based, information services operated by the programme. Additionally, a Web-based, Water Messenger service, introduced by the Third World Water Forum, was also used to conduct an electronic conference onWater and Cities. Three issues of the programme newsletter were also published and disseminated during the reporting period.

## REGIONAL

**Project Title**      **REGIONAL IMPLEMENTATION OF THE HABITAT AGENDA IN SELECTED AFRICAN COUNTRIES**

**Project Code**      FS-GLO-00-S01-A

**Total cost**      US\$361,099

**Partners**      **Government:** Ministry of Foreign Affairs (France)

**Local Authorities:** Municipalities (City Development Strategy component)

**Training Institutions:** Ecole Africaine des Métiers de l'Architecture et de l'Urbanisme (EAMAU), Togo; University College of Lands and Architectural Studies (UCLAS), Tanzania; Graduate School of Public and Development Management (GSPDM), University of the Witwatersrand, Republic of South Africa (Reinforcement of Local Capacities component)

**International Organizations:** UNDP; UN-HABITAT

### Background and Objectives

The project is part of the support provided by the French Ministry of Foreign Affairs to the implementation of the Habitat Agenda in selected African countries which aims: to promote good urban governance in some selected pilot cities in Africa and to contribute to the elaboration and implementation of city development strategies based on participatory approaches; to build the capacity of key training and academic institutions; and to capitalize these experiences through regional forums and meetings.

### Activities

Following exploratory missions in Cameroon, a UNDP project was signed in December 2000. As a result, city consultations were held in Limbe, Bertoua and Yaoundé 6 and three municipal action plans for poverty alleviation were finalized (ref. Project CMR/00/008/08/56). In Ethiopia, a Cities Alliance project aimed at elaborating a City Development Strategy for Addis-Ababa, and involving the French Cooperation, was formulated and approved in October 2001 (ref. CA Ethiopia). In Senegal, with regard to the environmental profile of the City of Louga made in 1999, additional funds were allocated by the French Government with the aim of assisting the City to formulate, through a participatory process, a city development strategy and action plans to be submitted to identified donors. Three African institutions have been contracted to carry out an inventory and analysis of urban-related curricula in their respective regions and which aims at pointing out the actual gaps and needs.

### Results

- In **Cameroon:** Development in 3 cities (Yaoundé 6, Bertoua, Limbe) of a consultative process and mechanism bringing together the local stakeholders and leading to the following main achievements: three local assessments on poverty produced; three Municipal Action Plan for local development and poverty alleviation drawn up; three Local Steering Committee set up and local capacities reinforced with a view to implementing integrated and participatory development process and executing those Action Plans.

- In **Senegal**, following the revision of the Louga city profile, a launching Forum took place in March 2002, during which three main issues were identified: transportation, waste management and HIV/AIDS. Intersectoral working-groups have been set up and projects are under formulation. A Donor round-table will take place early 2003 with the aim at sensitizing potential donors to the participatory approach applied in Louga and mobilizing funding.
- UN-HABITAT organized two specialized sessions, one focusing on “*the role of African mayors in the implementation of the Istanbul+5 process*”, the other on *Cities, Violence and Security: which role for local government?* in Windhoek, Namibia.
- The city of Cape Town, South-Africa, hosted the Urban Environment Forum.

## SUB REGIONAL

<b>Project Title</b>	<b>LOCAL DEMOCRACY AND DECENTRALIZATION IN EASTERN AND SOUTHERN AFRICA</b>
<b>Project Code</b>	XB-RAF-00-X01
<b>Total cost</b>	US\$75,000
<b>Partners</b>	<b>Government:</b> Ministries of Local Government of Botswana, Ethiopia, Kenya, Tanzania and Uganda <b>International Organizations:</b> Rockefeller Foundation; UN-HABITAT
<b>Background and Objectives</b>	In Eastern and Southern Africa, as elsewhere in the developing world, the growing problem of slums and squatter settlements, characterized by appalling living conditions and often accommodating more than 50% of the urban population, is a physical manifestation of the increasing incidence of urban poverty. Among the reasons accounting for the failure of many urban local authorities in developing countries to cope with demands of their increasing populations are: firstly, limitations of their political authority; secondly, the inadequacies of their financing systems; and thirdly, the inefficiencies of their management systems. The Rockefeller Foundation has commissioned these studies as a contribution to the development of normative goals of good urban governance from the African perspective by focusing on local democracy and decentralization.
<b>Activities</b>	A sub-regional workshop attended by researchers and practitioners from five countries was held at which the gaps in local governance and decentralization in each country were identified. The methodology and design of the research was then discussed and finalized. This was followed by a series of in-country studies, the findings of which were discussed at national workshops, and reports prepared accordingly.
<b>Results</b>	Five national reports have been prepared. However, UN-HABITAT and the Rockefeller Foundation are exploring the prospects of incorporating more pragmatic development efforts which people are directly involved with. In this regard, the local governance innovations award programme which is sponsored by the Ford Foundation complements the project.

## SUB REGIONAL

<b>Project Title</b>	<b>INNOVATIONS IN LOCAL GOVERNANCE AND DECENTRALIZATION IN EAST AFRICA</b>
<b>Project Code</b>	FS-GLO-00-S12
<b>Total cost</b>	US\$526,000
<b>Partners</b>	<b>Government:</b> Local Government Associations of Kenya, Tanzania, and Uganda; National Management Training Institutions <b>Civil Society:</b> Community Based Organizations; The Ford Foundation <b>International Organizations:</b> UN-HABITAT
<b>Background and Objectives</b>	<p>Africa is faced with formidable challenges of rapid urban growth, poverty, marginalization and increasing global competition, all of which compound the crises of municipal administration. However, the civil sector in Africa has demonstrated an impressive degree of resilience and capacity to flourish in crisis situations, as importance of good governance as a means of eradicating urban poverty becomes more evident. The large number of emerging local governance initiatives related to decentralization in East Africa indicate the significant role of the civil constituency in improving local governance. The Ford Foundation has provided this grant support to UN-HABITAT to identify innovations in local governance in East Africa and recommend how they could be built upon to promote public-private partnership in development. The innovations will also be strengthened, and replicated through an award programme – The Mashariki Local Governance Innovations Awards Programme.</p>
<b>Activities</b>	<p>A sub-regional workshop was held in March 2001 at Nakuru, Kenya, at which stock was taken of initiatives and known experiences in the region. A set of criteria was designed to determine what makes an innovation in the light of agreed norms on which the campaign of good governance is based. A national management training institute was selected in each country to anchor the process further and distil the innovations using the criteria agreed upon, but with amendments as required by national situations. A regional workshop was held to bring all these findings together and design the broad framework of an award programme. Some countries from West Africa were invited as an incubation process for replicating the innovations programme to other regions. A technical workshop was held with the three management institutions at which the broad outlines of the national and regional awards were discussed.</p>
<b>Results</b>	<p>The stage is now set for the three management institutions: Kenya Institute of Management, Eastern and Southern African Management Institute, and Uganda Management Institute to organize their first annual national awards by September 2003, the outputs of which will form the sub-regional award by April 2004.</p>

# ANGOLA

*Population (in thousands)*

*Urban: 4,715*

*Rural: 8,812*

*Annual Urban Growth Rate: 4.8%*

<b>Project Title</b>	<b>SECURE TENURE IN POST-CONFLICT SOCIETIES PROGRAMME</b>
<b>Project Code</b>	SF-GLO-00-S15
<b>Total cost</b>	\$171,000
<b>Partners</b>	<b>Government:</b> Ministry of Public Works, Provincial Government of Luanda and Bengela; Italy, the Netherlands and Sweden. <b>International Organisations:</b> UN-HABITAT
<b>Background and Objectives</b>	Within the “Secure Tenure in Post-Conflict Societies Programme”, and as part of the activities of the Global Campaign for Secure Tenure, UN-HABITAT is implementing a project in Angola. These initiatives aim to contribute further to the defining and elaborating of the normative framework of this campaign as it applies to post-conflict situations. The aim is to contribute to the “Revision of the Legal and Institutional Framework to improve land and housing rights in urban and peri-urban areas”. The project objectives are two-fold: (i) Review and propose measures in view of strengthening the role of the local authorities in the management of the land and housing sector; and (ii) Propose measures to create conditions to improve the land and housing delivery in order to respond adequately to land and housing rights for the poor, enhancing gender equity with removal of all discrimination.
<b>Activities</b>	Activities include the preparation of two case studies: first the analysis of the privatization of the public housing stock; and second the study of the secure tenure conditions of IDPs, living in peri-urban areas.
<b>Results</b>	Three intermediate outputs: the conceptual revision of the study; methodological tools for data collection; the conduction of semi-structured interviews; and the Consultation for project preparation. An ad hoc Task Force has been created and an inter-ministerial body endorsed the project. The two studies were completed. Further phases are under preparation.

# BOTSWANA

*Population (in thousands)*

*Urban: 768*

*Rural : 786*

*Annual Urban Growth Rate: 1.4%*

<b>Project Title</b>	<b>PREPARATION OF CHOBE DISTRICT SETTLEMENT DEVELOPMENT STRATEGY</b>
<b>Project Code</b>	BOT/98/005
<b>Total cost</b>	US\$120,000
<b>Partners</b>	<b>Government:</b> Ministry of Local Government and Physical Planning; Department of Town and Regional Planning; North West District Council <b>Training Institutions:</b> University of Botswana <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	This project was implemented as part of the statutory requirement of the National Settlement Strategy (NSS) prepared by the Government of Botswana. Under the NSS each district was required to prepare a settlement development strategy that will be used to guide development and for the allocation of development resources. The objective of the programme was to apply the participatory planning principles outlined in the National Settlement Strategy in the preparation of an economy enhancing settlement strategy for one of the most important districts for tourism.
<b>Activities</b>	The project activities include: (a) data gathering through the involvement of stakeholders; (b) building consensus on the data collected and identified issues; (c) data analysis and preparation of draft proposal report on findings and recommendations; (d) preparation of the Settlement Strategy and discussion of same with stakeholders; (e) submission of draft strategy for comments and approval; and (f) publication of final document.
<b>Results</b>	<ul style="list-style-type: none"><li>• Stakeholders were sufficiently sensitized on development issues.</li><li>• Capacity of local team to analyze and record development issues was greatly improved.</li><li>• Development issues of Chobe District were well documented.</li><li>• Chobe District Settlement Strategy was produced.</li></ul>



# BURKINA FASO

*Population (in thousands)*

*Urban: 1,999*

*Rural : 9,857*

*Annual Urban Growth Rate: 5.1%*

**Project Title**      **IMPLEMENTATION OF A NATIONAL STRATEGY ON LOCAL BUILDING MATERIALS**

**Project Code**      BKF/97/013

**Total cost**      US\$798,500

**Partners**      **Government:** Ministry of Infrastructure, Housing and Urban Development  
**Civil Society:** CRAterre; Locomat (Center for Promotion of Local Building Materials)  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      Following the devaluation of the CFA franc, the price of building materials, most of which are imported, increased by 50 per cent, thus making them unaffordable for most of the population. The Government has prepared a national strategy on local materials to tackle this problem. The objective of the project is to support the Government in implementing the strategy through capacity building in the private sector in the field of local building materials.

**Activities**      The project carried out a comprehensive survey on local building material production, and prepared a report on shelter production systems using local building materials. The project also undertook capacity building in small- and medium-scale enterprises in the formal and informal sectors; and finally, a technical recommendations on local building materials was prepared.

**Results**

- Training in production of building material technologies for about 70 owners of small enterprises, including women.
- Report on local building materials.
- Training of 400 workers including bricks producers, bricklayer and carpenters, on appropriate building materials technologies.
- Training and sensitization sessions for technicians from the private sector and the national administration.
- Construction of schools, markets and public buildings using local building materials.
- Strengthening of the national institution in charge of promoting local building materials (LOCOMAT).
- Study tours for project staff as well as for the owners of small enterprises.
- Production of documentation tools (film, video, CD-ROM) on building materials for sensitization on the use of building materials.
- A national training and counselling institution on building materials is now operating.
- A technical information centre on recommendations and better use of local building materials is now available and operational.

# BURUNDI

*Population (in thousands)*

*Urban: 603*

*Rural : 5,899*

*Annual Urban Growth Rate: 6.4%*

<b>Project Title</b>	<b>REHABILITATION OF SOCIAL INFRASTRUCTURE IN CANKUZO AND KARUZI</b>
<b>Project Code</b>	BDI/99/C03 & BDI/99/012
<b>Total cost</b>	US\$3,025,330 (Capital Assistance), US\$1,040,896 (Technical Assistance)
<b>Partners</b>	<b>Government:</b> Ministry of Development Planning and Reconstruction; Municipalities of Cankuzo and Karuzi <b>Civil Society:</b> NGOs and CBOs <b>International Organizations:</b> UNCDF; UNDP; UN-HABITAT
<b>Background and Objectives</b>	Burundi is facing a difficult political and social situation due to war. Vulnerable people lack access to basic social services particularly in Cankuzo and Karuzi, the two poorest regions in the country. In order to improve the living conditions of the people affected by the war and to contribute to peace building in these two regions, the government requested the UN system to assist in formulating and implementing a programme which aims: to rehabilitate social infrastructures in Cankuzo and Karuzi; to improve the living conditions of the poor through access to basic infrastructure; to provide employment opportunities in low-income urban communities through the rehabilitation of social infrastructure and micro credit; and to assist the Government and the municipalities to develop and implement programmes addressing urban poverty alleviation involving the poor, non-governmental organizations, community-based organizations, the private sector, municipalities and governmental institutions.
<b>Activities</b>	Activities included: (a) a meeting launched the project in September 2001; (b) preparatory missions were carried out in Cankuzo and Karuzi provinces to sensitize NGOs and CBOs on the aim of involving them as key partners in the participatory planning process; (c) consultations in January 2002 involved all stakeholders in the planning and management of the project activities; (e) a quadripartite meeting of the project took place in February 2002; and (f) priorities were defined with stakeholders and investment plan for 2002/2003 was approved.
<b>Results</b>	Burundi is still affected by the war and the social and political situation has delayed the implementation of the project activities. Despite the situation, <ul style="list-style-type: none"><li>• An investment plan for the two cities was prepared and approved.</li><li>• Tender documents for construction of schools were prepared and it is expected that the construction of the schools will start in February 2003.</li><li>• Tender documents for construction of other social infrastructure such as markets, health centres will be processed.</li></ul>

# CAMEROON

*Population (in thousands)*

*Urban: 6,558*

*Rural: 7,646*

*Annual Urban Growth Rate: 3.6%*

**Project Title** **SUPPORTING PROCESS OF CITY CONSULTATION IN LIMBE, BERTOUA AND YAOUNDÉ 6 AND ASSESSMENT OF URBAN SAFETY IN YAOUNDÉ**

**Project Code** CMR/00/008

**Total cost** US\$150,000

**Partners** **Government:** Ministry of Housing and Town Planning; Ministry of Towns; Ministry of Territorial Administration

**Civil Society:** Municipalities of Yaoundé 6, Bertoua and Limbe; Communauté Urbaine of Yaoundé

**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives** Following the Habitat II conference, the Government of Cameroon requested the support from UNDP and UN-HABITAT to assist the Local Authorities in elaborating a city development strategy to combat poverty in low-income settlements on the one hand, and to prevent crime and fear of crime on the other hand. The main objectives of the project are: to reinforce local capacities to design and implement integrated municipal programmes for urban poverty reduction through partnerships and participatory approaches, respectively in Yaoundé 6, Limbé and Bertoua; and to develop a local appraisal of the crime situation in the city of Yaoundé, to establish a local crime prevention coalition and to develop of initial lines of a crime prevention strategy.

**Activities** For the “City Consultation” component, three teams of local experts produced the local diagnosis on the municipalities of Yaoundé 6, Bertoua and Limbe. The key themes identified in the consultative process were: (1) access to services and infrastructures, to housing and to land; (2) local economy development; and (3) social integration of vulnerable groups. These issues have been discussed within the framework of “city consultations” held in September 2001 in the three cities, leading to the development of priority actions plans for poverty alleviation. These plans will orient local and external investments as well as local development initiatives. Concerning the Safer Cities component, a technical coordinating team composed of 3 local experts started in May 2001 with the preparation of the participatory diagnosis of insecurity in Yaoundé. The data collection involved consultations with security stakeholders, including the Police, local authorities, traditional chiefs, as well as civil society organizations and the private sector. Specific studies were carried out on violence against women, youth offenders and the spatial dimensions of crime and insecurity in the city. A residents survey involved over 1,500 people. The diagnosis report analyses the manifestations, causes and responses to crime and insecurity in the city. The results of the diagnosis were presented during a seminar on 30 October and the 1 November 2001. Recommendations gave the basis of a crime prevention strategy that is being developed with all the key stakeholders of the city of Yaoundé.

## Results

- Development in 3 cities (Yaoundé 6, Bertoua, Limbe) of a consultative process leading to the following main achievements: three local assessments on poverty have been produced; three Municipal Action Plans for local development and poverty alleviation have been drawn up; three Local Steering Committees have been set up.
- Diagnosis of delinquency and perception of insecurity in Yaoundé. Additional funding was allocated for the fine tuning of municipal action plans in Yaoundé 6, Bertoua and Limbé on the one hand, and for the development of a local strategy for crime prevention in Yaoundé and of pilot projects on the other hand.
- From this pilot phase, funding will be provided by UNDP, the European Union and the Cameroonian Government to replicate the City Consultation process in 20 cities with the aim of assisting the Government in formulating a national strategy for poverty alleviation, and to extend the Safer Cities Programme to other cities.

## CAMEROON

**Project Title** **MUNICIPAL PLANS OF ACTION IN LIMBE, BERTOUA AND YAOUNDÉ 6 AND CRIME PREVENTION STRATEGY IN YAOUNDÉ**

**Project Code** AS-CMR-01/001

**Total cost** US\$206,900

**Partners** **Government:** Ministry of Housing and Town Planning; Ministry of Towns; Ministry of Territorial Administration

**Local Authorities:** Municipalities of Yaoundé 6, Bertoua and Limbe

**Civil Society:** Communauté Urbaine of Yaoundé

**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives** Following the activities undertaken during the phase 1 (ref. Project CMR/00/008/08/56), additional funding has been mobilized with the aim of consolidating previous results and: (1) supporting the fine-tuning of the three local action plans in Limbe, Bertoua and Yaoundé 6; and (2) validating the crime prevention strategy in Yaoundé and implement pilot projects.

**Activities** For the “City Consultation” component, activities will include: (a) the creation of a local office supported by a national expert in order to assure the follow-up of the local plan, the coordination of the intersectoral working groups and of the Local Steering Committee agenda and the preparation of implementable (and bankable) projects; (b) the formulation of priority projects in order to mobilize additional resources at local, national and international levels; (c) the monitoring and evaluation of the implementation in terms of partnership, participation and impact on poverty; and (f) the evaluation of the whole process with the aim of replicating the city consultation process in other Cameroonian cities. Concerning the Safer Cities component, activities will include: (i) the creation and the facilitation of working groups; (ii) The elaboration and the validation of a multi-sectoral strategy of urban crime prevention, including the establishment of a local coalition and the design of concrete actions; and (iii) the implementation of pilot projects within the framework of relevant partnerships.

**Results** Activities started in March 2002 and the expected results include:

- Comprehensive action plans with bankable projects proposals for submission to national and international donors and for implementation.
- Local capacities will be strengthened in terms of formulation of detailed project proposals and mobilization of funding and partnerships for implementation.
- Lessons learnt will be in terms of replicable methodologies and mechanisms for development of municipal action plans based on partnerships and participatory approaches and integration of poverty alleviation in all sectoral policies, and will lead to the replication of the process in 20 Cameroonian cities.

# CÔTE D'IVOIRE

*Population (in thousands)*

*Urban: 7,197*

*Rural: 9,151*

*Annual Urban Growth Rate: 3.0%*

<b>Project Title</b>	<b>SAFER CITIES ABIDJAN</b>
<b>Project Code</b>	IVC/98/005
<b>Total cost</b>	US\$590,500
<b>Partners</b>	<p><b>Government:</b> National Council of Security (Ministry of Safety and Security); Ministry of Home Affairs and Decentralization</p> <p><b>Local Authorities:</b> Municipalities of Adjame, Treichville and Yopougon (Abidjan)</p> <p><b>Civil Society: International</b> Centre for the Prevention of Crime (ICPC);</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>Delinquency, insecurity and violence threaten the quality of life in the cities of Côte d'Ivoire. This threat diverts scarce resources from social and economic development. The situation has led the Government to take measures to centralize police action and to lead international action against drug trafficking. However, a prevention strategy at the municipal level was lacking. The project began in October 1998 at the request of the National Council of Security and the mayors of Abidjan, who wanted to deal with urban violence by developing a prevention strategy for Abidjan. The three municipalities of Adjamé, Treichville and Yopougon were chosen. The overall objective of the programme is to strengthen the capacity of the city to implement prevention activities through a multi-sectoral and partnership approach coordinated by local authorities. The immediate objectives are: to prepare and implement an action plan based on the results of a local security appraisal; to formulate pilot projects; and to disseminate this experience to other cities in Côte d'Ivoire.</p>
<b>Activities</b>	<p>Safer Cities Abidjan is a three-year project financed by UNDP/Côte d'Ivoire. The project includes 4 main steps: (a) appraisal of local insecurity; (b) elaboration and approval of municipal strategy addressing insecurity; (c) implementation of this strategy; and (d) institutionalization of the Safer City process within the municipality.</p>
<b>Results</b>	<p>One month after the beginning of the project, there was a request from the Government and the mayors to extend the Safer Cities project to other districts in Abidjan and to other cities in Côte d'Ivoire. The results of the project are:</p> <ul style="list-style-type: none"> <li>• enhanced capacity of the municipalities to establish a strategy of prevention and to implement it with a coalition of key partners in the city; and the extension of UNDP support to the project, up to January 2002.</li> <li>• A tripartite meeting, held in July 2001, resulted in six month's extension of the project, and by a total of \$75,000. At this meeting, the Government of Côte d'Ivoire, UNDP and UN-HABITAT recognized the success of the project and adopted the</li> </ul>

following recommendations: (i) the need to extend the project to all the districts of Abidjan; (ii) the need to develop capacity-building activities for the police and for the municipal councillors; (iii) the development of a solid institutional framework; (iv) the development of monitoring and evaluation mechanisms; (v) the modalities of replication of the Abidjan experience to be made through the Ivoirian Forum for Urban Security (a network of Ivoirian cities).

- A seminar of the Ivoirian Forum for Urban Security took place in December 2001. It provided an opportunity to give the Forum a clear mandate and role. The Final Declaration focused on the key role of the local authorities in developing crime prevention practices.

# DEMOCRATIC REPUBLIC OF THE CONGO

*Population (in thousands)*

*Urban: 16,120*

*Rural: 36,401*

*Annual Urban Growth Rate: 4.9%*

<b>Project Title</b>	<b>INFRASTRUCTURE AND PUBLIC BUILDINGS REHABILITATION FOR THE CITY OF KINSHASA AND NATIONAL PLAN FOR HOUSING DEVELOPMENT</b>
<b>Project Code</b>	ZAI/97/016
<b>Total cost</b>	US\$5,933,086
<b>Partners</b>	<b>Government:</b> Ministry of Public Works, Housing, Urbanism and Regional Planning; Belgium Cooperation; French Cooperation <b>Local Authorities:</b> Municipality of Kinshasa <b>Civil Society:</b> NGOs <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	The housing sector in the Democratic Republic of the Congo has been neglected during the past thirty years. Infrastructure has collapsed, and trained human resources in this sector are very limited. The objectives of the project are to support the government: (a) to build and strengthen the capacity of the national and local institutions in charge of the urban and housing sector; (b) to rehabilitate the main infrastructures in the city of Kinshasa; and (c) to formulate a national action plan for housing development.
<b>Activities</b>	The activities included: studies for the preparation of a national action plan for housing development; rehabilitation of infrastructure and public buildings such as the Ministry of Housing, where the project is based, and markets; draining and cleaning out of the Kalamu River in Kinshasa, which has destroyed houses and damaged the environment due to large sand banks; rehabilitation of roads; strengthening of capacity-building and human resources; capacity building of the Ministry of Housing through institutional reforms and training; and formulation of a national plan of action on housing and urban development through a consultative and participatory process.
<b>Results</b>	Several results have been achieved through this programme, among them are: <ul style="list-style-type: none"><li>• rehabilitation of a public building to house the project and the Ministry in charge of the housing sector;</li><li>• feasibility studies for rehabilitating markets in Kinshasa finalized and submitted to donors for funding;</li></ul>



- cleaning and drainage of the Kalamu River in Kinshasa, thus creating a better living environment for the neighbourhood;
- feasibility study for the rehabilitation of vehicles belonging to the national environment programme for garbage collection;
- rehabilitation of the Kimbaseke-Djilli-Sainte Therese roads;
- construction of anti-erosion system in Mataba to protect the destruction of housing in the neighbourhood;
- strengthening of the capacity-building and human resource development of the Ministry of Housing through institutional reforms and training of staff;
- formulation and adoption by the Government of a national plan of action on housing and urban development;
- preparation of Investment Plans and related technical documents for submission to Donors; and
- preparation of a Donor round table to take place in Kinshasa during the first half of 2003.

**Project Title**      **LOW-COST HOUSING DELIVERY SYSTEM PROGRAMME**

**Project Code**      ERI/01/02

**Total cost**      US\$734,000

**Partners**      **Government:** Ministry of Public Works  
**Local Authorities:** Municipalities of Mendefera and Barentu  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      All the urban centres of Eritrea were affected by 30 years of war and several were seriously damaged. There is an extreme housing shortage in the country especially now that many Eritrean refugees are returning to their homeland, most of them to live in urban areas. At the same time there is a serious lack of qualified and experienced personnel at all levels of the civil service and an embryonic private sector. The project responds to all these challenges. The main objectives of the programme are: to strengthen the capacity of the government, social and private sectors to effectively plan for low-cost housing delivery, by providing support and training to staff of the Ministry concerned, local communities and small-scale entrepreneurs; and to assist the government to build capacity in crucial areas while at the same time developing the processes which will define longer-term national human settlement policies and programmes.

**Activities**      The programme is setting up a strategy to expand the commercial production of affordable building materials and appropriated technology, including the development of in situ basic infrastructure. A non-conventional mechanism of saving and credits is being introduced to support shelter initiatives of the communities. A capacity building component has been developed for government institutions and communities for streamlining their working processes and training activities.

**Results**

- The project has already started in the two regions (training activities are in process as is the setting up of the Building Materials Production and Training Centres (BMPTCs).
- Some components of the proposed low-cost technology are being used under the National Rehabilitation Programme in the war-affected areas.

## ERITREA

**Project Title**      **EMERGENCY AND REHABILITATION IN WAR-AFFECTED AREAS: SHELTER COMPONENT**

**Project Code**      ERI/00/007

**Total cost**      US\$50,000

**Partners**      **Government:** Ministry of Local Governments; Regional authorities of Debub and Gash Barka  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      The two-year Eritrea-Ethiopia border conflict had a significant impact on the shelter sector. Based on Government's assessments, it is estimated that around 1.1 million persons were directly affected and displaced by the conflict. Of these, around 80% lost everything including their homes and possessions, while approximately 220,000 were affected by a partial destruction of their habitations. The goal of this project is to provide support to the development of national capacity for sustainable rural-housing human settlements to be implemented in the context of the Programme for Emergency and Rehabilitation in War-Affected Areas in Eritrea within the housing component.

**Activities**      Numerous activities were undertaken during the implementation of this project, among them are: the rehabilitation of some damaged houses and construction of new ones; income Generating Activities (Establishment of community-based production and Establishment of local units for the production of construction materials); and building capacities for sustainable reconstruction at the central, local government and community levels.

**Results**

- Guidelines for assessment of damages and project formulation were prepared and tested.
- A number of workshops were organized. Furthermore, on-the-job training activities were conducted in Gash Barka and Debub Zones for national and international NGOs with the aim to transfer innovative construction techniques for reducing construction costs.
- Capacity building packages were developed for local authorities in both zones (Gash Barka and Debub).
- More than 500 houses were rehabilitated using appropriated technology as demonstrative actions.

# ETHIOPIA

*Population (in thousands)*

*Urban: 10,222*

*Rural: 54,237*

*Annual Urban Growth Rate: 4.6%*

<b>Project Title</b>	<b>CAPACITY BUILDING FOR SUSTAINABLE URBAN DEVELOPMENT</b>
<b>Project code</b>	ETH/98/006
<b>Total cost</b>	US\$64,836
<b>Partners</b>	<b>Government:</b> Ministry of Works and Urban Development <b>Local Authorities:</b> Addis Ababa City Council <b>Training Institutions:</b> Ethiopian Civil Service College <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	This project was prepared by the Ministry of Works and Urban Development in close collaboration with UN-HABITAT. The project document was approved and signed in February 1999 as a UNDP SPPD. The main objective is to assist the government to develop a well coordinated urban development strategy and operational guidelines for regional and local municipalities focusing on urban management issues.
<b>Activities</b>	This project provides capacity building to local authorities in selected regions (assess capacity building needs; conduct training of trainers activities; propose an action plan and a strategy of intervention). The project also contributes to the Poverty Reduction programme for Addis Ababa, through the preparation of a poverty profile for the city; the conduction of a city consultation; and the development of an action plan for poverty reduction.
<b>Results</b>	Within the capacity building component: <ul style="list-style-type: none"><li>• Training of trainers for regional focal points was carried out in the city.</li><li>• Six reports on institutional capacity assessment were prepared for the following regions: i) Amhara, (ii) Gambella (iii) Dire Dawa, (iv) Oromiya, (v) Southern Nations and (vi) Tigray. Furthermore, a translation of UN-HABITAT's manuals on elected leaders into Amharic took place in 2002, and finally a studies report was produced.</li><li>• Within the Poverty reduction component, a profile on poverty for Addis Ababa was produced.</li></ul>

<b>Project Title</b>	<b>BUILDING CAPACITY TO SUPPORT POVERTY REDUCTION IN GHANA</b>
<b>Project code</b>	GHA/00/006
<b>Total cost</b>	US\$123,000
<b>Partners</b>	<p><b>Government:</b> Ministry for Local Government and Rural Development</p> <p><b>Local Authorities:</b> District Assemblies Participating in Programme Replication</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>UN-HABITAT and the Government of Ghana have prepared a comprehensive support programme to the Government's Poverty Reduction Programme through application of principles and lessons learnt from the Strengthening Community Management Programme (SCMP) and the Accra Sustainable Programme (ASP). Lessons learnt from these two programmes are integrated into the national poverty reduction strategy by promoting the norms of the good urban governance campaign to cover 40 districts initially and later upscale to the 110 districts in Ghana. The main objective of the programme is to support Ghana's poverty alleviation programme by strengthening the capacities of the district councils, local communities to manage delivery and maintenance of community infrastructure and services, and entrepreneurship development. The knowledge base of the two programmes is used to prepare a proposal with external expertise providing critical analysis of the methodology.</p>
<b>Activities</b>	<p>The main activity is making preliminary surveys of, and holding consultations with the prospective districts that will benefit from the programme. The first eight low-income districts were visited and a quick survey assessment was made of the various initiatives that were aimed at alleviating poverty by different agencies. Existing gaps in community service delivery and income generation were identified.</p>
<b>Results</b>	<ul style="list-style-type: none"> <li>• A document has been produced proposing a \$10million programme for 5 years to support district assemblies in reducing poverty amongst their low-income communities. It provides a framework to assist the Ministry of Local Government and Rural Development in applying the lessons learnt in the implementation of SCMP and ASP while advancing the norms of good governance at all levels. The framework also recommends mechanisms to strengthen the decentralization process in Ghana.</li> <li>• UN-HABITAT and UNDP are supporting the Government of Ghana to establish an institutional structure for programme implementation, while efforts are in progress for funds mobilization.</li> </ul>

## GHANA

<b>Project Title</b>	<b>REHABILITATION AND UPGRADING OF HISTORICAL CORE IN ACCRA, CAPE COAST, ELMINA, HO, KUMASI – CITIES ALLIANCE</b>
<b>Project Code</b>	2001-FCL-N001-GLO01S08-2028-281101603
<b>Total Cost</b>	US\$22,500
<b>Partners</b>	<p><b>Government:</b> Ministry of Local Government and Rural Development; Ministry of Environment and Science; Ministry of Works and Housing</p> <p><b>Civil Society:</b> Institute of Housing Studies; Metropolitan and Municipal Assemblies of the Five Cities</p> <p><b>International Organizations:</b> World Bank (Ghana Country Office); Cities Alliance (Sponsoring); UN-HABITAT</p>

**Background and Objectives** The Government of Ghana has identified settlement planning and urban development as a strategy for its poverty reduction programme. Towards this end, the Government, with the metropolitan assemblies involved made a formal request to participate in the Cities Alliance with the partnership of the UN-HABITAT and the World Bank. In consultation with the government and other partners in Ghana, five cities have been identified for the programme: Accra, Cape Coast, Elmina, Ho, and Kumasi. These cities have blighted core areas where majority of the poorer people live. These areas also have buildings which are associated with early colonial trade and establishment. The Dutch Government is proposing to rehabilitate these along with their environment and infrastructure to support urban trade and tourism. While protecting the historical beauty and cultural value of the structures, the necessary improvement of the surrounding infrastructure will increase income, generate local trade and entrepreneurial skills thereby promoting tourism and consequent growth of the local economy. The Cities Alliance will work directly with local authorities to help them respond to the issues facing the urban poor. It will undertake rehabilitation of historical core areas and strengthen the management of each city within the context of slum upgrading and city development strategies in the five cities. This calls for the strengthening of governance – inclusive planning and management of the urban system to establish effective linkages with the urban economy.

### Activities

The programme entails the preparation of a preliminary survey of each of the five cities in consultation with the major actors in public, private and civil sectors including religious groups, women and youth groups, etc. The survey states the dominant historical facts, the physical and socio-economic settings, occupational profiles, the urban governance and management constraints, existing network of influences and target beneficiaries for poverty alleviation and potential linkage with urban economic investment, etc. for the five cities. The immediate needs and priorities were identified for further development as a basis for improving the environment and providing a source income and livelihood for the poor.

## Results

An important output of the exercise is an undertaking by the residents, especially the poor themselves, that they play a key role in the process of revitalizing their city. The report identifies the capacities of each group and the roles they will play in the process. The activity will result in the preparation of and formulation of a development proposal for each of the five cities. The lives of over 3 million urban poor in 5 cities will be improved and the local urban economies revitalized. The application is yet to be approved by the Cities Alliance.

## KENYA

*Population (in thousands)*

*Urban: 10,751*

*Rural: 20,542*

*Annual Urban Growth Rate: 4.6%*

**Project Title** **POVERTY ERADICATION IN KENYA'S URBAN AREAS**

**Project Code** KEN/95/014

**Total Cost** US\$90,000

**Partners** **Government:** Ministry of Local Government; Office of the President

**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives** In recognition of the need to address the pressing issue of increasing poverty in the urban areas of Kenya, UNDP provided support to UN-HABITAT to prepare a programme for poverty reduction in urban areas. The programme focuses on the municipal and city levels on improving decision-making structures to make them more responsive to the needs of the poor, strengthen citizen participation and facilitate community groups to interact more effectively with elected municipal leaders and local authorities.

**Activities** The preparatory process has set up a consultative group on urban poverty, which includes representatives of government bodies, non-governmental organizations, United Nations agencies and donor agencies, to advise on the main issues and agree on responses.

**Results** A development assistance framework has been prepared which is currently guiding consultations by various stakeholders. Within the framework of the document, UN-HABITAT is collaborating with UNDP to support the building of capacity for Association of Local Governments and various aspects of the Local Government Law Reform Process.



## KENYA

<b>Project Title</b>	<b>POLICY AND IMPLEMENTATION FRAMEWORK FOR KENYA'S ENVIRONMENTAL MANAGEMENT COORDINATION ACT (1999)</b>
<b>Project Code</b>	KEN/00/007
<b>Total cost</b>	US\$105,400
<b>Partners</b>	<b>Government:</b> Ministry of Environment and Natural Resources <b>Civil Society:</b> National Committee on Implementation of the Environmental Management and Coordination Act (NCIEMCA) <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	<p>It has been recognised that one of the constraints to achieving sustainable development through poverty eradication is environmental degradation and depletion of natural resources. Poverty eradication and sustainable livelihoods are those that are built on initiatives that provide the means for survival without jeopardizing the natural resource base. In this regard, one of the strategic areas of focus of the Common Country Framework and the United Nations Development Assistance Framework is Environment and Natural Resource Management. The terms of reference of the National Committee on Implementation of the Environmental Management and Coordination Act is to develop a strategy and action plan for the effective implementation of Kenya's Environmental Management Co-ordination Act No.8 of 1999.</p>
<b>Activities</b>	<p>In collaboration with the UNDP and Government of Kenya, UN-HABITAT led a team of consultants to develop strategic action plans for six component parts in which specific elements pertaining to the immediate, medium and long term implementation of the Act were identified. Action plans for the following six components of the Act were prepared: (i) institutional Framework and Human Resource Development; (ii) inter-sectoral Synergies and Coordination; (iii) stakeholder Participation, Public Education and Awareness; (iv) data information management and Communication; (v) relation to and Impact of the Living environment a consensus building workshop was held at which the recommendations made for each of these components were discussed. Much emphasis was laid especially on funds mobilization and the inter-agency coordination; and (vi) Funding Opportunities and Financial Management.</p>
<b>Results</b>	<p>An action plan for the implementation of Kenya's Environmental Management Act comprising the above component areas is ready. It is expected that the government will soon commence funds mobilization and put in place the institutional mechanism for its implementation.</p>

## KENYA

<b>Project Title</b>	<b>SAFER NAIROBI: CITY-WIDE CRIME PREVENTION STRATEGY</b>
<b>Project Code</b>	SP-KEN-00-010
<b>Total cost</b>	US\$175,626
<b>Partners</b>	<b>Government:</b> Ministry of Home Affairs; Ministry of Local Government; Ministry of State; Office of the President, in charge of Internal Security; Provincial Administration <b>Local Authorities:</b> Nairobi City Council <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and objectives</b>	The Safer Cities project aims at developing a community-based strategy for the prevention of crime in Nairobi. This activity is funded by UNDP as part of the work of UNDAF's Theme Group on Governance, Livelihoods and Poverty Reduction in Kenya. The development objective is the reduction of crime and its causes through a multi-sectoral and partnership approach coordinated by the city authorities. The first phase of the project was to conduct a victimization survey which was to provide a source of reference for the formulation of strategy by defining the picture of crime, including an identification of the key components and actors for effective partnership in the prevention of crime and violence.
<b>Activities</b>	Main activities to date include: (1) A victimization survey of Nairobi including a street scan, a household survey, a commercial survey, a violence against women survey and a youth offender profile study. Information was collected through official sources, one-to-one interviews, focus groups, street scans, shop scans, etc. More than 10,500 residents in the city were interviewed; (2) City consultations with key partners to review the first scan and to present the final results and to identify the main components of a crime prevention strategy; (3) the identification of a project focal point and team within the Nairobi City Council, as well as in related arms of Government, namely the Ministry of Local Government and the Provincial Administration to prepare a crime prevention strategy with the main partners; and (4) Pilot assessment walk in the central business district on women's safety.
<b>Results</b>	<ul style="list-style-type: none"><li>• The implementation of a city-wide victimization survey, complemented by two qualitative studies on violence against women and youth offender profile in Nairobi. The survey determined the extent of crime in the city, identified the populations most at risk, clarified the nature of crimes, measured public perceptions of crime, safety and service delivery, and identified possible ways forward. The results of the survey were formally accepted, and it was agreed that a public city-wide debate between central, provincial and local governments, police and justice, the private sector, civil society and residents on crime and insecurity in the city be embarked upon.</li><li>• A Safer Cities Nairobi Action Group comprising strategic resource persons from Central Government, Nairobi City Council and Civil Society has been formed to set in motion the way forward.</li></ul>

- Identification of modalities of institutionalisation and partnership within the Central and Local Government.
- A training seminar was conducted for the chief officers of the Nairobi City Council on the crime prevention approach.
- A study tour of the Safer Cities Dar es Salaam project by officers of the Nairobi City Council was carried out.

## KENYA

<b>Project Title</b>	<b>KENYA SLUM UPGRADING PROGRAMME</b>
<b>Project Code</b>	FD-KEN-02-FO1(E)/202-FNE-5436-G005-2811
<b>Total cost</b>	US\$330,000
<b>Partners</b>	<p><b>Government:</b> Ministry of Lands and Settlement; Ministry of Local Government; Ministry of Roads and Public Works; Office of the President</p> <p><b>Local Authorities:</b> Nairobi City Council;</p> <p><b>Civil Society:</b> Grassroots Organizations and NGOs</p> <p><b>Private Sector:</b> Private Sector Organizations</p> <p><b>International Organizations:</b> Swedish International Development Agency (SIDA); UN-HABITAT</p>
<b>Background and Objectives</b>	<p>Since 1996, Kenya's urban centres have experienced very rapid growth without a commensurate development in urban services and facilities. In the city of Nairobi, 60% of the population live on only 5% of the total residential land. In slum areas like Kibera, Mathare and Korogocho, residents are very poor and residential densities are as high as 250 units per hectare. The programme is a joint initiative of the Government of Kenya with UN-HABITAT. The overall goal is to improve the conditions – services, livelihoods, and security of tenure of people living and working in informal settlements of Nairobi. The objective is to strengthen the conditions necessary for city-wide upgrading through consensus building, national policy reform, local institutional strengthening and settlement project implementation.</p>
<b>Activities</b>	<p>From November 2000 to date, the programme has engaged high input from all partners in cash and kind. The whole scheme is in three phases. Activities included mobilization of all stakeholders support, bridge building and formulation of policy framework including development of an institutional framework that would be representative of all groups. Presently, the preparations are progressing with institutionalization of all programme management structures and establishing memoranda of agreement and grant agreements to guide financial operations. The slum sites in which the pilot activities will start have been identified and shortly, the mapping and measurements will start.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• A Nairobi Situation Analysis has been produced and a multi-stake holder consultative group has been formed which will facilitate representation and engagement of slum dwellers and their constituencies. Ultimately, the project will improve the environmental conditions of the City of Nairobi by promoting appropriate policy measures, strengthen institutional arrangements and facilitate the use of urban land in a more productive and inclusive manner, strengthen local urban economy, thereby promoting urban safety and security.</li><li>• Memorandum of Understanding signed in January 2003 to initiate the preparatory phase.</li></ul>

# LESOTHO

*Population (in thousands)*

*Urban: 592*

*Rural: 1,466*

*Annual Urban Growth Rate: 3.4%*

**Project Title**      **URBAN POVERTY ASSESSMENT**

**Project Code**      LES/97/003

**Total cost**      US\$113,500

**Partners**      **Government:** Ministry of Local Government and Housing  
**Local Authorities:** The Second Level Cities in Lesotho  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      The project will assess the degree of poverty in three selected second level cities in Lesotho. An assessment has already been completed in three first-level cities including the capital Maseru. The objective was to obtain up to date information on the situation of the poor in urban areas. Although the population of Lesotho is predominantly rural, the urban population has been increasing in an unprecedented manner and with it an increased number of poor people becoming the new citizens of the urban areas. The situation is made worse by the inability of the urban areas to provide the poor with basic livelihood. UNDP, therefore, set out to define the nature of poverty in the urban areas in order to map out a process of providing support. The objective of the programme was to prepare an action-oriented strategic plan for the alleviation of urban poverty, paying particular attention to women. An action plan will be formulated for donor assistance.

**Activities**      Activities include: (i) the agreement with the Ministry of Local Government on the second-level cities to be assessed; (ii) the review of documented information on poverty alleviation, particularly the completed assessment of the first three cities; (iii) carry out the assessment using local personnel and ensuring the full participation of the communities affected; synthesize the findings and prepare a report showing the levels of poverty and recommended actions for poverty alleviation; (iv) the preparation of a national urban poverty alleviation strategy and urban poverty map using the assessment of the first-level cities and other information on the socio-economic situation of Lesotho.

**Results**      Expected results include:

- Report on urban poverty in the three selected second-level towns;
- A national urban poverty alleviation strategy with well-articulated and budgeted interventions;
- An urban poverty map.

The project has not yet taken off.

# MADAGASCAR

*Population (in thousands)*

*Urban: 4,952*

*Rural: 11,485*

*Annual Urban Growth Rate: 4.9%*

**Project Title**      **INTEGRATED MUNICIPAL PROGRAMMES FOR POVERTY REDUCTION IN FIANARANTSOA AND TULEAR**

**Project code**      MAG/97/008

**Total cost**      US\$567,420

**Partners**      **Government:** Ministry of Regional Planning and Urban Development  
**Local Authorities:** Municipalities of Fianarantsoa and Tulear  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      The project is a follow-up to the national action plan prepared for Habitat II and will help to reinforce local capacities to design and implement integrated municipal programmes for urban poverty reduction through partnerships and participatory approaches.

**Activities**      The activities include: The preparation plans for improving access to housing, basic urban services, revenue and employment, and social integration of vulnerable groups; the building of municipal and local capacities for strategic participatory planning and operational partnerships; the development of priority and demonstration actions through mobilization of financial facilities and partner resources; and the use of tested methodologies.

**Results**

- Two integrated municipal plans for urban poverty alleviation were formulated and validated by local partners.
- Study tours, training sessions and support missions were undertaken.
- Permanent support was given to municipalities for participatory strategic planning on issues related to poverty reduction, including the upgrading of low-income settlements.

## MADAGASCAR

<b>Project Title</b>	<b>CITY DEVELOPMENT STRATEGY AND SLUM UPGRADING IN FOUR SECONDARY CITIES</b>
<b>Project Code</b>	FS/MAG/00/S01
<b>Total cost</b>	US\$176,000
<b>Partners</b>	<b>Government:</b> Ministry of Regional Planning and Urban Development <b>Local Authorities:</b> Municipalities of Antsirabe, Diego Suarez, Majunga and Tamatave <b>International Organizations:</b> World Bank; UN-HABITAT
<b>Background and Objectives</b>	UN-HABITAT supported the preparation of the urban component of the National Poverty Reduction Strategy Papers (PRSP), together with other international partners. This project completes MAG/97/008 (implemented in Fianarantsoa and Tuléar), and supports the development of Local Programmes for Poverty Reduction in the main secondary cities of Madagascar. The project aims at: preparing City Development Strategies through a participatory planning approach. CDS includes a component on informal settlements upgrading; and developing local and national capacities for participatory strategic planning.
<b>Activities</b>	The activities included: (1) the preparation of city profiles; (2) the organization of city consultations; (3) the development of priority action plans in three selected thematic areas including urban upgrading; (4) the identification of funding partners and mobilizing resources for activities and investment; and (5) the development of capacities at local level for sustainability and at central level for replicability.
<b>Results</b>	<ul style="list-style-type: none"><li>• Four city profiles, action-oriented and based on consensus were developed.</li><li>• One national report identifying existing support mechanisms for cities was prepared.</li><li>• Four city consultation reports, recording discussions and agreements were produced.</li><li>• Four urban pacts, documenting consensus on priorities, institutional arrangements and commitments were initiated.</li></ul>

# MADAGASCAR

<b>Project Title</b>	<b>CITY DEVELOPMENT STRATEGY FOR ANTANANARIVO</b>
<b>Project code</b>	FS/MAG/01/S01
<b>Total cost</b>	US\$286,000
<b>Partners</b>	<b>Government:</b> French Co-operation; Ministry of Regional Planning and Urban Development <b>Local Authorities:</b> Municipality of Antananarivo <b>International Organizations:</b> The World Bank; USAID; UN-HABITAT
<b>Background and Objectives</b>	UN-HABITAT, together with other partners, supported the preparation of the urban component of the National Poverty Reduction Strategy Papers (PRSP). This project completes MAG/97/008 and FS/MAG/00/S01, and supports the development of CDS in the main cities with the following objectives: (i) to reduce urban poverty in the Antananarivo metropolitan area, setting up and implementing a consensual strategy for economic and social development with action plans and facilitating frameworks for improving delivery and management of basic urban services, as well as of transportation and infrastructure; (ii) to develop the capacities of municipalities and their partners to design and implement economic and social strategies, linking with national sectoral programmes and all sub-regional levels; (iii) to build consensus for institutional, technical, financial and economic changes in order to implement and monitor the above strategies; (iv) to elaborate planning and monitoring tools and related institutional and financial frameworks to maintain and replicate such strategies; (v) to develop the capacities of municipalities, local partners and poor communities, enabling them to form a consensus on integrated action plans for poverty reduction, including project prioritization and investment programming.
<b>Activities</b>	The project activities include: the development of a strategic planning framework for the economic and social development of Antananarivo, based on growth potential and comparative advantages and linked to poverty reduction; the review of existing situation, arrangements and constraints for improving infrastructure, transportation and basic services; the development of an institutional, financial and participatory frameworks to improve planning, project prioritization, management and delivery of services in the metropolitan area and at community and neighbourhood levels. Other activities include the development of a poverty mapping system and monitoring tools; the development of an integrated action plans for poverty reduction in selected areas, including feasibility studies for neighborhood upgrading and priority programmes for capital investment formulated through participatory strategic planning; the organization of training and study tours for local leaders to ensure systematic and sustainable replication; and finally, the production of guidelines and manuals for replication.
<b>Results</b>	All activities were interrupted for six months due to the local political situation and were resumed in October 2002.



# MADAGASCAR

<b>Project Title</b>	<b>CRIME PREVENTION PROJECT IN ANTANANARIVO</b>
<b>Project Code</b>	SP-MAG -99-003
<b>Total cost</b>	US\$121,000
<b>Partners</b>	<b>Government:</b> Ministry of Towns and Urban Planning <b>Local Authorities:</b> Municipality of Antananarivo <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	In 1997, at the request of the Malagasy Government, UN-HABITAT undertook a mission to Antananarivo to analyze the problems of delinquency and urban insecurity. In 1998, during a national seminar on urban poverty jointly organized by UN-HABITAT and the Malagasy Government, the theme of insecurity and the prevention of crime emerged strongly as a main issue that needed addressing. Following this seminar, UN-HABITAT, supported by UNDP, developed a project aiming at: carrying out an urban insecurity profile in Antananarivo in order to develop the capacities of the municipality in crime prevention. The project also aimed at developing a participatory crime prevention strategy to deal with crime and its causes.
<b>Activities</b>	The activities include: the mobilization of stakeholders under the coordination of the Municipality; and the recruitment of a team of experts to work on a diagnosis and the main elements of a crime prevention strategy.
<b>Results</b>	<ul style="list-style-type: none"><li>• The insecurity diagnosis has been completed. It analyzes the main causes of crime in the city as well as the responses at all levels (national, municipal, local, non-governmental). A seminar was organized to present the results of the diagnosis and formulate the main elements of a participatory crime prevention strategy and action plan.</li><li>• A new project on crime prevention has been designed by the UNV organization in close collaboration with the Safer Cities Programme (SCP). SCP will provide technical assistance and training to the UN Volunteers who are going to run the project.</li></ul>

# MALAWI

*Population (in thousands)*

*Urban: 1,745*

*Rural: 9,827*

*Annual Urban Growth Rate: 4.6%*

<b>Project Title</b>	<b>IMPLEMENTATION OF URBAN AGENDA 21</b>
<b>Project Code</b>	(MLW/97/013)
<b>Total cost</b>	US\$325,000
<b>Partners</b>	<b>Government:</b> Ministry of Housing, Surveys and Physical Planning; Ministry of Local Government <b>Local Authorities:</b> Blantyre City Assembly; Lilongwe City Assembly <b>International Organizations:</b> UNDP, UN-HABITAT
<b>Background and Objectives</b>	<p>The cities of Blantyre and Lilongwe have a total of about one million residents, the majority of whom live in Traditional Housing Areas (THAs) which lack adequate services and employment. This project was started as Malawi's implementation of Agenda 21, aimed at improving the living conditions of the urban poor by piloting community participation approaches in planning and development and through the process of empowering communities to take charge of their development and poverty reduction strategies. The objectives of the programme were: to start addressing urban poverty through the Sustainable Cities Programme approach; and to facilitate the planning and management of the urban environment and urban development. The concerns of women will be given particular attention, as they are the majority of urban poor.</p>
<b>Activities</b>	<p>The main activities include: the identification of community-based organizations and leaders; the organization of training in leadership, community organization skills and participatory planning methods; the support for community action planning by the urban networks and for the implementation of specific interventions; and the preparation of a database and the establishment of mechanisms for updating the database (including the preparation of environmental profiles of the cities).</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• A well-established community-based networks in each of the cities has been set up.</li><li>• A community-based planning approach was also initiated to address local environmental development issues.</li><li>• A City Environmental Profiles for Lilongwe and Blantyre was also developed.</li><li>• Personnel in the local authorities were trained in order to support community action planning and to implement locally initiated projects.</li></ul>

# MOZAMBIQUE

*Population (in thousands)*

*Urban: 6,208*

*Rural: 12,437*

*Annual Urban Growth Rate: 5.1%*

**Project Title**      **SUSTAINABLE LAND USE PLANNING FOR VULNERABILITY REDUCTION IN THE LOWER LIMPOPO BASIN**

**Project Code**      XB-MOZ-02-X01

**Total cost**      US\$1,000,000

**Partners**      **Government:** Ministry for the Coordination of Environmental Affairs  
**Local Authorities:** Selected municipalities  
**Civil Society:** Universities and NGOs  
**International Organizations:** Global Environment Facility/UNEP; UN-HABITAT

**Background and Objectives**      SADC countries have shown interest in addressing the problems caused by the frequent flooding which affects the lower Limpopo River Basin. Recently, the Government of Mozambique, the country most affected due to its downstream location, formulated a request for assistance. UN-HABITAT prepared this project in close collaboration with GEF-UNEP. The project will focus on disaster preparedness and vulnerability reduction through an integrated approach of land and water management for sustainable development in the lower Limpopo River Basin. The objectives are: to mitigate environmental and economic losses, reducing the risk of loss of life and damage to bio-diversity in future floods or other extreme weather events through a regional action plan; to reduce the vulnerability of communities living in flood-prone areas; and to preserve bio-diversity through planning for sustainable environmental land use.

**Activities**

The activities include: the improvement of the reliability of flood forecasting and warning systems linked to national disaster management programmes and specific responses at community level; the preparation of plans for community-based environmental land use and for the management of natural resources; the development of national action plans for reducing the effects of the floods on the environment through awareness campaigns; capacity building activities to strengthen institutional capacities for more efficient environmental management and policy formulation; the development of an integrated approach to the conservation of ecosystems in flood-prone areas; and the setting up of a mapping system at regional level.

**Results**      Project is just being initiated with a workshop with the participation of Mozambique, Zimbabwe, South Africa, UN-HABITAT and UNEP/GEF.

## MOZAMBIQUE

<b>Project Title</b>	<b>SECURE TENURE IN POST-CONFLICT SOCIETIES PROGRAMME</b>
<b>Project Code</b>	IT/GLO/00/T02
<b>Total Cost</b>	\$135,000
<b>Partners</b>	<b>Government:</b> Ministry of Environmental Affairs; Italy <b>International Organisations:</b> UN-HABITAT
<b>Background and Objectives</b>	Within the “Secure Tenure in Post-Conflict Societies Programme”, and as part of the activities of the Global Campaign for Secure Tenure, UN-HABITAT is developing a project in Mozambique. These initiatives aim to contribute further to the defining and elaborating of the normative framework of this campaign as it applies to post-conflict situations. The objective of the project is to improve security of land tenure and housing rights for poor communities in flood prone areas.
<b>Activities</b>	Preparation of case study; tenurial rights of flood affected families, the consultation process after studies; and the development of guidelines for formulating and implementing co-ordinated and participatory actions.
<b>Results</b>	The first part of the project was concluded and a report on secure tenure conditions of flood-affected families was produced. A second phase was initiated to support the Government efforts in the preparation of the territorial planning law.

# MOZAMBIQUE

<b>Project Title</b>	<b>SLUM UPGRADING AND VULNERABILITY REDUCTION IN FLOOD-PRONE CITIES/TOWNS IN MOZAMBIQUE (MAPUTO, CHOKWÉ, TETÉ AND QUELIMANE) CITIES ALLIANCE INITIATIVE</b>
<b>Project Code</b>	FS/MOZ/02/S01
<b>Total Cost</b>	US\$615,000
<b>Partners</b>	<p><b>Government:</b> Government of Mozambique; Ministry for the Coordination of Environmental Affairs</p> <p><b>Local Authorities:</b> Selected municipalities in Maputo, Chokwe, Tete and Quelimane</p> <p><b>Civil Society:</b> Cities Alliance Secretariat; MICOA</p> <p><b>International Organizations:</b> UN-HABITAT</p>
<b>Background and Objectives</b>	<p>Within the Cities Alliance initiative, the municipalities indicated above and the Ministry of Environment prepared a project proposal in close collaboration with UN-HABITAT. The proposal was approved in 2001 and it is under implementation. The objectives are: to enable the City Council and stakeholders to reduce the vulnerability of communities living in flood-prone areas. This will be done through planning for sustainable environmental land use and strategies for basic service upgrading, focusing on integrated, people-centred participatory approaches, stressing mitigation preparedness techniques.</p>
<b>Activities</b>	<p>The activities include: the preparation of community-based planning for environmental land use and of plans for the management of natural resources; the formulation of a strategy to upgrade basic services, adapting them to flood-prone areas; the development of a contingency plans; the revision/adaptation of policy and legal frameworks for disaster preparedness and vulnerability reduction; and the preparation of a strategy to improve legal property rights of poor communities in flood-prone areas.</p>
<b>Results</b>	<p>Project is under implementation.</p>

# NIGERIA

*Population (in thousands)*

*Urban: 52,539*

*Rural: 64,390*

*Annual Urban Growth Rate: 4.4%*

<b>Project Title</b>	<b>ENHANCE NATIONAL CAPACITY FOR SUSTAINABLE URBAN MANAGEMENT</b>
<b>Project Code</b>	NIR/98/104
<b>Total Cost</b>	US\$675,000
<b>Partners</b>	<p><b>Government:</b> Federal Ministry of Works and Housing; National Planning Commission; State Governments of Oyo, Kano and Enugu</p> <p><b>Local Authorities:</b> Local Governments of Ibadan, Kano and Enugu</p> <p><b>Civil Society:</b> Urban Development Bank of Nigeria</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>Following the successful implementation of the Sustainable Ibadan Programme (SIP), the Federal Ministry of Works and Housing (FMW&amp;H) undertook to extend the Sustainable Cities Programme (SCP) to the cities of Kano and Enugu in the northern and eastern regions of Nigeria. The programme was funded by UNDP (\$300,000), and by each of the states contributing \$125,000. The three cities recognized the need to be co-ordinated at the Federal level and therefore agreed to allocate some resources to establish, at the Federal Ministry of Works and Housing, a Sustainable Cities Coordination Unit. The allocation was mainly used to procure the services of a National Environmental Planning Adviser to support the cities and to be the nucleus of establishing a Federal Urban Planning and Management capacity at FMW&amp;H. The objective of this phase was to replicate the environmental planning and management (EPM) approach in the three cities and extend it to other cities in Nigeria.</p>
<b>Activities</b>	<p>Activities include: the starting of the SCP in Kano and Enugu; the consolidation of the achievements of SIP; the development of a national SCP programme; and the sharing of experiences and information on urban development.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• -The Sustainable Kano Programme is now fully operational and the Sustainable Enugu Programme is in its initial stages.</li><li>• The consolidation process focusing on the institutionalization of EPM in the 11 Local Governments in Ibadan is in progress.</li><li>• The preparations for National Consultation on Sustainable Cities in Nigeria is also in progress.</li><li>• The National SCP Co-ordination Office has been fully established.</li><li>• Local capacity to continue with the preparation of district settlement strategies has been built.</li><li>• Resources for the implementation of settlement strategies have been included in the budgeting system.</li></ul>

## NIGERIA

**Project Title** KARU DEVELOPMENT STRATEGY/SCALING-UP UPGRADING

**Project Code** FS/NIR/01/S01/A

**Total Cost** US\$157,500

**Partners** **Government:** Federal Ministry of Works and Housing; Nasarawa State Government

**Local Authorities:** Karu Local Government

**Civil Society:** Urban Development Bank of Nigeria

**International Organizations:** UNDP; World Bank; UN-HABITAT

### Background and Objectives

Since the creation of the Federal Capital Territory (FCT) and the Abuja Municipal Area Council (AMAC), the population of Karu, which is at the eastern boundary of the FCT and AMAC, has increased from about 80,000 in the early seventies to 450,000 in 2000. Rapid urbanization has taken place without adequate planning, services or institutional frameworks. While Karu benefits from the increased tempo of activity due to its proximity to Abuja, its dormitory status has put it under pressure to provide the requisite residential services for the population. Consequently, Karu faces problems of overcrowding, rapid and uncontrollable growth as well as inadequate provision of urban utilities and services. Majority of people commute daily between Karu and Abuja, spending a lot of time in heavy traffic on the Keffi/Abuja highway. Karu Development Strategy/Scaling-up Upgrading, a Cities Alliance initiative, will initiate a process to address urban development issues arising from Karu's location as a satellite town of the Federal Capital City of Abuja and the general deterioration of urban management services. The objective of the programme was to facilitate a consultative process between the people of Karu, the business community and government agencies in order to identify and develop strategies and action plans aimed at addressing development problems of Karu Local Government Area.

### Activities

The project activities are directed towards: the documentation and analysis of the physical characteristics of Karu and place it within the sub-regional settlement hierarchy; the sensitization of Karu's population to development priorities and commit them to achieving them; the provision of the baseline data of the settlement – population, economic base, natural resources, environmental conditions; the assessment of the level of settlement patterns, the delivery mechanisms for urban infrastructure and social services and, at the same time, assess the role of various actors; and the preparation of the Karu Development Strategy document.

### Results

- Technical papers on the Technical Analysis of Karu Local Government Area development have been issued.
- Stakeholders have been sensitized through consultative process.
- Consultations and records of decisions taken on development issues have been fully documented.
- The Strategic Development/Investment Plan for Karu has been clearly defined.
- The bridging phase is being prepared.

## NIGERIA

### Project Title

## LAUNCHING OF GOOD URBAN GOVERNANCE CAMPAIGN

### Project Code

FD-GLO-00-F02-21.01

### Total Cost

US\$350,000

### Partners

**Government:** Federal Ministry of Intergovernmental Affairs; Federal Ministry of Information; Federal Ministry of Women Affairs and Youth Development; Federal Ministry of Works and Housing

**Local Authorities:** Association of Local Governments of Nigeria

**Civil Society:** NGO Coalitions

**International Organizations:** UNDP; UN-HABITAT

### Background and Objectives

In the face of increasing urbanization as in other parts of Africa, resources to provide and maintain urban infrastructures in Nigeria are dwindling. Urban centres are thus collapsing under pressure of demand for housing and infrastructure. The resulting urban poverty accompanied with rising crime have made the cities almost unlivable. Extended military rule over 31 out of 40 years of independence had centralized power and resources, thereby eroding the capacity of local councils to provide services to their people through participatory governance. Even under the democratic dispensation, there is no constitutional provision for the autonomy of local authorities as the third tier of government. In consideration of all the above, and in acknowledgement of the country's strategic role in Africa, UN-HABITAT proposed Nigeria as the launch pad for the Good Urban Governance Campaign in Africa.

### Activities

The activities include series of pre-launch consultations and preparatory meetings held at all levels. An inter-ministerial committee was established, and through a series of meetings and correspondences with the country task team at UN-HABITAT, the programme was successfully launched in Abuja on 10 April 2002. On 9 April 2002, a team from UN-HABITAT led by Dr Anna Tibaijuka, the Executive Director, paid a courtesy call on President Olusegun Obasanjo. The launch was attended by a cross-section of the Nigeria society including state governors, federal ministers, parliamentarians, civil servants, journalists, local government chairmen, women and youth NGOs, traditional rulers, students, etc.

### Results

- Following the official launch on 10 April, a two-day workshop was conducted with over 500 persons in attendance and a way forward was agreed upon. This way forward was articulated around five programme components with tentative budgets as follows:

- (i) Revenue Mobilization for States and Local Governments – \$1.5m;
- (ii) Participatory Budgeting – \$800,000;
- (iii) Local Leadership Training – \$600,000;
- (iv) Women in Urban Governance – \$600,000;
- (v) Safer Cities (Abuja) – \$700,000

These programmes were developed further and were integrated into the UNDP-led National Programme for Good Governance for Nigeria. The document is currently being discussed with donors.

- A UN-HABITAT Programme Support Office is being established in Abuja to coordinate the implementation of Habitat programmes in Nigeria including the above components.



## RWANDA

*Population (in thousands)*

*Urban: 497*

*Rural: 7,452*

*Annual Urban Growth Rate: 4.2%*

<b>Project Title</b>	<b>URGENT REHABILITATION AND RECONSTRUCTION PROGRAMME FOR KIGALI AND OTHER URBAN CENTRES</b>
<b>Project Codes</b>	RWA/94/010 (UMBRELLA PROGRAMME) AND SUB-PROJECTS: RWA/95/B20 AND RWA/95/B22
<b>Total Cost</b>	US\$15,747,747
<b>Partners</b>	<b>Government:</b> Ministry of Lands, Resettlements and Environment Protection; Ministry of Public Works <b>Local Authorities:</b> City of Kigali and Six Prefectures <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	<p>In September 1994, at the end of the hostilities in Rwanda, UN- HABITAT and UNEP undertook a joint programme identification mission. The mission prepared an umbrella project to support Government reconstruction of infrastructure and buildings destroyed during the genocide and to contribute to peace building. Because funds available for the execution of the umbrella project were reduced, activities concentrated on logistical support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality. The support included general cleansing operations, followed by the repair of a car and lorry park damaged by the war, the provision of petrol and spare parts and the rehabilitation of the former parliament building (Assemblée Nationale de Transition) and some key ministries in Kigali. In addition, other proposals for the improvement of public buildings and the production of serviced plots for returnees resulted in two sub-projects, RWA/95/B20 and RWA/95/B22, being carried out under the umbrella project. The overall objectives of the project were to provide support to the Government in the following areas: (a) Institutional support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality; (b) Rehabilitation of public buildings in Kigali and other urban centres; (c) Site development in Kigali and other urban centres for the resettlement of displaced people and returnees; (d) Repair of war-damaged houses and construction of houses in urban areas for displaced people and returnees.</p>
<b>Activities</b>	<p>Logistical support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality (general cleaning operations, repair of vehicles damaged by the war, provision of petrol and spare parts for garbage collection vehicles); rehabilitation of the badly damaged former parliament building, and the Amahoro Stadium, Kigali; strengthening of institutions at community level through country-wide rehabilitation and equipping of offices and accommodation facilities for community officials and mayors; rehabilitation of the former (Assemblée Nationale de Transition) and some key ministries in Kigali; development of sites, road and drainage systems, water and electricity supply, and construction of houses for the</p>

## Results

settlement of displaced people and returnees in Kigali and Butare; feasibility studies for the development of new sites in Kigali and Butare: Gisozi (25 hectares), Gaculiro (150 hectares) and Kibagabaga (150 hectares); Butare: Tumba-Rango (150 hectares) Rwabuye (200 hectares), and Sahera (300 hectares); strengthening the capacity-building and human resources development of the Ministry of Housing and the Municipality of Kigali through institutional reforms and the training of staff; and setting-up of a replication mechanism using revolving funds.

- The programme assisted in the cleaning of the city of Kigali after the genocide.
- The National Assembly and other ministerial buildings were rehabilitated, to contribute to the functioning of the administration.
- 110 communal buildings country-wide were rehabilitated and equipped, to contribute to the functioning of local institutions and to peace building.
- 5,260 serviced plots were developed (road and drainage systems and water and electricity supply) and 130 houses were constructed for the resettlement of displaced people and returnees in Kigali and Butare.
- Feasibility studies were carried out for new resettlement sites in Kigali and Butare: Gisozi (25 hectares), Gaculiro (150 hectares) and Kibagabaga (150 hectares); Butare: Tumba-Rango (150 hectares), Rwabuye (200 hectares), and Sahera (300 hectares).
- Capacity-building and the human resources development of the Ministry of Housing and the Municipality of Kigali were strengthened through institutional reforms and the training of staff.
- A cost recovery mechanism was set up. It will use revolving funds to up-scale the programme.
- The government is committed to mobilizing additional resources for further implementation.
- Trained and skilled staff is available and committed.
- The decentralization is in progress and there is greater involvement of the municipalities, which are taking over the up-scaling of the programme.

# SENEGAL

*Population (in thousands)*

*Urban: 4,653*

*Rural: 5,008*

*Annual Urban Growth Rate: 4.0%*

**Project Title**      **NATIONAL POVERTY REDUCTION PROJECT SUB PROGRAMME 2: SLUM UPGRADING AND SAFER CITIES COMPONENTS**

**Project Code**      SEN/97/003

**Total Cost**      US\$137,300

**Partners**      **Government:** Government of Senegal  
**International Organizations:** UNDP; UN-HABITAT

## Background and Objectives

UNDP and the Senegalese Government are co-financing a National Poverty Reduction Project. The Component No. 2 of this project is devoted to urban poverty and is being executed in four cities in Senegal, namely: Dakar-Pikine, Saint Louis, Diorbel and Tambacounda. The main objectives are as follows: to carry out slum upgrading in the Dakar Metro, in Pikine, and Guinaw Rail; and to support capacity building in Safety and Security.

## Activities

The activities include: the preparation of action plans for the improvement of access to housing, basic urban services, revenue and employment; the preparation of action plans for the social integration of vulnerable groups; the building of municipal and local capacities for participatory strategic planning and operational partnerships. The Safer Cities Programme has conducted two training sessions in Abidjan and Dakar for the strengthening of the capacity of local authorities in Pikine and Guinaw Rail. A safety profile has been conducted for defining priority actions. Also included in the activities is the feasibility studies for slum upgrading and infrastructure improvement.

## Results

- Feasibility studies for slum upgrading and infrastructure improvement.
- Technical assistance has been provided to support the development and implementation of Sub Programme 2, focusing on improving living conditions in urban areas.
- UN-HABITAT has selected local partners and experts for the preparation of background documents and a synthesis of lessons learnt from slum upgrading in Senegal.
- A pre-profile of insecurity has been carried out in Pikine and Guinaw Rail.
- Training courses on crime prevention have been completed in Abidjan and Dakar.
- The experience of neighbourhood watch groups in Guinaw Rail will be documented and replicated in other cities.

# SIERRA LEONE

*Population (in thousands)*

*Urban: 1,714*

*Rural: 2,873*

*Annual Urban Growth Rate: 6.3%*

**Project Title**      **PREPARATION OF FRAMEWORK DOCUMENT FOR HUMAN SETTLEMENT DEVELOPMENT**

**Project Code**      SIL/00/008

**Total Cost**      US\$220,000

**Partners**      **Government:** National Commission for Reconstruction, Resettlement and Rehabilitation  
Ministry for Lands, Housing, Town and Country Planning and Environment  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      This project is for the resettlement, reconstruction and rehabilitation of conflict-affected Sierra Leoneans including returning IDPs, ex-combatants and the non-displaced population. The interventions are aimed at resettlement and reintegration linking emergency and development assistance in a continuum to restore an environment that permits the resumption of peaceful and sustainable living conditions. The principal beneficiaries are communities and the nation as a whole, as the project aims to develop and establish sustainable systems of shelter and service delivery through the re-establishment of efficient human settlement systems and institutions.

**Activities**      A human settlements development framework is formulated which takes into account lessons learned through the implementation of the resettlement reconstruction and rehabilitation programme. The activities include review of previous and existing policies, study of government development plans, consultations with various stakeholders and from which a national strategy and the way forward was defined at a city-wide consultative forum.

**Results**

- A framework document proposing a national human settlements development and shelter delivery strategy has been produced.
- The proposal is for \$4million, phased out over three years. It establishes policy guidelines and strategies for sustainable shelter and service delivery with the resettlement, reconstruction and rehabilitation programme being the initial intervention in an emergency relief to development continuum.
- A set of recommendations have been made for land banking and the implementation of the report of the Laura Marcus Jones Commission of Enquiry.
- The framework has set out the guidelines for a national housing policy including implementation strategy, work plan and budget.
- The principal beneficiaries will be the communities and the whole country.
- Efforts are on-going to mobilise funds for implementation of the programme.

## SOUTH AFRICA

*Population (in thousands)*

*Urban: 25,260*

*Rural: 18,532*

*Annual Urban Growth Rate: 2.1%*

<b>Project Title</b>	<b>CAPACITY BUILDING PROGRAMME TO SUPPORT THE PEOPLE'S HOUSING PROCESS</b>
<b>Project Code</b>	SAF/96/001
<b>Total Cost</b>	US\$6,089 million and Rands 6 million
<b>Partners</b>	<b>Government:</b> National Department of Housing (DoH); Provincial Departments of Housing <b>Local Authorities:</b> Local Governments <b>Civil Society:</b> NGOs and other Civil Society organisations <b>International Organizations:</b> UN-HABITAT

**Background and Objectives** South Africa's housing problems are mainly a legacy of the apartheid system. Housing was provided and used as an instrument of social segregation. There was no housing market for all South Africans and no coherent national housing policy. Housing, therefore, became a political rallying point during the struggle for liberation and majority rule and a top priority of the new Government. Housing was therefore one of the greatest challenges of the new Government. The new Department of Housing took on the challenge and set out to put in place policies aimed at normalizing the environment and creating a level playing field for housing development and creating opportunities for majority of South Africans to access housing. The most outstanding feature was the Housing Subsidies Programme, which facilitated people earning up to Rands 3,000 to get financial support for house construction. The People's Housing Process was initiated to assist the poor and homeless and to empower them through development of organizational skills and savings collectives so as to enable them to access the subsidies and land for housing. The objective of the programme was to develop support mechanisms for building capacity at all levels for the poor and support organizations to enable people to address their housing needs and improvement of living conditions.

**Activities** The programme is made up of several components: the establishment of linkages between national policies and sub-national and community-level structures; the establishment of facilities and operating procedures including the creation of a People's Housing Partnership trust; the contribution to the national policy on housing in general; the carrying out of an advocacy campaign to inform officials of public and private institutions and communities about the People's Housing Process and to commit them to supporting the process; the development of supportive skills for the process at all levels by engaging in housing activities such as mobilization of savings with officials and communities; the development of organizational skills and the actual planning, design and construction of houses; and the development community networks of NGOs, locally and internationally, and community-based organizations for the exchange of experience and ideas on mobilizing communities

to produce their own housing.

## Results

- The National Policy on housing to support People's Housing Process (PHP) has been enacted. People's Housing Process is accepted as the means of meeting housing needs of the majority thus achieving the objective of creating a national mass movement.
  - Provincial People's Housing Process units have been established in all provinces.
  - Communities have developed housing through the PHP. Housing Subsidies have been spread out to more poor communities than it would have otherwise reached. The poor have been empowered. Provincial and Local governments commit subsidies to PHP activities.
- ⟨ Capacity to support PHP activities has been developed at all levels.
- ⟨ Local and international networking for the homeless and inadequately housed has been established.

## SOUTH AFRICA

<b>Project Title</b>	<b>CAPACITY-BUILDING FOR LOCAL GOVERNANCE</b>
<b>Project Code</b>	SAF/99/001
<b>Total Cost</b>	UA\$3,500,000; UN-HABITAT Implementing US\$972,000
<b>Partners</b>	<p><b>Government:</b> Department for Provincial Affairs and Local Government; Northern Province Government; North West Province Government</p> <p><b>Local Authorities:</b> South Africa Local Governments Association</p> <p><b>International Organizations:</b> United Nations Department of Economic and Social Affairs (UNDESA); UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The programme addresses issues of capacity building in the North West and the Limpopo Provinces, supporting the transformation process through improvement in Service Delivery; institutional Capacity Building, and Integrating the Rights Approach to Development. On the whole, this Programme seeks to contribute towards achieving sound developmental local governance by enhancing the capacity for financial viability and management, integrated development planning, local economic development, project management and build a culture of collective civic responsibility. The objective of the programme was to assist the Government of South Africa in the implementation of the national Local Government Transformation Process, launched early 1999 by the then Department of Constitutional Development and now known as the Department for Provincial and Local Government.</p>
<b>Activities</b>	<p>Activities include: (a) strategic advisory services to senior management at municipal, provincial and national level to strengthen their operational capacity; (b) capacity building on the financial management and on competence to respond to the demand placed on local government as a developmental agency; (c) On-the-job training of officials and councillors on local government administration; (d) advocacy and awareness creation of councillors, officials and members of community development committees on cross-cutting issues: “Rights approach to development”, gender, environment, HIV/AIDS, relationship between traditional leaders and elected officials; (e) capacity building on appropriate Information Systems and Technologies to enhance financial sustainability of local governance institutions; and (f) establishment of representative ward committees for community empowerment.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• A Capacity Building for Local Governance project team has been created and it is operating under the direction of UNDESA and UN-HABITAT.</li></ul> <p>⟨ Operating procedures have been established and are being applied in the selected municipalities.</p> <ul style="list-style-type: none"><li>• Situation analysis was carried out in two municipalities in each province. The programme will build capacity at National, Provincial and Municipal levels. The need for developmental local government will require continuous attention.</li></ul>

## SOUTH AFRICA

<b>Project Title</b>	<b>SAFER CITIES DURBAN</b>
<b>Project Code</b>	FS-GLO-8-S14/A
<b>Total Cost</b>	US\$142,000
<b>Partners</b>	<b>Government:</b> National and Metropolitan Police; Community Police Forums; Government of The Netherlands; National Secretariat for Safety and Security; Royal Embassy of the Netherlands in Pretoria (RSA) <b>Local Authorities:</b> Ethekwini Unicity Council (former Durban Metro) <b>Civil Society:</b> Business Against Crime (BAC) <b>Training Institutions:</b> Institute of Security Studies (ISS, Pretoria) <b>International Organizations:</b> UN-HABITAT

**Background and Objectives** The Safer Cities Durban project, located within the new Ethekwini Unicity Council, aims to develop and implement a local crime prevention strategy in Durban. The ICPC is providing technical assistance as part of the support given by UN-HABITAT through funding from the Royal Netherlands Embassy in Pretoria. The project is presently in its third year of activities, the strategy implementation phase, in collaboration with various actors. Council approved the strategy, which focuses on improved policing, social prevention and situational prevention, in November 2001. The development objective of the programme was to reduce crime and the causes of crime in the city through a multi-sectoral and partnership approach coordinated by the local authorities, while the immediate objectives were: to assess crime prevention needs in the City; to establish a local coalition on crime prevention; and to develop an effective, community-wide crime prevention strategy for the city.

**Activities** The main activities have led to the development of a specific local strategy to address insecurity at city level. It includes the establishment of a process within the local authorities for the reduction of crime and the causes of crime through preventive methods. These activities include: (a) undertaking a local safety appraisal (victimization survey); (b) establishing a local coalition, with key agencies and actors from the civil society, the private sector and public agencies, coordinated by the local authorities; (c) developing a crime prevention strategy; (d) training on Community Safety; (e) reforming of the metropolitan police; (f) supporting a Safer Schools Environment; (g) developing a street children database; (h) developing a detailed directory and analysis of victim support systems in the city with a view to further coordination and reinforcement; (i) establishing and supporting community safety initiatives in the KwaMashu/Inanda presidential urban renewal projects.

- Results**
- A victimization survey has been carried out.
  - A local coalition of key agencies and actors was established.
  - Crime prevention strategy was developed.
  - Training on Community Safety took place.
  - The metropolitan police has been reformed.
  - Safer Schools Environment support has been provided.
  - A street children database has been developed.
  - Community safety initiatives have received support.



## SOUTH-AFRICA

<b>Project Title</b>	<b>SAFER CITIES GREATER JOHANNESBURG</b>
<b>Project Code</b>	FS-GLO-6-S12
<b>Total Cost</b>	US\$420,000
<b>Partners</b>	<b>Government:</b> Government of The Netherlands <b>Local Authorities:</b> Greater Johannesburg Municipal Council <b>Civil Society:</b> Business Against Crime (BAC); International Centre for the Prevention of Crime (ICPC) <b>Training Institutions:</b> Institute of Security Studies (ISS, Pretoria) <b>International Organizations:</b> UN-HABITAT

**Background and Objectives** The project “Safer Cities Greater Johannesburg” was established in 1997 and was funded by the Government of the Netherlands. UN-HABITAT, in association with ICPC, provided technical assistance to develop a community-wide planning process for reducing urban delinquency and violent crime, and to disseminate the lessons learnt to other African cities. Moreover, there was a need for the local authorities to strengthen their capacities to design, coordinate and implement local safety policies within the framework of local safety coalitions. The objectives of the project are: to reduce urban delinquency and violent crime and to disseminate the lessons learnt to other African cities; and to answer the need for the local authorities to strengthen their capacities to design, coordinate and implement local safety policies within the framework of local safety coalitions.

**Activities** A process for the reduction of crime and the causes of crime through preventive methods has been established with the local authorities in Johannesburg. It comprises: (a) undertaking a local safety appraisal; (b) setting up a dynamic coalition with key agencies and actors from civil society, the private sector and public agencies, coordinated by the local authorities; (c) making safety issues a priority and implementing a crime prevention strategy approved by the municipal council and the local coalition; and (d) institutionalizing of the Safer Cities strategy within the city government.

**Results**

- A Crime Victimization Survey was conducted marking a shift in the perception and understanding of crime by South African authorities. It demonstrated that crime victims were mainly black and that crime impacted heavily on the poor. The victimization survey also highlighted issues related to victim reporting and support services.
- A crime prevention strategy was developed and approved by the Municipal Council in April 1997. The following areas of intervention were identified: establishment of a metropolitan and municipal police service; promotion of crime prevention in the agenda of cities’ departments; and coordination of prevention actions.
- The core activities have focused on the Inner City area, where the following initiatives have been developed: carguards, enforcement of by-laws, establishment of Hawker Unit.
- Tools for victim support have been developed with BAC.

# TANZANIA

*Population (in thousands)*

*Urban: 11,982*

*Rural: 23,983*

*Annual Urban Growth Rate: 5.3%*

<b>Project Title</b>	<b>PROMOTING ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT IN TANZANIA</b>
<b>Project Code</b>	URT/97/022
<b>Total Cost</b>	US\$3,650,000
<b>Partners</b>	<p><b>Government:</b> DANIDA; President's Office, Regional Administration and Local Government (PORALG)</p> <p><b>Local Authorities:</b> Dar es Salaam City Council; Mwanza City Council; Municipalities of Arusha, Dodoma, Iringa, Mbeya, Moshi, Morongoro, Tanga, Tabora and Zanzibar;</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The Sustainable Cities National Programme in Tanzania operates under the programme Promoting Environmentally Sustainable Urban Development in Tanzania. This is presently coordinated by the programme established Urban Authorities Support Unit (UASU) under the President's office: of Regional Administration and Local Government (PORALG). The programme originated in the National Programme Framework for Human Settlements, which focuses on capacity building in public sector institutions, urban land management and urban shelter and follows on from the Sustainable Dar es Salaam Project (URT/90/033). UN-HABITAT continues to provide technical support to Dar es Salaam and nine other urban centres throughout the country. The programme focuses on two objectives: consolidation of the Environmental Planning and Management (EPM) process in the Greater Dar es Salaam City Council and use of the methodology and experience gained from implementation of the Sustainable Dar es Salaam Project (SDP) in other Urban centres in Tanzania.</p>
<b>Activities</b>	<p>Activities include: building the capacity of urban local authorities to manage urban development through training and communication; establishing an environmental management information system and strategic urban development planning framework; creating gender awareness in EPM and to address poverty eradication; and assisting the cities and municipalities to mobilize resources in order to ensure project sustainability.</p>
<b>Results</b>	<ul style="list-style-type: none"> <li>• Dar es Salaam City has been reorganized into three municipalities – Temeke, Ilala, and Kinondoni.</li> <li>• Development of a Strategic Urban Development Plan (SUDP) for Dar es Salaam.</li> <li>• Establishment of a continued technical support to two cities and 12 municipalities through the well-established Urban Authorities Support Unit (UASU).</li> <li>• EPM and EMIS capability in the participating urban centers has also been established.</li> </ul>

# TANZANIA

<b>Project Title</b>	<b>SAFER CITIES DAR ES SALAAM</b>
<b>Project Code</b>	FS-GLO-6-S12
<b>Total Cost</b>	US\$420,000 (Phase I) March 1997 to August 2000 US\$464,000 (Phase II) July 2001 to July 2003
<b>Partners</b>	<p><b>Government:</b> National and Auxiliary Police; Commission of Anti-Drugs Programme (Prime Minister's Office); Prevention of Corruption Bureau (PCB); Embassy of the Netherlands (Phase I); Swedish Embassy in Tanzania (Phase II)</p> <p><b>Local Authorities:</b> Dar es Salaam City Commission; Local Government Reform Programme</p> <p><b>Civil Society:</b> Legal and Human Rights Centre; International Centre for the Prevention of Crime (ICPC)</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The project was established in 1997 by UN-HABITAT with technical support from the International Centre for the Prevention of Crime (ICPC) under the umbrella of UNDP Dar es Salaam. The first phase of the project was funded by the Embassy of the Netherlands and the second phase by the Swedish Embassy in Dar es Salaam. The programme has been carried out in two phases. The aims of the first phase were: to promote a culture of adherence to the laws; to reduce the number of unemployed young people at risk in the community; and to sensitize residents on the need to fight crime through strategies developed by themselves and through community-oriented policing. The second phase set out to strengthen the capacity of the local authority and the three municipalities to manage and sustain urban security by reducing crime and particularly by trying to prevent violence against women, children and other vulnerable groups.</p>
<b>Activities</b>	<p>Phase I: Sensitisation and awareness raising to mobilize key partners at the local level and to encourage the participation of civil society in crime prevention initiatives included the following activities: (a) the assessment of crime prevention needs in the City; (b) the establishment of a local coalition on crime prevention; (c) the development of an effective, community-wide crime prevention strategy. Phase II: Focused on: (i) support for community initiatives; (ii) prevention of violence against women; (iii) institutional capacity building; and (iv) development of ward tribunals to expedite enforcement of the law and by-laws and trial of minor offences.</p>
<b>Results</b>	<p><b>Phase I:</b></p> <ul style="list-style-type: none"><li>• A sensitization and awareness campaign mobilizing key partners at local level and encouraging the participation of civil society has been conducted.</li><li>• The institutionalization of the Safer Cities approach in the new municipal structures has been completed (Safer Cities Units have been established in each municipality).</li><li>• A crime prevention strategy has been developed through focus group discussions and stakeholder workshops.</li></ul>

- A victimization survey was conducted in March 2000.
- Pilot projects such as a Neighbourhood Watch initiative (Sungu Sungu), employment generation, skills training for young people and safety audits for women have been developed.

**Phase II:**

- The Auxiliary police (city police) has been established and trained with support from ICPC, creating visible policing based on community policing strategies.
- The Auxiliary police were made operational on the 20 November 2001.
- The coordinators for the Safer Cities Units in the three municipalities are being trained on-the-job.
- Each municipality has developed a plan of action.
- The municipalities have identified almost ten wards each as pilot wards for the establishment of ward tribunals.

## TANZANIA

<b>Project Title</b>	<b>ESTABLISHMENT OF AN EFFECTIVE HOUSING FINANCE MECHANISM IN TANZANIA</b>
<b>Project Code</b>	FD-GLO-01-F08-A
<b>Total Cost</b>	US\$25,000
<b>Partners</b>	<b>Government:</b> Ministry of Finance <b>International Organizations:</b> UN-HABITAT
<b>Background and Objectives</b>	The project is a follow-up to the national action plan prepared for Habitat II. The objective of the programme is to improve the access to shelter finance of the Tanzanian population, particularly the poor and low-income segments.
<b>Activities</b>	Activities include: the preparation of a thorough assessment of the current housing finance situation and the needs and problems faced by low-income groups in shelter development; the assessment of measures required for the development of housing finance mechanisms for different income groups; a drafting of the action plan and the project proposal; and the organization of a meeting with relevant actors in Tanzania, including officials of the Ministry of Lands and Human Settlements Development, and the Ministry of Finance as well as micro-finance institutions. NGOs are to finalize the action plan and project document.
<b>Results</b>	<ul style="list-style-type: none"><li>• A proposal for the establishment of a housing finance mechanism in Tanzania has been prepared.</li><li>• A new housing finance institution will be operating in an economically viable way and constraints in the legal and institutional environment will be eliminated.</li></ul>

<b>Project Title</b>	<b>REHABILITATION OF URBAN COMMUNITY INFRASTRUCTURE</b>
	TOG/97/005
<b>Project Code</b>	US\$1,581,125
<b>Total Cost</b>	<b>Government:</b> Ministry of Mining, Equipment, Transport and Housing
<b>Partners</b>	<b>Local Authorities:</b> City of Lomé and the Commune of Tsévié <b>International Organizations:</b> ILO; UN-HABITAT
<b>Background and Objectives</b>	This project aims to improve living conditions by improving access to basic infrastructure, giving employment opportunities in urban low-income communities, and helping the Government and the municipalities to develop and implement programmes addressing urban poverty. These programmes will involve the poor, non-governmental organizations, community-based organizations, the private sector, municipalities and the Government. ILO will assist in infrastructure rehabilitation (drainage, markets and roads), using high-level labour intensive methods and training small-scale entrepreneurs and local artisans.
<b>Activities</b>	Creation of job opportunities for low-income people, through construction and rehabilitation of basic infrastructure and services such as markets, drainage and sewerage systems, latrines, solid waste collection and management. Training of artisans and small-scale entrepreneurs in the production and use of local building materials. Training of CBOs and Women associations on enterprise management. Building of municipal and local capacities for strategic participatory planning and operational partnerships. Development of priority and demonstration actions through mobilization of financial facilities and partner resources.
<b>Results</b>	<ul style="list-style-type: none"> <li>• A new market in Nukafu (Lomé) has been constructed and the city market in Tsévié has been rehabilitated.</li> <li>• The financial and institutional situation of the municipality of Tsévié has been assessed, and recommendations are being implemented, helping to improve resources.</li> <li>• Training in municipal financial and administrative issues related to contract and procurement has been organized for municipal staff and small-scale entrepreneurs who are involved in the implementation of the project activities.</li> <li>• 400 members from women's organizations as well as COBs have been trained in the management of enterprises, the mobilization of resources and the preparation of projects.</li> <li>• Cost recovery mechanisms are in place.</li> </ul>

# TOGO

<b>Project Title</b>	<b>NATIONAL SHELTER STRATEGY AND ACTION PLAN</b>
<b>Project Code</b>	TOG/00/005
<b>Total Cost</b>	US\$68,257
<b>Partners</b>	<b>Government:</b> Ministry of Planning, Regional Planning and Housing <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	This project is a follow-up to the national action plan prepared for Habitat II, which focused on the country's housing situation, sector-related institutions, land supply and financial mechanisms and aims at support the Government in formulating a national shelter strategy and urban poverty alleviation programme.
<b>Activities</b>	The activities include: (a) assessment of the national urban shelter situation; (b) three in-depth studies on local building materials and the building industry, housing finance mechanisms, land and property; (c) a national seminar involving key actors to discuss the first draft of National Shelter Strategy and Action Plan; (d) submission of the National Shelter Strategy and Action Plan to the Government for adoption.
<b>Results</b>	<ul style="list-style-type: none"><li>• A committee is being set up to supervise the formulation of the National Housing Strategy.</li><li>• Three in-depth studies on local building materials and the building industry, housing finance mechanisms, land and property have been prepared and will be the basis for the formulation of the National Strategy and Action Plan.</li><li>• Formulation of the Strategy and Action plan is ongoing.</li><li>• The national seminar will take place in 2003.</li></ul>

# ZAMBIA

*Population (in thousands)*

*Urban: 4,237*

*Rural: 6,412*

*Annual Urban Growth Rate: 2.7%*

<b>Project Title</b>	<b>SUSTAINABLE LUSAKA PROGRAMME</b>
<b>Project Code</b>	ZAM/97/002
<b>Total Cost</b>	US\$1,347,108
<b>Partners</b>	<b>Government:</b> Ministry of Local Government and Housing <b>Local Authorities:</b> Lusaka City Council <b>Civil Society:</b> NGOs <b>International Organizations:</b> ILO; UNDP; UN-HABITAT

**Background and Objectives** The National Urban and Peri-Urban Settlement Management Programme third component - Urban Environmental Planning and Management constituted the first phase of the Sustainable Lusaka Programme (SLP) which included the preparation of the Environmental profile of the city of Lusaka, holding of the city consultation for the sustainable Lusaka programme and formulation of the working groups. The EPM demonstration programme focused on issues of immediate public health concern in the high-density areas such as solid waste management, water supply and sanitation, and congestion of the central business district. The main objective of the SLP is to implement environmentally sustainable development and growth of Lusaka by strengthening local capacity to plan, coordinate and manage environment/development interactions.

**Activities** The activities of SLP include: the preparation of ground for the installation of an environmental management information system (EMIS) to be integrated in the Planning Department of the Lusaka City Council; the preparation of Lusaka City Environmental profile; the mobilization and sensitization of communities to participate in the water supply and sanitation and the solid waste management priority areas; the training on labour-intensive process of delivering community services; and the provision of services through community participation.

**Results**

- An environmental profile of the city of Lusaka has been developed.
- A city consultation was held and outlined priority was issues.
- Issue-specific working groups formed, and strategies and action plans defined.
- The project implementation in demonstration settlements has started.
- The solid waste management entrepreneurship training in demonstration settlements was conducted and replicated.
- The EMIS facility was installed and the operators were trained.



# ARAB STATES





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# BAHRAIN

*Population (in thousands)*

*Urban: 603*

*Rural: 49*

*Annual Urban Growth Rate: 2.0%*

**Project Title**      **SUPPORT FOR HOUSING POLICY AND SHELTER STRATEGY FOR BAHRAIN**

**Project Code**      BAH/01/003

**Total Cost**      US\$180,000

**Partners**      **Government:** Ministry of Housing, Municipalities and Environment  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives**      The Government of Bahrain has endeavoured to provide housing to all its citizens through direct construction, loans, and the provision of residential plots. As supply of land is getting to be scarce and the backlog for loans has exceeded 10 years, the Government has requested for a study to address these issues. The objective of the project is to formulate a housing policy and shelter strategy for Bahrain through exploring alternative modalities to address housing issues, including various funding mechanisms such as the private sector banking infrastructure that is mature and vigorous. Scarcity of urban land is among the constraints facing the expansion and provision of the housing stock. The study is undertaken through a participatory process including a multi-disciplinary national team of professionals and government officials supported by a team of specialized international experts.

**Activities**      Activities of this project include: (a) analysis of the existing housing situation and demand in Bahrain; (b) analysis of housing production and delivery mechanisms; (c) analysis of the funding institutions and mechanisms for housing; (d) analysis of the socio-economic aspects of housing; (e) development of alternatives for housing delivery and funding mechanisms; and (f) agreeing through participatory consultations on a housing policy.

**Results**

- The existing situation has been analysed. Alternative housing production mechanisms and financing modalities have been explored.
- The Housing Policy and Shelter Strategy will be completed by 2003.

# EGYPT

*Population (in thousands)*

*Urban: 29,475*

*Rural: 39,605*

*Annual Urban Growth Rate: 1.8%*

<b>Project Title</b>	<b>SUSTAINABLE GROWTH AND DEVELOPMENT IN THE GOVERNORATE OF ISMAILIA; URBAN UPGRADING IN THE ISMAILIA GOVERNORATE – CITIES ALLIANCE COMPONENT</b>
<b>Project Code</b>	EGY/96/015, FS/EGY/00/S01
<b>Total Cost</b>	US\$2,980,000
<b>Partners</b>	<p><b>Governments:</b> Governorate of Ismailia; Social Development Fund of Egypt; Danish International Development Agency (DANIDA)</p> <p><b>Civil Society:</b> Local NGOs</p> <p><b>International Organizations:</b> Cities Alliance; UNDP; UN-HABITAT</p>
<b>Background and Objectives</b>	<p>The project started in May 1997 and was executed nationally by the Ismailia Governorate, with UN-HABITAT as the cooperating agency. Lessons learned and experience gained from the previous Sustainable Ismailia Project were the starting point for this project. Replication of the environmental planning and management process in the four towns surrounding Ismailia City has been completed. Furthermore, the project aims at attaining sustainability through two major components: (a) sustainable use of natural resources through participatory urban and environmental planning and management (EPM) to be replicated in the entire Governorate; and, (b) job creation and investment through entrepreneurial capacity building of women and youth NGOs to enhance their access to credit and to create an improved business environment to attract large-scale private investment to the Governorate. As one of the common priorities raised by the city consultations was slum upgrading, an application was submitted to the joint World Bank/UN-HABITAT Cities Alliance Programme for additional funding to elaborate feasibility studies for the upgrading of two pilot areas in Ismailia City: El Hallous and El Bahtini.</p>
<b>Activities</b>	<p>The project activities include: (a) assisting in formulating an environmental profile and undertake consultations with the Governorate and the four towns (Markaz); (b) helping working groups in strategy formulation and action planning; (c) establishing an environmental management information system to produce updated base maps; provide detailed project development information for bankable investment projects; and (d) implementing the Cities Alliance component on slum upgrading.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• The environmental profiles of the Ismailia Governorate and the four towns it comprises have been completed.</li></ul>

- A training centre has been rehabilitated and is being managed by an NGO. Training in project activities is taking place. The training centre is fulfilling various sustainable development training requirements within the Governorate. Capital investments have been made in at least five of the major projects identified and developed by the project. The investments, from various local resources, total more than \$30 million.
- The Governorate has finalized the feasibility studies of the Cities-Alliance-funded project, for slum upgrading in two informal areas.
- UNDP has secured funding for the upgrading works from the Government of Italy through the swap for development agreement. Implementation to commence in 2003.
- The environmental planning and management approach has been institutionalized, as the Governorate has established a Sustainable Development Council to discuss development issues in the Governorate. The project is also developing a framework for replication with a variety of partners at the national level.

# IRAQ

*Population (in thousands)*

*Urban: 15,907*

*Rural: 7,677*

*Annual Urban Growth Rate: 2.7%*

<b>Project Title</b>	<b>SETTLEMENT REHABILITATION IN NORTHERN IRAQ</b>
<b>Project Code</b>	XB-IRQ-1-X01
<b>Total Cost</b>	US\$519,603,858 (as of 31 December 2002)
<b>Partners</b>	<b>Government:</b> Government of Iraq <b>International Organizations:</b> “Oil for Food” agreement between the Government of Iraq and the United Nations (SCR 986 of 1995); United Nations Office for Humanitarian Co-ordination in Iraq (UNOHCI); UN Office of the Iraq Programme (UN-OIP); UN-HABITAT
<b>Background and Objectives</b>	<p>In 1997, UN-HABITAT was called upon to implement the settlements rehabilitation component of the “Oil for Food” agreement between the Government of Iraq and the United Nations. The work of UN-HABITAT in Northern Iraq is guided by UNOHCI’s Common Planning Framework, the legal requirements enshrined in Security Council Resolution 986 (1995), the Memorandum of Understanding between the UN and the GoI, and the core agenda of UN-HABITAT’s mandate. The primary objective of the Settlements Rehabilitation Programme is to improve the living conditions of Internally Displaced People (IDPs) and most Vulnerable Groups (VGs) within the context of a sustainable human settlement framework. The strategic objectives of the Settlements Rehabilitation Programme are to: Contribute to the improvement of the humanitarian situation in Northern Iraq by providing sustainable settlements to IDPs and VGs in the region; help lay the foundations for a stable society in Northern Iraq by rehabilitating, upgrading, and expanding towns, villages, and rural settlements, and the linkages between them in a planned fashion with particular emphasis on areas with large concentrations of IDPs and VGs; facilitate the empowerment and capacity enhancement of the target groups, communities and local counterparts through a process of stakeholder involvement and community participation in the planning, design and implementation of the Settlements Rehabilitation Programme.</p>
<b>Activities</b>	<p>The operational objectives of the Settlements Rehabilitation Programme for the period 2003–2005 are: <b>(a) Delivery of houses, services, and infrastructure as follows:</b> Adequate shelter to all eligible IDP families currently living in tents, barracks, other hard shelters, and abandoned public buildings (according to the last survey [2002], the remaining case load is about 13,000 families); adequate shelter to about 5,000 other VG families – currently living in unacceptable housing conditions, including shared, poor, or unsafe structures – in IDP settlement project locations; adequate shelter to about 12,000 IDP and VG families currently living in shared, poor or unsafe structures; access roads, water, and connection to electricity (where available) and sewerage (septic tank, pit or external sewerage) to all new settlements or compounds where houses are provided (self-built or turnkey) and school and health facilities to communities where houses are built or services are identified as a priority. Others are economic service facilities (veterinary centres, agricultural</p>



houses, markets, shops and others) where applicable in rehabilitated settlements and where compounds have been built; administrative facilities to make possible the local governance of settlements where IDPs and VGs have been assisted (administrative buildings for education, health, agriculture, etc., where services have been built); and connecting roads and bridges that will facilitate communications and trade. **(b) Improving living conditions of IDPs in Collective Towns through:** Renovation of approximately 10,450 houses; upgrading the water and sanitation infrastructure in the towns; improving internal roads; construction of 388 class rooms and construction of 12 new health centers. **(c) Preparation of required plans and surveys as follows:** Prepare the necessary spatial plans to provide a framework for the location and design of resettlement projects and undertake surveys and studies to improve the information base for better targeting of beneficiaries, as well as to facilitate decisions on project location and design. The following planning instruments, studies and surveys are envisaged: A Regional Settlement Master Plan geared towards providing an overall settlement plan for the Northern Iraq region (under the Common Roof approach). Land use planning and town planning techniques will also be used to determine locations of settlement schemes. Recognizing that projects should fit into an overall master plan (under the Common Roof approach). Preparation of Master Plans for the three main cities of Erbil, Dohuk and Sulaymaniyah under the Common Roof. The objective is to provide a basis for the location of housing projects for IDPs and VGs, commercial and other activities and infrastructure, and to facilitate the orderly expansion of the cities. Secondary towns: Study to identify priority secondary and tertiary towns where efforts should be concentrated in providing services and infrastructure to counteract the main cities (under the Common Roof approach). Urban Sector Review: Completion of this study is envisaged during the planning period. The urban database will be developed to facilitate and rationalize planning and programming activities. An updated IDP Survey will be undertaken to provide current information on the IDP caseload. A Transport Sector Study will be carried out which will include making an inventory of the present transport system and infrastructure. Moreover, it will guide UN-HABITAT into formulating priorities for a transport sector investment programme.

## Results

- As of 31 December 2002, the Settlements Rehabilitation Programme has served 191,000 direct beneficiaries, and has delivered 19,051 houses, 685 Schools, 127 health structures, 99 agriculture and veterinary centres, and 48 other social and civic buildings.
- 2,800 km of roads and bridges and 853 km of sewage and water systems have been completed.
- 50,000 jobs have been created in the private sector using local contractors.
- Special attention is also given to upgrading the capacity of local authorities in the three northern Iraqi governorates. This is being achieved through the Common Roof approach.
- A collaborative arrangement exists between UN-HABITAT and Local Authorities.

## IRAQ

<b>Project Title</b>	<b>OBSERVATION OF THE HOUSING SECTOR (Centre and South of Iraq)</b>
<b>Project Code</b>	IRQ/02/X02
<b>Total Cost</b>	US\$3,996,051
<b>Partners</b>	<b>Government:</b> Government of Iraq <b>International Organizations:</b> “Oil for Food” agreement between the Government of Iraq and the United Nations (SCR 986 of 1995); United Nations Office for Humanitarian Co-ordination in Iraq (UNOHCI); UN Office of the Iraq Programme (UN-OIP); UN-HABITAT
<b>Background and Objectives</b>	UN-HABITAT was entrusted with setting up and managing an “Observation” system for the Housing Sector after the UN Secretary-General approved the incorporation of the housing sector in the “Oil for Food” Programme in 2000. As a result, Iraq is able to import building materials and construction equipment for housing and social infrastructure as well as spare parts for factories that produce building materials. The objectives are to track down building materials and equipment through warehouse visits and spot checks at end-user construction sites, assess who is using what and when, and to apply criteria of equity, efficiency and adequacy on the implementation of allocation plans.
<b>Activities</b>	Warehouse visits, construction site spot checks based on representative samples, end-user verification, and reporting on utilization of imported building materials, construction equipment, and spare parts distribution.
<b>Results</b>	Regular reports and analysis on the housing sector in the centre and south of Iraq as required by the SCR 986 Programme.

## IRAQ

<b>Project Title</b>	<b>NEIGHBOURHOOD REHABILITATION PROJECT</b>
<b>Project Codes</b>	IRQ/97/001, IRQ/97/Z01 and IRQ/97Z11
<b>Total Cost</b>	US\$3,200,000
<b>Partners</b>	<b>Government:</b> ECHO; Government of Iraq <b>Local Authorities:</b> Municipality of Baghdad <b>International Organizations:</b> UNDP Trust Fund; UN-HABITAT
<b>Background and Objectives</b>	Following the imposition of sanctions on Iraq, a large part of construction activity had to be suspended. This resulted in damage and deterioration of water treatment works, water supply networks, waste water disposal systems and other facilities, affecting mostly urban populations and in some districts of Baghdad. The situation became close to catastrophic. The main objective of the project is to improve living conditions in communities and neighbourhoods in Baghdad suffering from severe deterioration of services by the provision of immediate remedial works. The project aims at building capacity in communities and municipalities to enable them to plan, design, and implement projects for the rehabilitation of essential services.
<b>Activities</b>	Creation of pilot community-based rehabilitation scheme in selected communities of Baghdad. Establishment of community organizations (cooperatives), technical support for municipal rehabilitation, implementation of rehabilitation works, and development of an information dissemination strategy.
<b>Results</b>	<ul style="list-style-type: none"><li>• The project has rehabilitated a considerable number of public services in different Baghdad neighbourhoods.</li><li>• The project has mobilized communities, built community cooperatives and entered into productive partnership with Baghdad municipalities.</li></ul>

# LIBYAN ARAB JAMAHIRIYA

*Population (in thousands)*

*Urban: 4,757*

*Rural: 651*

*Annual Urban Growth Rate: 2.5%*

**Project Title**      **INSTITUTIONAL DEVELOPMENT AND CAPACITY  
BUILDING OF THE URBAN PLANNING AGENCY**

**Project Code**      LIB/01/XO1

**Total Cost**      US\$3,206,250

**Partners**      **Government:** Urban Planning Agency, Secretariat of Housing and Utilities  
**International Organizations:** UN-HABITAT

**Background and Objectives**      The Libyan population is projected to increase to 6 million by the year 2010 and to 8 million ten years later. Over 90 per cent of the population increase is in urban centres. This project is completely funded by the Libyan Government through a UN-HABITAT trust fund. Under the joint management of the Urban Planning Agency (UPA) and the project, Libyan planners and technicians are engaged, trained and guided to carry out numerous activities. The project aims to technically reinforce the UPA to implement a large-scale regional and settlements planning programme, produce the final 1996-2020 draft national physical perspective, setup automated settlements development planning decision-making and land use development control support systems (GIS) in the main UPA offices and to provide support to the housing and utilities departments and organize and directly support training of officials from the planning, housing and utilities departments of the secretariat and government consulting companies. This project is an extension of the predecessor project LIB/91/X01. The project is managed by a National Project Director. The objective of the project is to strengthen the Urban Planning Agency to achieve its priorities: (a) to provide technical management for the implementation of the large-scale regional and urban planning programme; and, (b) to increase the staff and technical capacity of the UPA offices to manage the implementation of the new plans.

**Activities**      Activities include: (i) Evaluation of the 1996–2020 draft National Physical Perspective Plan (NPPP), and production final 2000–2020 NPPP; (ii) Setting-up of operational geographic information management systems (GIS) in the UPA main office and familiarizing the staff with the operation of the equipment; (iii) support to the launching of the third Generation Planning under national execution; and (iv) update urban planning approaches utilizing participatory decision-making and planning techniques.

**Results**      • The training needs assessment has been completed and action plan is under implementation. The Libyan authorities have also requested technical support for capacity building in the field of urban and architectural conservation of old towns.

# MOROCCO

*Population (in thousands)*

**Urban: 17,082**

**Rural: 13,349**

**Annual Urban Growth Rate: 2.9%**

**Project Title** SLUM UPGRADING IN KORRAT SBAA, TETUAN

**Project Code** FS/MOR/01/S01

**Total Cost** US\$345,000

**Partners** **Local Authorities:** Communauté Urbaine de Tétouan; Municipality of Barcelona; Municipality of Rio de Janeiro

**Civil Society:** Agence Urbaine de Tétouan (local implementing agency)

**International Organizations:** Cities Alliance; UN-HABITAT

**Background and Objectives** UN-HABITAT is active in many Moroccan cities, developing local capacities in participatory urban planning approaches. The Municipalities of Tetuan and Barcelona invited UN-HABITAT to provide advisory services to an innovative slum upgrading project and to draw from it lessons learnt for replication. Municipality of Barcelona is providing advisory services from its upgrading neighbourhood experience of the “Ciutat Vella” neighbourhood. Municipality of Rio also provides technical inputs from the “Favela Bairro” slum upgrading project. The overall objective is to formulate and test innovative methodology, tools and framework for upgrading, management and prevention of informal settlements in medium-size cities in Morocco. The project also aims at developing local and national capacities through international exchanges and networking of local authorities and practitioners. Another key element is the involvement of the private sector, including in participatory planning process, through development of innovative call of tenders.

**Activities** The activities include: (a) preparation of participatory tools for investment prioritization in infrastructure and basic social services and poverty reduction plans in poor neighbourhoods; (b) preparation of innovative methodological framework for participatory upgrading, management and prevention of informal settlements. This approach will be elaborated through a pilot integrated project (social, economical, urban planning and infrastructure), with the involvement of the private sector; (c) call for tenders for the design and development of the project, including participatory planning elements; (d) preparation of action plans and budget programming for informal settlements upgrading at the city level, with the support of national and international funding agencies; and (e) drawing of lessons learnt, including through a national workshop on innovative slum upgrading processes.

**Results**

- Innovative call for tender has been prepared and private partners were selected.
- Participatory processes were conducted, including study tour to and inputs from similar programmes in Barcelona and Rio de Janeiro.

# SOMALIA

*Population (in thousands)*

*Urban: 2,557*

*Rural: 6,600*

*Annual Urban Growth Rate: 5.8%*

**Project Title**      **TECHNICAL AND INSTITUTIONAL ASSISTANCE  
PROGRAMME FOR BERBERA MUNICIPALITY**

**Project Code**      SOM/99/X01

**Total Cost**      US\$1,390,563

**Partners**      **Government:** European Commission (EC) Somalia Unit

**Local Authorities:** Municipality of Berbera, NW Somalia

**Civil Society:** Local NGOs

**International Organizations:** UN-HABITAT

**Background and Objectives**      The focus of the Technical and Institutional Assistance Programme (TIAP) is developing the institutional and management capacity of the municipality of Berbera through on-the-job training and technical support. The objectives are: to provide technical support to the municipality in developing its management capacity giving priority to: administration and revenue (financial management); town planning and sanitation (urban management); and to support the municipality in applying acquired skills by carrying out a variety of capital works and by demonstrating service provision through assisting in the implementation of plans.

**Activities**      The activities of this programme include: (a) implementation of a systematic approach to delivering services and collecting and accumulating revenues, in order to make the management of the municipality as efficient as possible to ensure that the services delivered are sustainable and affordable for the residents of Berbera; (b) streamlining the operations of the municipality by improving revenue collection, financial management and accountability procedures, and ensure that sufficient surpluses are available for capital investment and improved operations; (c) the improvement of the quality of life of the residents of Berbera by completing urban planning and mapping activities which will provide for the current and future land and infrastructure needs; and (d) improving the community sanitation and health through the efficient collection and disposal of solid and liquid waste.

**Results**

- The project coordinator has worked closely with the Mayor to produce a revised organizational chart for the municipality. This will improve and streamline its performance in meeting its responsibilities and the development challenges of the town.
- The project has rehabilitated the Municipal Building. Based on a needs assessment, an international expert in municipal finance is helping the municipality to improve revenue collection, financial management and accountability procedures.

- A new market has been designed for the town and implementation will commence.
- Technical studies on solid waste management were completed in December 2002.
- Administration institution building and technical on-the-job training of counterparts in the municipality will ensure sustainability.
- Participatory approaches to support in the assessing, envisioning and defining of the municipality's mission, and in implementing activities have been institutionalised.

## SOMALIA

<b>Project Title</b>	<b>EXPANSION AND MANAGEMENT OF THE BURAO WATER PRODUCTION AND PROVISION OF WATER IN KOSSAR</b>
<b>Project Code</b>	SOM/01/X01, JP/SOM/062/006
<b>Total Cost</b>	US\$561,584 and US\$215,499
<b>Partners</b>	<b>Government:</b> Government of the Netherlands <b>Local Authorities:</b> Municipality of Burao <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	Burao has lost several of its water production units as a result of the civil war. The return of refugees to Burao and its environs has created an increased pressure on its water supply system. There was, therefore, a need to increase production and of water for the town to accommodate the increasing demand. Kossar, a new satellite outside Burao, is a rapidly growing settlement of returnees that has no water supply, and therefore, has a great need for water. The objectives are: to increase the production of water in Burao; to supply water to Kossar; to strengthen the capacity of local authorities to plan, manage and maintain water production and reticulation; and to explore alternative management arrangement with an emphasis on commercialization as well as community management approaches.
<b>Activities</b>	Design and implementation of bore holes to increase water production in Burao and Kossar. Design and implementation of water reticulation system. Review water management modalities and propose alternatives.
<b>Results</b>	<ul style="list-style-type: none"><li>• Two bore holes were completed in Burao during 2002.</li><li>• Management arrangements and alternatives study to be completed in 2003.</li><li>• Borehole for Kossar to be completed in 2003.</li><li>• Community management modalities to be established by 2003.</li><li>• Application of proper water management approaches and the involvement of the communities will ensure sustainability of water production and distribution.</li></ul>



# SUDAN

*Population (in thousands)*

**Urban:** 11,790

**Rural:** 20,019

**Annual Urban Growth Rate:** 4.7%

<b>Project Title</b>	<b>URBAN UPGRADING AND POVERTY ALLEVIATION</b>
<b>Project Codes</b>	SUD/97/017, SUD/99/005
<b>Total Cost</b>	US\$2,181,223
<b>Partners</b>	<b>Government:</b> Ministry of Social and Cultural Affairs (Khartoum State) <b>Civil Society:</b> CBOs <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	The development objective of the project is to help selected areas in Khartoum State improve the management capacity of local institutions for poverty through a bottom-up approach and grassroots institutional setup. The main objectives of the project are: to build confidence between all urban actors through the establishment of a consultative organizational framework; to achieve an integrated programme approach and increased individual and institutional capacity in poverty alleviation; to develop the urban informal sector through income generating activities; to secure land tenure for disadvantaged groups in camps and squatter areas in order to provide a secure environment for investment; and to develop project management tools through baseline data, key indicators and best practices.
<b>Activities</b>	Activities include: the establishment of a project advisory committee; the selection of five targeted municipal areas representing the old urban core, the informal areas and the camps housing internally displaced people; the establishment of local project committees, municipal committees, a decision-making process and coordination mechanisms; the production of inter-sectoral policy guidelines and a strategic interventions framework for poverty alleviation in 2001; the strengthening of the Social Development Foundation to operate as a poverty alleviation coordination mechanism which includes: production of a poverty alleviation plan of action, and production of a manual of techniques and practices for poverty alleviation will be completed in 2003.
<b>Results</b>	<ul style="list-style-type: none"><li>• The management and operational systems have been organized and are functioning effectively. The project has been managed and implemented by national professionals since July 1999.</li><li>• The project is legalizing the local development committees into registered CBOs.</li><li>• Planning and coordination committees have been established as poverty-focused bodies at the local level.</li><li>• Innovative credit mechanisms have been established and tested through the management of a \$1,000,000 revolving fund where Islamic credit schemes are being explored (particularly addressing inflation). Despite operating in the poorest IDP areas, the loan recovery rate has increased from 51 per cent in 1999 to 67 per cent in 2000.</li><li>• Evaluation undertaken in 2001 was very positive. Study on lessons learned and documentation of achievements is ongoing.</li></ul>

# SUDAN

**Project Title**      **REHABILITATION OF CRITICAL SECTIONS IN THE KAYA-RUMBEK ROAD, SOUTHERN SUDAN**

**Project Codes**      XB-SUD-01-X01

**Total Cost**      US\$382,850

**Partners**      **Civil society:** Operation Lifeline Sudan

**International Organisations:** Office of Foreign Disaster Assistance (OFDA); USAID; UN-HABITAT

**Background and Objectives**      The lack of infrastructure has been one of the greatest hindrances in the recovery and rehabilitation of Southern Sudan. This can be seen clearly from the manner that the UN's Operation Lifeline Sudan (OLS) is required to operate in order to achieve its mission. Almost all supplies and staff are flown from bridgeheads in Kenya and Uganda into Southern Sudan. Due to impassable or badly deteriorated roads it is not a viable option to move large amounts of resources within the region by road transport. An inability to use road networks transport has resulted in large amounts of resources being consumed by the cost of air transport to ensure delivery of supplies. The objective of the project is to help ensure the delivery of humanitarian supplies to communities in Southern Sudan and increased local self-reliance through improved transportation and exchange of good and services. The goal will be achieved by making spot improvements to the main Kaya-Rumbek road in sections that might otherwise be closed during the rainy season.

**Activities**      The project goal is to carry out spot repairs on the Kaya-Rumbek road in critically deteriorated sections between Faraksika and Wako. This will be done through the greatest use of local resources. However as the indigenous capacity is weak a major component of the capacity will be to increase the capacity of local contractor. Specifically, capacity-building activities will focus on the local contractor and authorities directly related to the implementation of road works. Capacity building will be achieved by providing direct technical support on project management, planning of activities, financial management, and the operation of equipment and machinery. Technical experts will provide on the job training, and guidelines and manuals will be made available. Integral to the project is the preparation of further phases of road repairs to bring the main road artery into Southern Sudan up to a standard equal to the demand that is placed upon it.

**Results**

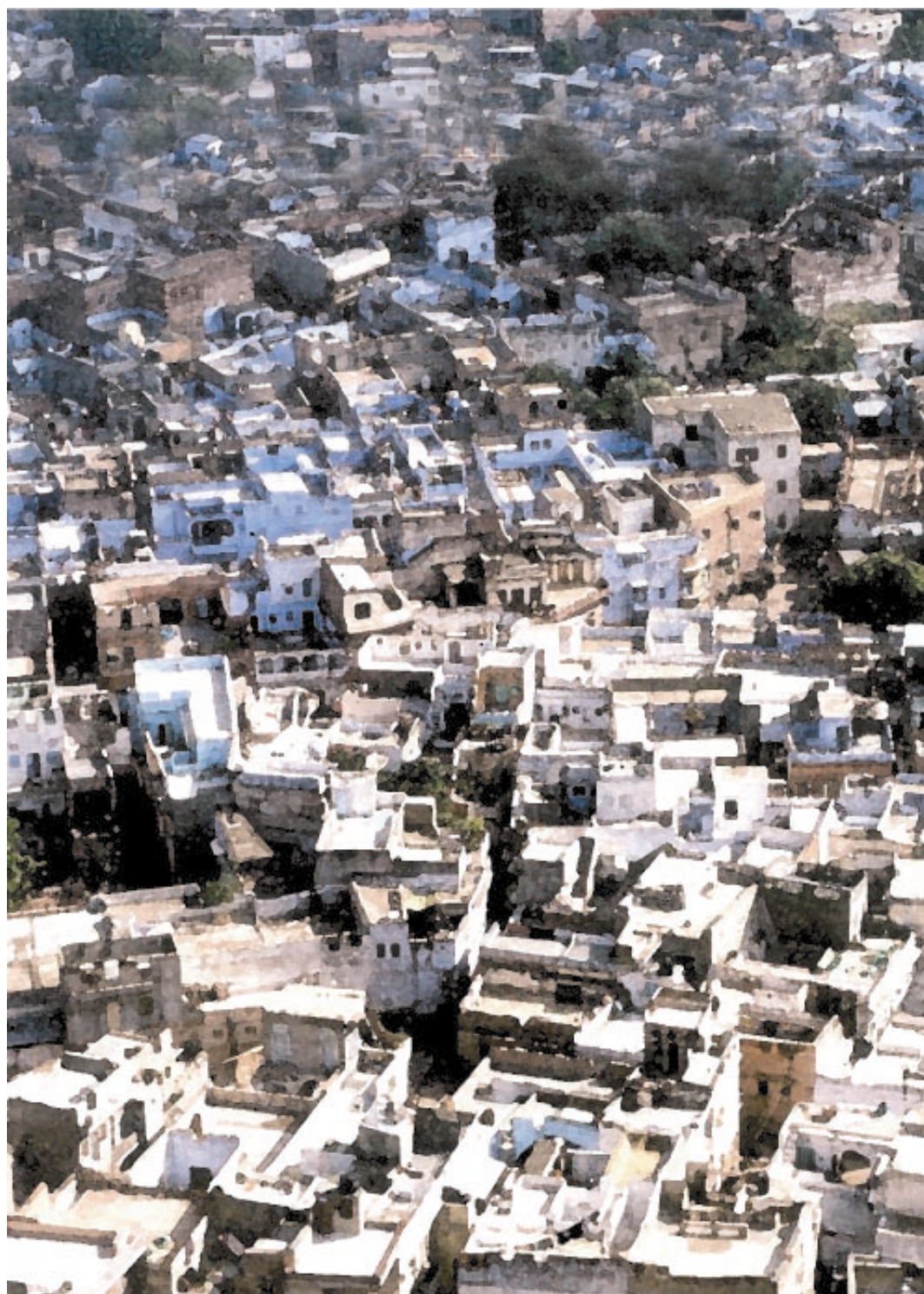
- Capacity building to local road construction organisations.
- Improved road arteries.
- Increased access to services by the local population.

## SUDAN

<b>Project Title</b>	<b>REHABILITATION OF NAPADAL-BOMA ROAD, SUDAN</b>
<b>Project Code</b>	XB-SUD-02-X01
<b>Total Cost</b>	US\$1,000,000
<b>Partners</b>	<b>Civil society:</b> Operation Lifeline Sudan <b>International Organisations:</b> Office of Foreign Disaster Assistance (OFDA); USAID; UN-HABITAT
<b>Background and Objectives</b>	<p>The possibility for the population of Southern Sudan moving beyond relief to rehabilitation, reconstruction and development is limited if they lack the transport and communication facilities required to move goods to markets, have access to hospitals, schools and government services. At the moment, the road network in Southern Sudan does not meet the needs of the population either in terms of the delivery of aid or in supporting their own reconstruction efforts. There is also the need to improve the capacity of indigenous road construction organisations so the operation and maintenance of Southern Sudanese road network may be performed with local resources. The objective of the project is to ensure the delivery of humanitarian supplies to communities in Southern Sudan and increased local self-reliance through improved transportation and exchange of good and services. The goal will be achieved by rehabilitating the Napadal-Boma road.</p>
<b>Activities</b>	<p>The project goal is to carry out complete rehabilitation of the Napadal-Boma road. This will be done through the greatest use of local resources.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• Detailed engineering plans for the rehabilitation of the road has been completed.</li><li>• A roads engineer to technical oversee has been selected.</li><li>• A roads contractor has started the rehabilitation work on the road.</li></ul> <p>The project will be completed in 2003.</p>



# ASIA AND THE PACIFIC





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## SUB-REGIONAL

<b>Project Code</b>	<b>SUPPORT FOR YOUTH AT RISK – “HOUSE FOR YOUTH”</b>
<b>Project Code</b>	RAS/02/S01
<b>Total Cost</b>	US\$350,124
<b>Partners</b>	<p><b>Government:</b> Relevant Ministries in Cambodia and Vietnam</p> <p><b>Local Authorities:</b> Relevant local governments in Cambodia and Vietnam</p> <p><b>Civil Society:</b> Kokyonaki naki Kodomotachi (KnK); Relevant NGOs in Cambodia and Vietnam</p> <p><b>International Organizations:</b> UNHSF; UN-HABITAT</p>
<b>Background and Objective</b>	<p>As an urban crisis, the number of street children and youths at risk is increasing. In particular, developing countries have shown increased rates of urban crime and an exponential increase in youth crime. The increase in crime is associated with growing drug trafficking and the globalization of organized crime. Organized crime tends to draw on young delinquents as a source of cheap labour, exacerbating the juvenile urban crime rate. The issues concerning youths at risk will have to be addressed within the context of a rather complicated multiple causation of poverty and social problems such as urban violence, trafficking, and drugs. There has been a gap in the support for youths beyond the age of 16. When they reach the age of 16, they are regarded as adults and are no longer eligible for the programmes targeting street children. The project is designed to provide psychological and educational support that will empower urban youths at risk (15-19 years old), allow them to restore their human dignity and break the cycle of poverty. Through the establishment and subsequent support to the “House for Youth” in Battambang, Cambodia; and Ho-Chi-Minh-City, Vietnam, target youths will be given assistance to help transform themselves into active members of society. The project approach promotes re-integration of youth at risk, rather than “more protection” or “segregation.” The support will also contribute to better urban security and the reduction of urban poverty.</p>
<b>Activities</b>	<p>The House provided a secure place for youth at risk to live. The services provided at the House include vocational and skills development and basic education as well as mental and medical care. The House also serves as a focal point for resources from local partners and local governments, which will help build capacities in addressing issues of youth at risk. The project works with local NGOs and local communities in advocating human security approach in addressing youth at risk. A series of community based and city-level workshops will discuss solutions for factors leading to youth at risk such as trafficking. This project is being implemented jointly with Kokkyo naki Kodomotachi (KnK) in conjunction with local partners. “House for Youth” has been well established in Battambang, Cambodia. Criteria for the selection of the youth has been agreed and a total of 71 youths (former street children, orphans, abused children) are being accommodated at the House provided with educational and job training opportunities. So far, a total of 7 trainees have left the House and they have successfully integrated back in the communities. Links with local partners have been established and discussion with Ministry of Tourism is under way to organize workshops on trafficking and urban security.</p>

## Results

- In Vietnam, negotiations with local partners are under way for launching the project and the establishment of the House for Youth.
- UN-HABITAT provides technical support through the Safer Cities Programme. Collaborations with UNICEF and UNESCO are also being discussed.

# AFGHANISTAN

*Population (in thousands)*

*Urban: 5,019*

*Rural: 17,455*

*Annual Urban Growth Rate: 5.7%*

<b>Project Title</b>	<b>REBUILDING COMMUNITIES IN URBAN AFGHANISTAN</b>
<b>Project Code</b>	AFG/00/017: Umbrella project
<b>Total Cost</b>	US\$13,148,000
<b>Partners</b>	<p><b>Government:</b> Ministry of Rural Rehabilitation &amp; Development; Ministry of Urban Development &amp; Housing; Commission of the European Community; Canadian International Development Agency; UK Department for International Development. In the recent past the project has received financial support from a number of bilateral donors including the United States, Netherlands, Australia, Sweden, Norway, and SDC (Swiss), among others.</p> <p><b>Local Authorities:</b> Kabul Municipality; Kandahar Municipality; Herat Municipality; Mazar Municipality; Jalalabad Municipality</p> <p><b>Civil Society:</b> Urban Communities</p> <p><b>International Organizations:</b> UNDP; World Bank; UN-HABITAT</p>
<b>Background and Objective</b>	<p>UN-HABITAT has been working from inside Afghanistan since 1989 on a number of projects. During the conflict period the primary emphasis was on demonstrating the understanding that a well-conceived rehabilitation process can be an instrument of reconciliation among communities in conflict, and it is necessary to encourage developing partnership at a range of levels, with community groups, NGOs, municipalities, local government and sister UN agencies and bilateral donors to provide support to a complex process of physical reconstruction and social rehabilitation. Currently, UN-HABITAT operates from six principal urban centres Kabul, Mazar, Kandahar, Herat, Farah and Bamyan.</p> <p>With the emergence of an internationally recognised government since November 2001, UN-HABITAT is now engaged in assisting the government in consolidating its functional role in nation building. While the overall operational objectives is still the same: to help achieve tangible and meaningful change at the urban level, the guiding principle of UN-HABITAT engagement has since then shifted from direct support to working through the government and civil society.</p>
<b>Activities</b>	<p>Currently, UN-HABITAT manages 19 projects covering a wide range of human settlements development issues and concerns. The National Solidarity Programme is aimed at assisting the government to implement one of its five core programmes (community-based development) by providing oversight service and training support. Through NSP block grants will be made available to some 20,000 communities across the nation as a way of building local capacity to manage local development and to participate in the national polity. UN-HABITAT is also involved in assisting key municipalities in managing their municipal solid waste activities in which community leadership plays a central role.</p>

Through a number of similar projects UN-HABITAT is also helping municipalities and communities to adopt good management practices. To this end, on-the-job training is being conducted, and participation of municipalities departments has been assured in project management. Through the Urban Programme Secretariat, a range of policy papers have been prepared and deliberated. Lastly, UN-HABITAT has helped MUDH to come up with an urban reconstruction plan that prioritizes both physical and institutional needs of the sector.

## Results

- It is estimated that UN-HABITAT activities in the country directly benefits over 2 million population.
- Government has endorsed the housing strategy prepared by UN-HABITAT under the aegis of the Urban Secretariat.
- Basic urban services like solid waste have improved both in coverage and quality.
- In addition, an innovative approach in housing reconstruction has been demonstrated through the Shomali Plan rural housing reconstruction on the basis of which MRRD intends to develop a rural housing strategy.

# BANGLADESH

*Population (in thousands)*

**Urban:** 35,896

**Rural:** 104,473

**Annual Urban Growth Rate:** 4.3%

**Project Title**      **LOCAL PARTNERSHIPS FOR URBAN POVERTY ALLEVIATION**

**Project Code**      BGD/98/006

**Total Cost**      US\$20,368,600

**Partners**      **Government:** Ministry of Local Government, Local Government Engineering Division (LGED)  
**Local Authorities:** 11 Urban Local Authorities  
**Civil Society:** Rural Development and Co-operatives  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      The objective of this project is to eradicate urban poverty for poor communities in the selected urban areas. The basic premise is that poverty eradication is the responsibility of empowered urban poor communities, backed up by Government and non-government supportive efforts and policies at the local and national levels. The strategy adopted is to initiate or strengthen group formation within the urban poor communities, facilitate community level development planning, and implementation of community projects. At the same time, while the community is being mobilized, project staff will work with government and non-government actors to create an enabling environment for the urban poor, through provisions of training, technical support, as well as capital investment in the form of a community development fund and a poverty alleviation fund. The project aims to build the capacity of the urban poor to alleviate poverty in three cities (Chittagong, Khulna and Rajshahi) and eight pourashavas (Barisal, Bogra, Gopalganj, Hobiganj, Kushtia, Mymensingh, Narayanganj and Sirajganj).

**Activities**      The project established two micro-capital investment funds: a poverty alleviation fund and a community development fund. The poverty alleviation fund supports the implementation of local economic development plans, and the community development fund finances community-based projects through contracts issued to communities. The project undertakes capacity building of the community groups to identify, articulate and represent their interests, participate in the preparation and implementation of the community development plans, lobby with the government and non-government agencies, and manage the disbursement and utilization of resources. It also supports the capacity building of local government staff, people's representatives (ward commissioners) and NGOs to become responsive to the needs of the poor. The project further facilitates the participatory preparation of community action plans and local economic development plans for all selected slum neighbourhoods, with emphasis on poverty alleviation, community empowerment and provision of social, legal and physical services and facilities.

## Results

- The project has mobilized poor communities in 11 urban local authorities (ULA): approximately 180,000 people are organised in 2,141 Primary Groups; 239 Community Development Committees established with leaders of PGs; 130 Project Implementation Committees (PIC) established, comprising chairpersons of CDCs, Local Government and NGO representatives; 11 Project Coordinating Committees (PCC) established at ULA level.
- Community Action Plans have been prepared for all CDCs. The overwhelming majority of the plans are small-scale infrastructure works, reflecting the needs of the communities.
- Implementation of the community contracts is ongoing.

# BHUTAN

*Population (in thousands)*

*Urban: 158*

*Rural: 1,983*

*Annual Urban Growth Rate: 5.9%*

**Project Title**      **NATIONAL GEOGRAPHIC INFORMATION SYSTEMS (GIS)  
INSTITUTION BUILDING**

**Project Code**      BHU/00/001

**Total Cost**      US\$83,379

**Partners**      **Government:** Royal Government of Bhutan  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      In the absence of strategic direction, a multiplicity of project-oriented GIS efforts have resulted in a lot of redundant data collection and confusion in Bhutan. The current project, begun in November 2000 and scheduled to last for one year, set out to integrate, within a national framework, all GIS user agency undertakings. UN-Habitat is supporting the Royal Government in its efforts to establish the National Agency for GIS Coordination (NAGISC). The project also seeks to identify activities and institutional structures that will be required for building a nation-wide Global Information System for Bhutan.

**Activities**      After the organisation of a National Seminar on GIS in order to get a consensus on the establishment of a National Agency for GIS Coordination, an international consultant prepared a report with a detailed work plan for NAGISC. The report reviewed the information technology environment in Bhutan and outlined the IT requirements for a nation-wide GIS system. The report included guidelines for national GIS standards and data-sharing coordination

**Results**      Bhutan has adopted one single system of GIS application software, which will allow for easy integration and exchange of data. The report provides a framework for national GIS standards and a unified system of basic source maps. The institutional location of NAGISC is still under consideration.

## BHUTAN

<b>Project Title</b>	<b>STRENGTHENING CAPACITIES FOR DEVELOPMENT MANAGEMENT AND DECENTRALIZATION</b>
<b>Project Code</b>	BHU/97/005
<b>Total Cost</b>	US\$68,650
<b>Partners</b>	<b>Government:</b> Royal Government of Bhutan <b>International Organizations:</b> UNCDF, UNDP; UN-HABITAT
<b>Background and Objective</b>	This project aims to study the lessons learned from the current national policies and plans, and to use this information as the basis for the formulation of a National Decentralisation Support Programme. UN-HABITAT is responsible for the socio-economic component of the project.
<b>Activities</b>	In cooperation with UNDP and UNCDF undertaking a study on strengthening the enabling environment in the field of decentralization, and recommending a management system for effective execution of the proposed support programme.
<b>Results</b>	The project has prepared a concept paper on decentralization, establishing a common understanding of the current situation, the major actors involved or affected, and identifying substantive capacity gaps. The paper includes socio-economic, geographical and other characteristics, and policy and regulatory frameworks.



# CAMBODIA

*Population (in thousands)*

*Urban: 2,348*

*Rural: 11,092*

*Annual Urban Growth Rate: 5.5%*

**Project Title** PHNOM PENH URBAN POVERTY REDUCTION PROJECT

**Project Code** (CMB/00/003) (CMB/01/009)

**Total Cost** US\$2,111,520

**Partners** **Government:** UK-Department for International Development

**Local Authorities:** Municipality of Phnom Penh

**International Organizations:** UNDP; UN-HABITAT

**Background and Objective** Cambodia's civil war has left its devastating imprint on the urban sector as well as the countryside. After the retreat of the Khmer Rouge, cities began to receive an influx of population from the rural areas that caused the number and size of informal settlements to mushroom. It is estimated that squatters, and other urban poor, constitute 20% (or about 250,000 people) of the current population of Phnom Penh. The inhabitants of these settlements, located in every conceivable empty space, from courtyards and rooftops, to railway sidings, river banks and swamps, shelter themselves without secure tenure or basic services. To help address this situation and the increasing urban poverty, a number of initiatives were launched. Following the successful completion of the "Support to the Phnom Penh Squatter Community and Municipality for Participatory Urban Development (1995-2000)," the Phnom Penh Urban Poverty Reduction Project started in November 2000. This phase of the project attempts to move more upstream by institutionalizing the lessons learnt from working with urban communities in the past and by strengthening the capacity of the Municipality of Phnom Penh for their effective implementation of the Phnom Penh Poverty Reduction Strategy. The central theme of the project is to improve urban governance for poverty reduction and slum upgrading. Beneficiaries: 150,000 Urban Poor.

**Activities** A wide range of activities to improve access to basic services and generate economic activities for the poor, including a vocational and apprenticeship programme, have been implemented. As a result of the mid-term evaluation, the project is no longer supporting the development of relocation sites and focuses more on in-situ upgrading for regularizing tenure and further addresses policy issues at MPP through building capacities of the staff of MPP and by linking closely with the national poverty reduction framework.

**Results**

- The Urban Poverty Reduction Unit has become fully operational at the Municipality of Phnom Penh (MPP) and the team has been trained.
- A series of workshops and consultations were held to support decentralized mechanisms such as Community Development Management Committees (CDMCs)

and to train the Khan (district) level officials and elected Sangkats (ward) councils to respond positively to requests from communities.

- Community Action Planning has further enhanced communities' ability to articulate their problems and plan their settlements.
- MPP's policy has shifted to promoting a mix of voluntary relocations and in-situ developments.
- Guidelines on voluntary relocation were formulated and a poverty monitoring and evaluation system was put in place.
- A land and housing policy will be formulated within the context of the new land bill.
- The project has established strong linkages with the current national Poverty Reduction Strategy and decentralized local governance.

## CAMBODIA

<b>Project Title</b>	<b>LOCAL PARTNERSHIP FOR POVERTY REDUCTION - PHNOM PENH</b>
<b>Project Code</b>	CMB/00/S01
<b>Total Cost</b>	US\$175,960
<b>Partners</b>	<b>Government:</b> Cambodia <b>Local Authorities:</b> Municipality of Phnom Penh <b>International Organizations:</b> United Nations Human Security Fund; UN-HABITAT
<b>Background and Objective</b>	Lack of access to safe water and sanitation in poor communities was the major cause of high incidence of disease. According the Poverty Analysis, the high health expenses have been identified as the major cause of the urban poverty in Phnom Penh. To complement the Phnom Penh Poverty Reduction Project, this project aimed to restore human dignity of the urban poor by empowering the poor communities in breaking the vicious cycle of poverty. Water and sanitation activities implemented by urban poor communities both at voluntary relocation and in-situ sites in Phnom Penh increased access to water and sanitation in target areas.
<b>Activities</b>	By the end of the project, 668 individual family toilets, 215 group toilets (2-4 families share one), 4 school block toilets, 6 water wells, and 1 community centre were constructed and approximately 1,600 m of site roads were improved.
<b>Results</b>	<ul style="list-style-type: none"><li>• The activities were completed benefiting 2,095 urban poor and squatter families and 3,500 students.</li><li>• It is reported that the provision of water supply and sanitation and awareness raised on preventive health significantly decreased the incidence of disease, thus contributing to the reduction of health expenses.</li><li>• Where possible, community contracts scheme was employed to increase the ownership of the project by communities and strengthen cohesiveness amongst community members, which empowered communities as a whole.</li></ul>

## CAMBODIA

**Project Title**      **SCALING UP COMMUNITY-DRIVEN DEVELOPMENT PROCESS IN PHNOM PENH: CDS-PHNOM PENH**

**Project Code**      CMB/01/S01

**Total Cost**      US\$185,000

**Partners**      **Government:** Ministry of Land Management, Urban Planning and Construction  
**Local Authorities:** Municipality of Phnom Penh  
**Civil Society:** Asian Coalition Housing Rights (ACHR); Urban Resource Centre (URC)  
**International Organizations:** Cities Alliance; UN-HABITAT

**Background and Objective**      The project aims at scaling up community-driven development process with a view to integrate slum upgrading and poverty reduction strategy as part of the City Development Strategy in Phnom Penh, which will be formulated through a series of district and city level consultations. Beneficiaries: 250,000 urban poor.

**Activities**      CDS Task Force was established and regular meetings have been held. The following studies were carried out jointly with local partners:

- Development Plans of Phnom Penh City
- Relocation of Urban Poor Communities in Phnom Penh
- Land Availability for Development in Phnom Penh
- Relocation of Urban Poor Communities in Phnom Penh
- Stakeholders Analysis

These studies have highlighted the poverty situation of Phnom Penh and major issues faced by the poor due to the current practice. They have suggested a number of alternatives to resettlements to be integrated in the City Development Strategy. These studies are being reviewed at stakeholders consultations as well as Khan (district) level consultations with a view to formulate a community-driven district level planning for further consolidation at the city level.

**Results**

- CDS Task Force comprising stakeholders in Phnom Penh has been established.
- Studies have brought valuable inputs to the policy formulation of CDS.

These activities complemented the urban poverty reduction project.

# PEOPLE'S REPUBLIC OF CHINA

*Population (in thousands)*

*Urban: 471,927*

*Rural: 813,045*

*Annual Urban Growth Rate: 3.2%*

<b>Project Title</b>	<b>URBAN INDICATORS: CHANGSHA CITY REGION- GUIYANG CITY-SHENYANG CITY</b>
<b>Project Code</b>	CPR/01/S02
<b>Total Cost</b>	US\$250,000
<b>Partners</b>	<p><b>Government:</b> Ministry of Construction</p> <p><b>Local Authorities:</b> Guiyang Municipal People's Government; Hunan Provincial Development Planning Commission; Shenyang Municipal Government, Sustainable Shenyang Project Office</p> <p><b>International Organizations:</b> Cities Alliance; UN-HABITAT</p>
<b>Background and Objective</b>	<p>In 2001, a City Development Strategy exercise was carried out in each of the three target cities with the funding support of the Cities Alliance. The primary purpose of this exercise was to enable cities to come up with a broad-based vision of growth and a strategy to achieve the vision. The primary focuses of CDS exercise are governance, economic growth, poverty reduction, and gender mainstreaming. Series of outputs are defined in the strategy which, given the scope of the exercise, require continuous monitoring and correction in the course of implementation. It is in this context that the Indicators project was designed and being implemented. The project requires cities to identify and develop indicators and apply them in the decision making process.</p>
<b>Activities</b>	<p>Cities in China are becoming highly competitive. The emphasis of their plans are usually on economic growth, infrastructure development, and industrial outputs. Poverty reduction, gender mainstreaming and good governance have their bearing on economic progress but the relationship is neither sequential nor automatic. Hence conscious efforts are required to address these issues while achieving economic progress. This was the main outcome of the extended dialogue the project had with the partner cities. Teams responsible for carrying out the necessary analyses were formed in each city, often under the direct leadership of the mayors. Series of workshops were held with the assistance of the project international consultant and intercity exchange of ideas and issues were promoted under the aegis of the project. With the completion of data collection on indicators a national workshop will be held to disseminate the lessons learned and to examine the usefulness of indicators as a management tool.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• In spite of a slow beginning all the three cities are fully committed to the concept of indicators as a management tool and are aware of how these could be used to project their comparative advantages.</li><li>• It is expected that by the end of 2002 all the participating cities would be able to: come up with the indicators, a plan to link them with the management decision-making system, and a final report on the lessons learned.</li></ul>

# PEOPLE'S REPUBLIC OF CHINA

**Project Title** INTRODUCTION OF THE FUKUOKA METHOD

**Project Code** JPN/97/S02

**Total Cost** US\$59,177

**Partners** **Government:** Ministry of Construction  
**Local Authorities:** Shandong Province; Weifang City, Shandong Province; Fukuoka City  
**Civil Society:** Japan Bank for International Cooperation (JBIC)  
**Training Institutions:** Fukuoka University  
**International Organizations:** UN-HABITAT

**Background and Objective** UN-HABITAT and the Ministry of Construction of the Government of the People's Republic of China entered into an understanding in August 2001. As per the understanding, UN-HABITAT facilitates introducing the Fukuoka Method semi-aerobic landfill design in three pilot cities in China on a demonstration scale over three years, so that once the project is finished and its efficiency has been established, China could replicate the method in other cities as well. A similar understanding has been reached with Fukuoka City to provide UN-HABITAT necessary advisory support in this endeavour. The overall objective of this initiative is to enable the target cities to manage their municipal solid waste in an environmentally responsible manner.

**Activities** In early September 2001, UN-HABITAT Fukuoka Office (HFO) sent a staff member to Weifang to visit the waste management facilities and discuss the Work Plan of the demo project. In the late September 2001, HFO sent two geological experts from the Environmental Bureau of Fukuoka City for further research of the proposed demo site and data collection. A Technical Working Group was formed in December 2001 comprising experts from UN-HABITAT Fukuoka Office, Fukuoka City, Fukuoka University, and 4 Volunteer-experts from Fukuoka and Beijing. In late April 2002, HFO sent a professor from Fukuoka University, an expert each from Fukuoka City, the Office, and Research Institute in Beijing to explain and discuss on the Concept Design for the Fukuoka Method landfill in Weifang. In late July 2002, HFO sent a mission composed of a staff from HFO, an associate professor from Fukuoka University, an expert each from Fukuoka City Hall and West Japan Engineering Consultants, Inc. to Weifang, and prepared a report on immediate actions that need to be taken by Weifang City in order to improve their waste management practices. In relation to this project, UN-HABITAT also entered into an agreement with the Japan Bank for International Cooperation (JBIC) to undertake a basic research in the field of solid waste management in selected cities in China. UN-HABITAT in collaboration with Fukuoka City and Fukuoka University fielded a study mission to Weifang, Changsha and Hengyang cities in China and submitted a feasibility study report to JBIC.

**Results** The successful introduction and replication of the Fukuoka Method in China is expected to bring about substantial reductions in the amount of land required for garbage disposal, as well as a significant reduction in emissions of greenhouse gases and leachate contaminants.

# EAST TIMOR

*Population (in thousands)*

**Urban: 56**

**Rural: 693**

**Annual Urban Growth Rate: 4.7%**

**Project Title**      **LAND AND PROPERTY ADMINISTRATION PROJECT**

**Project Code**      TIM/00/001

**Total Cost**      US\$281,400

**Partners**      **International Organizations:** United Nations Transitional Administration in East Timor (UNTAET); World Bank Trust Fund for East Timor; UN-HABITAT

**Background and Objective**      During the violence and wilful destruction that followed the independence referendum in East Timor in August 1999, most land administration records were destroyed. As a result, serious social disruption arose over conflicting claims to property. The situation was compounded by public uncertainty and lack of confidence in the official administration of land. Such disputes greatly impeded the urgently needed resettlement of people and the re-establishment of businesses and public services. To help restore order and confidence, UN-HABITAT provided technical assistance to: (i) immediately restore institutional capacity to provide the essential components of a formal land registration system, (ii) develop a national policy and procedure for the effective resolution of land and property disputes, and (iii) develop an interim policy and procedure for allocation of public and abandoned land in support of the rehabilitation process.

**Activities**      The urgent need was to minimise uncertainty in the community by providing a formal vehicle for the processing and recording of land and property rights. The primary aim is, therefore, to rapidly restore essential components of the land administration system. Based on the existing situation, the team started the process of transformation to an East Timor national system by identifying options for change and improvement. Consistent with this theme is capacity building through on-the-job transfer of skills from the specialist team to counterpart East Timorese staff. The urgent and imminent policy need is to develop and implement a model for the resolution of land and property disputes as an integral, albeit independent, part of the land administration system. In addition, there was a demonstrated need for the Land and Property Commission (LPC) to fill the void in the administration of property development. The immediate priority for the LPC has been to meet the “real estate” needs of the public service, business, diplomatic and humanitarian sectors by the reallocation of land classified as public and abandoned. There was a need to develop innovative strategies and standards for rehabilitation, which make maximum use of existing buildings and local capacities.

## Results

The following specific outcomes have been noted:

- The key components of the land registration system made operational.
- The cadastral survey system is operating to define property boundaries within the limitations of existing records and staff.
- A comprehensive documentation produced of all laws and regulations affecting land in East Timor and a draft programme of legislative priorities for improved land administration.
- A model recommended with respect to organising for land dispute resolution.
- Interim regulations to govern building on public land established.
- East Timorese counterpart staff trained through twinning with international experts.



# INDIA

*Population (in thousands)*

*Urban: 285,608*

*Rural: 739,488*

*Annual Urban Growth Rate: 2.3%*

**Project Title**      **SUSTAINABLE URBAN DEVELOPMENT FOR CHENNAI**

**Project Code**      IND/95/004

**Total Cost**      US\$885,000

**Partners**      **Government:** Ministry of Urban Development  
**Local Authorities:** Chennai Metropolitan Development Authority  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      Since late 1995, UN-HABITAT, under the Sustainable Cities Programme (SCP), has been helping the city institutionalize a process of systematic problem and solution analysis, and strategic plan preparation and implementation. The approach is based on broad consultation, shared analysis, and collaboration among public and private bodies (stakeholders). The project aimed to promote environmentally sustainable socio-economic development and growth in Chennai through multi-actor participation and partnership. Beneficiaries: Improve urban services for 100,000 directly, more than 1 million citizens indirectly.

**Activities**      Multi-institutional consultative group was established and demonstration projects were implemented. Environmental Profile was prepared and city consultation was organised. The documentation of the Chennai experiences were shared amongst NGOs during various training which formed the basis for their “national-level” sharing workshop as part of the Good Urban Governance Campaign nationally launched in September 2001. The project ended in 2001.

**Results**

- The Chennai Metropolitan Development Authorities (CMDA) has institutionalized this approach through their “Environment Cell” and continued supporting Alandur and Ambatur local bodies and the development of an Urban Forum for NGOs.
- As part of national replications, the National Good Urban Governance Campaign was successfully launched in September 2001 with widespread support from the entire cross-section of urban stakeholders in the country. Led by the Government of India (Ministry of Urban Development and Poverty Alleviation) and HUDCO/HSMI, supported by UN-HABITAT, the Sustainable Cities and Urban Management Programmes (South Asia) and UNDP (India), the Campaign launch witnessed participation of state and city governments, NGOs, CBOs and civil society representatives, academia, research and training institutions, the private sector, various bilateral and multilateral agencies, and the media.

- During a series of preparatory consultations, a series of good practice case studies gradually converted the global “norms” into priority themes for India, providing focus and structure to the Campaign Launch and deliberations of the National Sharing Workshop.
- As a follow-up to the National Launch, States and cities are making efforts to adopt State and City Action Plans for Good Urban Governance for appropriate policy change.
- The first State Campaigns plans to take place in Madhya Pradesh.

## INDIA

**Project Title**      **STRENGTHENING UN SUPPORT FOR DECENTRALIZATION OF DEVELOPMENT**

**Project Code**      IND/00/501

**Total Cost**      US\$89,200

**Partners**      **Government:** Planning Commission, Government of India  
**Civil Society:** Rural and urban local bodies  
**Training Institutions:** Jawaharlal Nehru University, Delhi  
**International Organizations:** Inter-Agency Working Group of the UN; UNDP; Urban Management Programme South Asia (UMP-SA)/ UN-HABITAT

**Background and Objective**      In support of the recent trend in policy for the devolution of powers and transfer of funds and functions to local bodies in India, this project is being implemented jointly with UMP-SA. Overall objective of the project is to strengthen UN support to the Government of India in transforming the *Panchayati Raj* Institutions (the village development unit) and urban local bodies into genuine institutions of self-governance. The project contributes to the UNDAF themes (decentralization and gender) and to consolidate findings so as to garner policy recommendations for the Government to implement.

**Activities**      Following six studies have been conducted for policy recommendations:

1. Gender Mainstreaming in District Plans: Case Study of Andhra Pradesh
2. Evolving Criteria for Allocation of Funds as per the SFC Recommendations from the State to ULB's Urban Local Bodies in Maharashtra
3. Van Panchayats in Uttaranchal
4. Administrative Control over Local Bodies in Uttar Pradesh and Madhya Pradesh
5. Urban Futures of Poor Groups in Chennai and Bangalore: How These are Shaped by the Relationships between Parastatals and Local Bodies
6. Gender Mainstreaming in District Plans: Comparative Case Studies of Madhya Pradesh

The results of these studies and researches have been reviewed at a series of workshops and IAWG with a view to integrate them in the policy support. Consolidation, synthesis and analysis of the wide range of findings for policy recommendations will be published. Linkages between the recommendations for the National Action Plan on good urban governance and with the state level GUGC launches are being established. To further integrate decentralization and gender, in conjunction with the Ministry of Urban Development and Department of Women and Child Development, the project plans to support the National Summit on Women Mayors and Councillors early 2003 to be held in New Delhi.

## Results

- The case studies and researches have widened the understanding of the themes and have led to new insights that could serve for policy initiatives and new directions in the way to further reforms.

- The workshops brought together representatives of governments, experts on decentralization,

local governance, public administration and representatives of CBOs on a common platform.

- Six case studies conducted under the aegis of the project were presented at the workshop.

- The workshops resulted in a fruitful interaction between: academicians, field workers, administrators and community-based organisations on issues of: governance, administrative structures, gender, local governance and participation, transparency and accountability.

# INDIA

<b>Project Title</b>	<b>LOCAL PARTNERSHIP FOR POVERTY FOCUSED CDS - HYDERABAD</b>
<b>Project Code</b>	IND/01/S01
<b>Total Cost</b>	US\$226,000
<b>Partners</b>	<p><b>Government:</b> Ministry of Urban Development; Government of Andhra Pradesh; Hyderabad Metro Water Supply and Sewerage Board; Water and Sanitation Programme, South Asia</p> <p><b>Local Authorities:</b> Municipal Corporation Hyderabad (MCH)</p> <p><b>Training Institutions:</b> Administrative Staff College of India, Hyderabad (ASCI)</p> <p><b>International Organizations:</b> Cities Alliance; Urban Management Programme, South Asia (UMP-SA); UN-HABITAT</p>
<b>Background and Objective</b>	<p>Hyderabad is the fifth largest cities in India with a population of 6 million, out of which, 1.5 millions live in slum settlements. A city development strategy for Hyderabad was preceded by UMP/WSP initiatives in the city for pro-poor micro planning for basic services in 12 slums of the city. The CDS intends to build on and institutionalize these successful pilot interventions of the past and knit all current initiatives in the city into a holistic strategy that sets out guiding principles for future urban development investments within a comprehensive city development framework. The sustainability of the strategy is essential by looking at the city's economy, environment, its governance profile, as well its poverty-centric policies. The key objectives are: to develop a Comprehensive Development Framework; to formulate the Strategic Action Plan (SAP) and the City Assistance Programme (CAP); to develop and institutionalize a sustainable service delivery mechanism at the community level; to secure the adoption of the SAP and the CAP by development agencies; and to document and disseminate the city consultation experience.</p>
<b>Activities</b>	<p>The Project Steering Committee, chaired by the MCH comprising various stakeholders, was established and meets periodically to discuss the implementation plan of the project and identified, supported by local partner institution, ASCI. An orientation programme for all elected representatives of Hyderabad has been carried out so as to get them fully on board the CDS. Past documentation and mapping of current initiatives has been prepared. Economic and environmental analysis reports have been updated and poverty analysis was carried out. Governance profile is under preparation. Concept papers on traffic and transport, health and urban poor, housing for the urban poor have been initiated.</p>
<b>Results</b>	<p>CDS provided a platform for stakeholders including elected officials to discuss and debate</p> <ul style="list-style-type: none"><li>• Various studies have contributed and provided a basis for city development framework.</li><li>• It has also demonstrated mechanisms for realizing decentralized delivery mechanisms for a wide range of urban services.</li></ul>

# INDONESIA

*Population (in thousands)*

**Urban:** 90,356

**Rural:** 124,484

**Annual Urban Growth Rate:** 3.6%

<b>Project Title</b>	<b>COMMUNITY- BASED INITIATIVES FOR HOUSING AND LOCAL DEVELOPMENT (CoBILD)</b>
<b>Project Code</b>	INS/00/013
<b>Total Cost</b>	US\$4,950,600
<b>Partners</b>	<b>Government:</b> Government of Indonesia; Ministry of Settlements and Regional Development; Government of The Netherlands <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objective</b>	<p>The CoBILD Project, designed to pilot the viability of a low income housing-finance mechanism based on market rates of interest, is now two-thirds of the way through its 40-month project period. The project aims to meet the needs of low-income households by lowering the costs of housing provision through incrementally built, sequentially financed housing. It relies on community-based initiatives to further reduce the costs of housing through the collective acquisition of land and development of infrastructure. Its overall objectives are to develop community-based housing finance models and governance structures so that they could be up-scaled in the pilot cities, along with supporting institutional arrangements at the national level. It is also to ensure that the lessons learned and good practices can be integrated in and replicated through national policy.</p>
<b>Activities</b>	<p>The 12 pilot cities were selected early in 2000 according to criteria that included the interest of the city governments to participate, the availability and interest of CBOs, as well as the availability and skills of community facilitators to empower the communities and build partnerships with the city administrations. An empowerment strategy and dissemination campaign was developed and implemented during the year 2000, building understanding of the project objectives, expected outputs as well as the revolving loan arrangements. City Forums comprising representatives from civic society, NGOs, CBOs, academics, professionals and local governments were established in all 12 cities, who each elected a management board to interact with CBOs and manage the revolving loans. Loan funds were disbursed to all Boards, which in turn disbursed to neighbourhood groups to implement their prioritized land purchases, housing improvement and new development proposals.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• 12 City Forums and Management Boards established, along with a support system linking communities and neighbourhoods through to the city-level.</li></ul>

- Over Rp. 15 billion disbursed to Boards for the improvement of almost 5000 houses, 215 new houses and the purchase of more than 2,800 plots of land.

As CoBILD is a national programme, the challenge for the remaining period is to further refine and document the loan models and local governance structures, capture and institutionalize the lessons learned at the local/city-levels, prepare up-scaling and replication tools as well as national-level institutions (including finance institutions) to replicate the approaches as an integral part of government policy.

# INDONESIA

<b>Project Title</b>	<b>BREAKTHROUGH URBAN INITIATIVES FOR LOCAL DEVELOPMENT (BUILD)</b>
<b>Project Code</b>	INS/97/018
<b>Total Cost</b>	US\$2,977,033
<b>Partners</b>	<b>Government:</b> Ministry of Home Affairs, Directorate General of Regional Development <b>International Organizations:</b> UNDP; UN-HABITAT

**Background and Objective** The Government of Indonesia has a vision – to institute the principles and modalities of good local governance throughout the land. It has used the facility to help conceptualize, operationalize (i.e., develop modalities, operational methods, skills and techniques), and test modalities and skills of good urban governance and effective urban management in practice. Project objectives being to develop participatory urban management practices, introduce changes in the institutional framework and operating procedures of pilot cities, document and disseminate examples of successful urban management initiatives, and thus support the coordination and management of change following the introduction of the new laws on local autonomy and fiscal decentralization.

**Activities** Having completed the selection of cities and introduced the basic principles of good urban governance during a preparatory phase, which included the appointment of Urban Management Advisers in each partner city, the BUILD technical support team supported the establishment of Urban Forums – comprising representatives from civil society, NGOs, CBOs, academics, professionals and local government. It then guided them through a participatory planning process to develop City Visions and Development Strategies, and more recently assisted the pilot cities to establish issue-specific task groups and support their preparation of action plans to address selected priority issues – such as transportation, slum upgrading and environmental improvements. Current efforts concentrate on the documentation of case studies, developing national partner institutional capacities to disseminate and replicate these experiences, as well as institutionalize the lessons learned in national policy.

**Results**

- So far piloting has been successful in nine cities benefiting, in addition to city officials and municipal staff, more than three million inhabitants.
- The City Forums are operating as a routine in all cities, with established city budgets to support their operational activities.
- Model guidelines and regulations have been prepared, based on city experiences and recommendations on public participation, information sharing, transparency and accountability.
- Different cities have enacted selected regulations, depending on what they see as



priority areas to introduce and strengthen good local governance.

- Supporting institutions have been established in different cities, such as one-stop shops and media talk shows – financed from city budgets.
- City experiences and lessons learned have been documented in a Handbook and supporting Catalogue of Good Practices.

The challenge now is to institutionalize project experience. Meeting this challenge involves the transformation of BUILD from its current position (repository of authoritative knowledge) and role (developer and tester of modalities in practice) – to that of facilitator and mentor preparing others (national institutions) for the roles hitherto performed by the project.

## INDONESIA

<b>Project Title</b>	<b>INSTITUTIONALIZING POVERTY-FOCUSED CITY DEVELOPMENT STRATEGIES (CDS) IN INDONESIA</b>
<b>Project Code</b>	INS/01/S01
<b>Total Cost</b>	US\$342,500
<b>Partners</b>	<b>Government:</b> Government of Indonesia; Ministry of Settlements and Regional Development (KIMPRASWIL) <b>International Organizations:</b> World Bank; UNDP; UN-HABITAT
<b>Background and Objective</b>	A joint City Development Strategy (CDS) project under the UN-HABITAT/World Bank Cities Alliance programme was initiated in 2001. The project aims at institutionalizing poverty alleviation strategies in 8 secondary cities in Indonesia. The project is being implemented jointly with the World Bank using the project management capacities created under the UN-HABITAT/UNDP Breakthrough Initiatives for Urban Development (BUILD) which presently covers 9 cities in Indonesia. Meanwhile, as a tangible demonstration of inter-agency collaboration, UNDP has agreed to contribute to the CDS undertaking designating 4 of its BUILD cities as CDS cities.
<b>Activities</b>	A World Bank supported national team was established in KIMPRASWIL, comprising a BUILD urban management expert along with sustainable development, poverty alleviation and urban governance advisers; who selected the 12 pilot cities in early 2001. A national workshop was conducted in March to share the BUILD good urban governance process and experiences, along with other good practices from UN-HABITAT and the World Bank. City Urban Facilitators were selected and cross-sectoral city management teams established, who guided their partners in the local governments, NGOs, CBOs and the private sector through a participatory urban planning and management process, further building upon the BUILD experiences. City Profiles were prepared, with a strong emphasis on poverty and governance, City visions and urban development strategies were developed through focus group discussions and Urban Forum meetings.
<b>Results</b>	<p>National support and city action teams have been established, the BUILD participatory urban management process sensitized in all 12 cities, city profiles and long-term visions have been prepared in a broad-based participatory manner.</p> <p>Challenges for the future are to document the experiences, institutionalize the lessons learned – both at the city and national levels, and prepare national institutional capacities to apply the processes nationally.</p>

# INDONESIA

**Project Title**      **PARTNERSHIPS FOR LOCAL ECONOMIC DEVELOPMENT (PLED/KPEL)**

**Project Code**      INS/97/021

**Total Cost**      US\$2,414,361

**Partners**      **Government:** Government of Indonesia; BAPPENAS  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective** It has long been recognized that the more isolated regions of countries fail to develop economically because they are left out of the mainstream. The designers of KPEL (formally known as PARUL) postulated that this situation could be rectified with only minimal but prudent investment if the natural motivations and dynamics of trade could be harnessed by the potential beneficiaries for their own good. The idea was to identify market opportunities and then link rural producers with those market opportunities – particularly outside markets. The aim being to export produce out of a region to another; thereby increasing the in-flow of money; which in turn would stimulate the whole cycle of spending, investment, production and trade. Project objectives therefore are to capacitate and prepare Indonesian institutions at the local/regional-levels to form partnerships which promote local economic development, building on the approach developed and tested in the earlier phase; whilst developing national-level partnerships which will sustain and connect the local-regional partnerships to the national and international-levels.

**Activities** The approach developed under PARUL has been evaluated, refined and streamlined into a core set of principles and partnership building steps to be followed. Key successes have been documented and disseminated, with the refined approach tested through six new local-regional public-private partnerships focused on key economic clusters such as copra, fishing, and coffee. These partnerships comprise representatives from government, the business community, and civil society, linked to a network of small scale producer groups at the sub-district level – which are currently being strengthened and institutionalized. A Handbook has been prepared as the basic tool for further dissemination nationally, with a catalogue of good practices under development.

**Results**

- The project has successfully developed and tested the concept into a set of working arrangements, procedures, and techniques.
- It then tested the working arrangements in six selected regions – covering a total of nineteen districts and benefiting more than 25,000 households.
- A Local Economic Development Handbook was recently published and is being disseminated on the project web site.

- Having evolved from its inception to a position where it had demonstrated the efficacy of its approach, the challenge is now to divest itself of its operational role by preparing key national institutions to undertake local economic development on a wider front, and link producers more directly and competitively to international markets, which is the main aim of project support until mid-2003.

# MONGOLIA

*Population (in thousands)*

*Urban: 1,449*

*Rural: 1,110*

*Annual Urban Growth Rate: 1.3%*

<b>Project Title</b>	<b>EARTHQUAKE RISK ASSESSMENT AND ADVISORY SERVICE</b>
<b>Project Code</b>	MON/99/301
<b>Total Cost</b>	US\$69,030
<b>Partners</b>	<b>Government:</b> Government of Mongolia <b>Training Institutions:</b> Kyushu University <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objective</b>	This project lay the foundation for carrying out more aggressive risk assessment by suggesting a preferred methodology, developing advisory regulatory tools, undertaking awareness building and training activities.
<b>Activities</b>	This small nevertheless important project started in early 2000. The entire project was done in partnership with the Faculty of Human Environment Studies of Kyushu University and the Mongolia Department of Earthquake under the Agency for Architecture and Construction. While the project was intended to be a short-term advisory support to the Department, it was possible to extend the scope of the project beyond advisory support because of the collaborative arrangement between UN-HABITAT and Kyushu University. Accordingly, a series of field studies – including micro tremor study – as well as locally managed extensive literature research in the field of seismology were carried out.
<b>Results</b>	<ul style="list-style-type: none"><li>• The final report presents a state-of-the-art methodology of risk assessment that Mongolia could adopt for future refinement as more Mongolia-specific data become available.</li><li>• A five-day training workshop was held in mid-May 2002.</li></ul>

# MYANMAR

*Population (in thousands)*

*Urban: 13,606*

*Rural: 34,758*

*Annual Urban Growth Rate: 2.9%*

**Project Title**      **COMMUNITY WATER SUPPLY AND SANITATION**

**Project Code**      MYA/99/002

**Total Cost**      US\$5,500,000

**Partners**      **Government:** Ministry of Agriculture (Water Resources Utilization Department); Ministry of Border Areas, and National Races and Development Affairs ; Ministry of Health (Environmental Sanitation Division)

**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      The Community Water Supply and Sanitation project is one of ten projects that is implemented under an umbrella programme called the Human Development Initiative. This Programme is in its third phase (September 1999-December 2001). In the second phase, project emphasis was given to building direct links between communities and the myriad of private sector entities involved in the supply of services and materials related to water supply and sanitation. Towards this end, project support (material and technical assistance) will be delivered at the community level through community construction contracts and support to community initiatives. The third phase will increase its focus on building awareness of environmental sanitation and personal hygiene practices through a large health education component. The project has intensified the coverage of access to safe water and sanitation in the same eleven townships, located in three different climatic zones, of the second phase. A total of close to 1.8 million people in 3,665 villages are expected to receive project support to meet their water supply and sanitation needs.

**Activities**      A component that was already strongly present during the first and second phases of the CWSS project is action research for improved water supply and sanitation options. This activity continues in the third phase, focusing on the development and improvement of latrine designs to meet the requirements of special conditions such as waterlogged areas and solving special water supply problems such as excessive evaporation and seepage in ponds, drinking water transport to areas affected by salinity and improved technologies to extract water from great depths. Action research involves the communities affected and establishes further linkages with national agencies and institutes. The CWSS project experience in planning and implementation assists in identifying what level of community capacity is needed for sustainability beyond the project intervention. Based on this experience, indicators of sustainability have been developed and used to assess the level of completion of its projects. This is not merely physical completion, but rather considerations of community capacity to maintain and further develop water supply and sanitation facilities. The project's exit strategy has been based on the application of sustainability indicators developed during the third phase of the project.

## Results

- The project was completed at the end of the first quarter of 2001, achieving most of its objectives.
- During its three phases, the project installed 7,591 water supply installations, 6,973 sanitary installations and 1,125 community initiative support facilities (small-scale infrastructure).
- More importantly, it has built the community capacity to manage and maintain these facilities.

# NEPAL

*Population (in thousands)*

*Urban: 2,874*

*Rural: 20,719*

*Annual Urban Growth Rate: 5.1%*

**Project Title**      **RURAL URBAN PARTNERSHIPS PROGRAMME-RUPP**

**Project Code**      NEP/96/003

**Total Cost**      US\$3,300,000

**Partners**      **Government:** Ministry of Finance; Ministry of Housing and Physical Planning, National Planning Commission; Ministry of Local Development; HMG/Nepal

**Local Authorities:** Participating Local Governments

**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      Recognizing that regions fail to develop primarily because they are inadequately linked to the mainstream economy, His Majesty's Government of Nepal was anxious to devise and test a vigorous yet innovative and effective approach for balanced inter-sectoral development. Furthermore, the endeavour had to be economically feasible, yet sustainable and compatible with HMG/Nepal's decentralization policy. Accordingly, the Rural-Urban Partnership Programme (RUPP) was instituted to assist municipalities and their associated rural market centres to promote and expand rural-urban linkages to enhance good urban governance and benefit the poor, in particular women. In order to make this happen the Programme helped to strengthen the management capabilities of municipalities to stimulate rural-urban marketing activities in a way that links rural production with urban markets. At the same time, the Programme works directly with rural and urban communities and market centres, providing support for community mobilization, small seed grants, micro-enterprise development, micro-finance, and public-private partnerships.

**Activities**      In partnership with 12 municipalities and 28 Rural Market Centres, RUPP instituted a wide range of training, skill enhancement, and organization and institution building activities necessary to facilitate social and economic improvement. This work is instituted at three levels: community neighbourhood level, where Tole/Lane Organisations (community mobilization units) have been established, and at municipal and central government levels where new knowledge and skills are being learnt in order to oversee, guide and facilitate economic change. There are currently 2,390 Tole/Lane organizations (91% of all households) with a total membership of 93,626. Each TLO has formulated its Tole Development Plan (TDP) and an Enterprise Development Plan (EDP). Savings accumulated by these groups, which have exceeded NRs 22 million (US\$300,000), are in turn being invested in joint "bulk credit" funds for lending to members for investment in small enterprises and better quality production. These funds are matched by micro-credits; the Programme directly lends to community-based micro-enterprises. To date, more than 2,492 enterprises have



been supported from these sources and more than 8,000 persons received enterprise development training. In addition, enterprise development and various kinds of training package have been provided to over 13,000 people.

## Results

- RUPP has demonstrated that poor communities and small rural and urban enterprises in Nepal can compete in bigger markets in such products as vegetables and fruit, fish, bee keeping, buffalo selling, renting telephone services, tin and copper pot making, metal smiting, shoe making, stationery and envelop making from paper produced in Nepal.
- These activities have also been able to significantly increase incomes and welfare of participating poor communities, households and entrepreneurs.
- UN-HABITAT supported the design of the second phase RUPP, a fully nationally executed project.
- UN-HABITAT will continue to support the new project through SP project strengthening ICT components of RUPP.

# PAKISTAN

*Population (in thousands)*

**Urban:** 48,425

**Rural:** 96,546

**Annual Urban Growth Rate:** 3.5%

**Project Title**      **CITY DEVELOPMENT STRATEGY AND CITY WITHOUT SLUM INITIATIVE (PESHAWAR)**

**Project Code**      GLO/01/S08

**Total Cost**      US\$150,000

**Partners**      **Government:** Pakistan

**Local Authorities:** Peshawar City

**International Organizations:** Cities Alliance; World Bank; UN-HABITAT

**Background and Objective**      This joint UN-HABITAT/World Bank project started in mid-2001 with the establishment of a project unit within the Peshawar Municipality. While the World Bank is the executing agency, UN-HABITAT has been providing substantial and substantive inputs throughout the process.

**Activities**      It was opportune that the project came to exist at the time when Peshawar was going through readjustment under the Devolution of Power Plan. However, with the deterioration of political situation in Afghanistan following the 11 September 2001 incident and the influx of additional refugees into the City, the consultation had to be put in abeyance for about three months. With the normalization of the situation, the first city consultation was successfully held in mid-March 2002. Three hundred individuals from different walks of life participated in the debate for three full days. The project is currently developing a strategy for the social and economic development of the City.

**Results**      The UN-HABITAT Fukuoka Office has been supporting this collaborative project, through technical support missions, assisting the World Bank in developing detailed terms of reference for the exercise, and providing substantive guidance to the local consultants. With the return of normalcy in the City, it is expected that the entire exercise will be completed in the last quarter of 2002.

# PAPUA NEW GUINEA

*Population (in thousands)*

*Urban: 868*

*Rural: 4,052*

*Annual Urban Growth Rate: 3.7%*

**Project Title**      **SAFER PORT MORESBY INITIATIVE**

**Project Code**      PNG/01/004) (PNG/01/003

**Total Cost**      US\$463,100

**Partners**      **Government:** Department of Social Welfare and Development  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      Crime is one of the most serious problems affecting urban development and management in Papua New Guinea today, a country rich in natural resources, but one failing to reap maximum returns due in part to low urban sector investment levels which in turn result from high crime rates. Human insecurity, and especially crimes like those prevalent in urban Papua New Guinea which are often accompanied by serious violence has eroded both the social fabric of the Port Moresby city, and brought many aspects of normal life to a standstill. Whilst increasing rural-urban migration is blamed for these ills, there are known to be many causes of urban crime, including social, cultural, environmental, institutional, and economic factors. The Safer Port Moresby Initiative will identify the main causes of crime, and then build partnerships involving governments, the criminal justice system, communities, traditional organizations, churches, NGOs and the private sector to develop and implement an Action Plan to address the causes.

**Activities**      Since project support commenced March 2002, a Technical Support Team has been established in DSWD which acts as Secretariat to a broad-based, cross-sectoral Coordinating Committee comprising representatives from national Government, the National Capital District Commission, police, justice, churches, NGOs and the private sector. Field surveys are under way to assess the extent of youth and household crime and violence through interviews as well as Social Crime Mapping; and a few small-scale community based demonstration projects have commenced as a pragmatic way of gathering information, forging partnerships, developing, owning and implementing responsive action plans.

**Results**

- The Coordinating Committee has already taken a strong leadership role, selecting the small-scale demonstration projects, whilst the NCDL has contributed scarce local resources to develop a “Safer Gordons Market”.
- The challenge ahead is to continuously strengthen the Coordination Committee so it may evolve into a “Safer Moresby Coalition” and, once the field surveys are analyzed in 2003, it will develop and coordinate implementation of a Safer Port Moresby Strategy and Action Plan.

# PHILIPPINES

*Population (in thousands)*

*Urban: 45,812*

*Rural: 31,319*

*Annual Urban Growth Rate: 3.2%*

**Project Title**      **UP-SCALING POVERTY-FOCUSED CITY DEVELOPMENT STRATEGIES IN THE PHILIPPINES**

**Project Code**      PHI/01/S01

**Total Cost**      US\$50,000

**Partners**      **Government:** Philippines  
**Local Authorities:** League of Cities of the Philippines  
**International Community:** Cities Alliance; World Bank; UN-HABITAT

**Background and Objective**      During 1999/2000, seven cities in the Philippines prepared a City Development Strategy (CDS) with assistance from the World Bank/Japan, concurrent with UNDP/UN-HABITAT support to three cities. Together, these cities now form the resource base for disseminating the lessons learned to 31 other cities in the Philippines, by supporting the League of Cities of the Philippines in advocating for a change in urban management practices, and building the capacity of the League's City Liason Officers to deliver innovative management approaches – such as the preparation of Environmental Management and City Development Strategies. The objective of this project is to share UN-HABITAT's technical knowledge, management tools and field-level experiences with the League and the partners cities. UN-HABITAT provides supervision and technical support to the CDS project.

**Activities**      The inception period of the project completed the selection of the participating cities, prepared a detailed work plan, and conducted the first national introduction workshop in November 2001. A League of Cities support team was established with counterpart cross-sectoral teams in each partner city, City Environmental, Poverty and Governance Profiles were prepared, highlighting key development issues that they were facing. These issues were discussed with all key stakeholders in "City Visioning" workshops when the comparable strengths and weaknesses of cities, many of which are in each other's competitive "space" were reviewed. Most recently, all cities prepared their City Development Strategies, which were reviewed by the LCP team for congruence with their visions. An important capacity-building tool developed in early 2001 was a "knowledge management platform" which is accessible through the Internet. This has very successfully provided the partner cities with an organized knowledge resource center on the project, basic data and tools for sharing.

**Results**      City Profiles for all 31 cities, similarly 31 City Visions and 31 City Development Strategies have been successfully completed through city teams supported by small but strategic external inputs.

As a result, local ownership of the CDS process and results is very high, with demands for a follow-up phase to support a long list of cities which did not benefit from this second round. The key challenge for the remainder of project support is: to document the lessons learned, and especially the management tools customised from the UN-HABITAT and World Bank inputs, and use these to institutionalize the process in the partner cities; as well as strengthen the capacity of the LCP and other national institutions to integrate the lessons learned into new policy frameworks.

## PHILIPPINES

**Project Title**      **OPERATIONALISING THE NATIONAL URBAN DEVELOPMENT AND HOUSING FRAMEWORK**

**Project Code**      PHI/01/003

**Total Cost**      US\$200,000

**Partners**      **Government:** Housing and Urban Development Coordinating Council (HUDCC)  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      The government of the Philippines in 2001 formulated and adopted an innovative and forward-looking National Urban Development and Housing Framework (NUDHF) to guide management and development of the urban sector but, as in most circumstances, implementation of this Framework was the responsibility of a wide range of national and local institutions. The objective of the project, therefore, is to establish the Philippine Urban Forum as a platform to facilitate a convergence of urban sector interests and activities by a variety of national institutions, and at the same time to enable those institutions develop a common Plan of Action to implement the NUDHF.

**Activities**      From an early stage, the project has built on two parallel but mutually supporting activities: the annual Shelter Summit (spearheaded by HUDCC to discuss and deliberate on priority shelter issues) and preparations to celebrate (and at the same time review implementation of) the 10<sup>th</sup> anniversary of the Local Government Code (spearheaded by the LCP and DILG to discuss and deliberate on priority governance issues). The Urban Forum was formed in early 2002, through which UN-HABITAT shared its global Urban Governance and Secure Tenure Campaign experiences. Through the year the Forum Secretariat supported HUDCC/LCP and DILG partners and conducted regional round-tables to discuss, customize and agree on Filipino characteristics of good urban governance and operational principles for the security of tenure; gradually expanding membership of the Forum to include other key national government institutions, research organizations, the private sector shelter agencies, NGOs and CBOs. By using the Forum as a platform for information sharing, discussion and coordination among national government agencies, local government units, civil society organizations, private sector groups, and the international donor community involved in urban development and housing, they gained broader-based understanding of the challenges and opportunities of the urban sector, culminating in the launching of National Campaigns and development of a supporting Action Plan to implement the Framework.

**Results**

- The Urban Forum served as the launching pad for the National Good Urban Governance Campaign held in July 2002, as well as the National Secure Tenure Campaign held in October 2002 – both of which were supported by the personal attendance of Her Excellency President Gloria Arroyo.

- Convergence of both campaign “plans of action” are underway through another series of regional roundtable meetings with local government units and national agencies, which will result in an approved National Action Agenda for 2003/5.
- The challenge for the future is to continue to broaden membership of the Forum, institutionalize and sustain its information sharing, advocacy, and coordination functions.

**Project Title**      **URBAN POVERTY REDUCTION STRATEGY – COLOMBO**

**Project Code**      SRL/00/S01

**Total Cost**      US\$299,000

**Partners**      **Government:** City of Colombo; Sevanatha; UK Department for International Development  
**International Organizations:** UN-HABITAT

**Background and Objective**      In recent years, Colombo has demonstrated a strong interest and commitment to performance improvement and change. It has focused on making the city administration truly responsive to public needs and aspirations, and has facilitated the participation of a wide range of stakeholder groups in planning and decision-making. The City has also involved the private sector in the management and provision of urban services. The City of Colombo is, therefore, in an influential position, as an able and willing partner, to guide and assist other smaller cities to promote an integrated cross-sector approach to sustainable urban development. The aim of the project is to facilitate urban poverty reduction in Colombo by developing a participatory and sustainable institutional framework within the municipality that is closely working with the urban poor.

**Activities**      In line with this objective of good urban governance, a CDS project implemented with financial assistance from the World Bank and in collaboration with several donors including UNDP, DfID, and JBIC, is supporting the preparation of a comprehensive development framework for Colombo. This is being done based on a broad participatory process involving all key stakeholders, public and private, that guide the three partner municipalities and the Western Province Provincial Council in the formulation exercise. The development framework is being used to determine a shared vision of the Colombo City of the future. It also serves, through several layers of consultation, to identify key issues, opportunities and constraints, and, finally, to develop a realistic plan of action that is acceptable to all.

**Results**

- A City Assistance Programme (CAP), formulated through the project, supports specific short-term, quick yielding undertakings, as well as high priority programmes that require coordinated cross-sectoral planning.
- The project also proposes to help to link the Colombo municipal council with the city economy through better partnerships with its stakeholders, particularly the private sector. This will extend the project well beyond the current involvement in service delivery projects.



## SRI LANKA

<b>Project Title</b>	<b>SUSTAINABLE SRI LANKAN CITIES PROGRAMME</b>
<b>Project Code</b>	SRL/98/007
<b>Total Cost</b>	US\$576,213
<b>Partners</b>	<b>Government:</b> Ministry of Housing and Urban Development <b>Local Authorities:</b> Western Provincial Council; Selected Urban Local Authorities <b>International Organizations:</b> UNDP; UN-HABITAT

**Background and Objective** This project builds on a first phase titled Sustainable Colombo Core Area (CCA) Project, which addressed environmental planning and management constraints of three municipal councils in the Colombo metropolitan area. Phase I of the project has assisted the municipalities to overcome some of the negative environmental issues by building the capacity of key institutions of the CCA and through demonstrations. In Phase II, sustainable human development support will be provided through good urban governance, consolidating and replicating the results of Phase I, and incorporating other aspects of good governance. The Western Provincial Council and the Ministry will be supported through mainstreaming policy implications and replicating best practices in other Urban Local Authorities.

**Activities** The project assists in developing urban management and strategic planning processes for sustainable development within the three municipalities through project activities which integrate environmental and development planning and management. Strengthen the capacity of the Municipalities to plan, coordinate and manage sustainable urban development with particular emphasis on the sanitation sector, with emphasis on environmental management. In addition, the project will strengthen the capabilities of the Western Provincial Council to facilitate and support the municipal councils and their local partners in the development and institutionalization of the new EPM approaches and activities.

**Results**

- The SSCP project is producing tangible results by undertaking skill enhancement and capacity building during the course of planning and implementing community-based projects focused on prioritized solid waste management, water and sanitation issues.
- The three participating municipalities have strengthened their understanding of sustainable development and built their ability to plan, coordinate and manage demonstration projects in solid waste, air quality and water loss management together with local communities and provincial and national-level partners and public representatives.
- These experiences and lessons learned are now being up-scaled in all Western Provincial Council Municipalities, and replicated to other municipalities nationally through the Ministry responsible for urban development.
- The municipalities have developed a toolkit, and training modules are being prepared in support of the replication process.

## SRI LANKA

**Project Title**      **LUNAWA LAKE ENVIRONMENT IMPROVEMENT AND COMMUNITY DEVELOPMENT PROJECT**

**Project Code**      SRL/02/S01

**Total Cost**      US\$186,290

**Partners**      **Civil Society:** Japan Bank for International Cooperation (JBIC)

**Government:** Government of Sri Lanka

**International Organizations:** UN-HABITAT

**Background and Objective**      The objective of the project is to mitigate the flood damage by improving urban drainage and canal systems and to contribute to the improvement of living conditions of people in the Dehiwela –Mt. Lavinia Municipal Council in Lunawa North and the Moratuwa Municipal Council in Lunawa South. UN-HABITAT is responsible for facilitating the implementation process of the project, especially the Community Development (Resettlement and Upgrading of Under-served Settlements) Component, through consultancy and advisory services provided to the Urban Settlements Improvement Project Unit (USIP) and the Urban Local Authorities (ULAs). The objectives of the LEI&CDP are to improve the environment and to uplift the quality of life of people in the Lunawa area by: alleviating floods, through improvement of the storm water drainage system, including the rehabilitation of existing canals and streams, (ii) creating a hygienic and pleasant environment, and (iii) upgrading the living conditions of the communities.

**Activities**      The guiding principles of this resettlement process and planning approach are to:

- Undertake stakeholders participation and consultation in planning and implementation of every stage of the resettlement process.
- Integrate the resettlement component as an interrelated component of all other project components and activities and thus incorporate the resettlement strategy in all aspects of the project.
- Ensure “would be resettlers” participation through community organizations such as CBOs, SDCs and Neighbourhood Groups, in the evolution of resettlement plans and processes.
- Protect displaced/relocated households from impoverishment, marginalization and disarticulation, and ensure resettled households would at least be able to restore pre-relocation socio-economic living standards.
- Establish partnerships among all stakeholders, public, local government, NGOs and private, in order to build local capacity at urban local council and community levels, to plan and manage local environment, social, economic and human development in a sustainable manner.

**Results**

- The project is still in the planning phase and has developed its inception report. It is estimated that approximately 900 households will be directly affected by the project.
- Awareness raising of ULAs is ongoing and project implementation teams are being formed.
- The selection process for partner NGOs in the project is in progress.
- The community development approach will serve as a model for future environmental improvement programmes.

# VIETNAM

*Population (in thousands)*

*Urban: 19,395*

*Rural: 59,779*

*Annual Urban Growth Rate: 3.1%*

**Project Title**      **SUPPORT TO VIETNAM URBAN FORUM**

**Project Code**      VIE/00/021

**Total Cost**      US\$120,000

**Partners**      **Government:** Ministry of Construction; Swiss Agency for Development & Cooperation (SDC)  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objectives** Vietnam is going through a rapid urbanization partly as a result of its conscious effort to diversify the economy and encourage export-based industries. As a result the country demonstrated a healthy economic growth (above 8% between 1992-98) followed by equally impressive improvement in poverty reduction. These factors if maintained will enhance urbanization in the country. The current development policy raises a number of issues related to dealing with the forces of globalization so that indigenous economy is strengthened and maintained. It will also ensure adequate investment in urban services so that the urban population is well served with basic services. This calls for a constant search for answers to issues the exact nature of which is still evolving. Given the scale of urban transition the country is experiencing, it seems critical to be able to examine urbanization and the factors behind this phenomenon from the wider perspective of national development. The Vietnam Urban Forum is a platform largely funded by UNDP but managed collectively by the donor community and the government. Under the aegis of the Forum investigative studies are conducted and public debates organized.

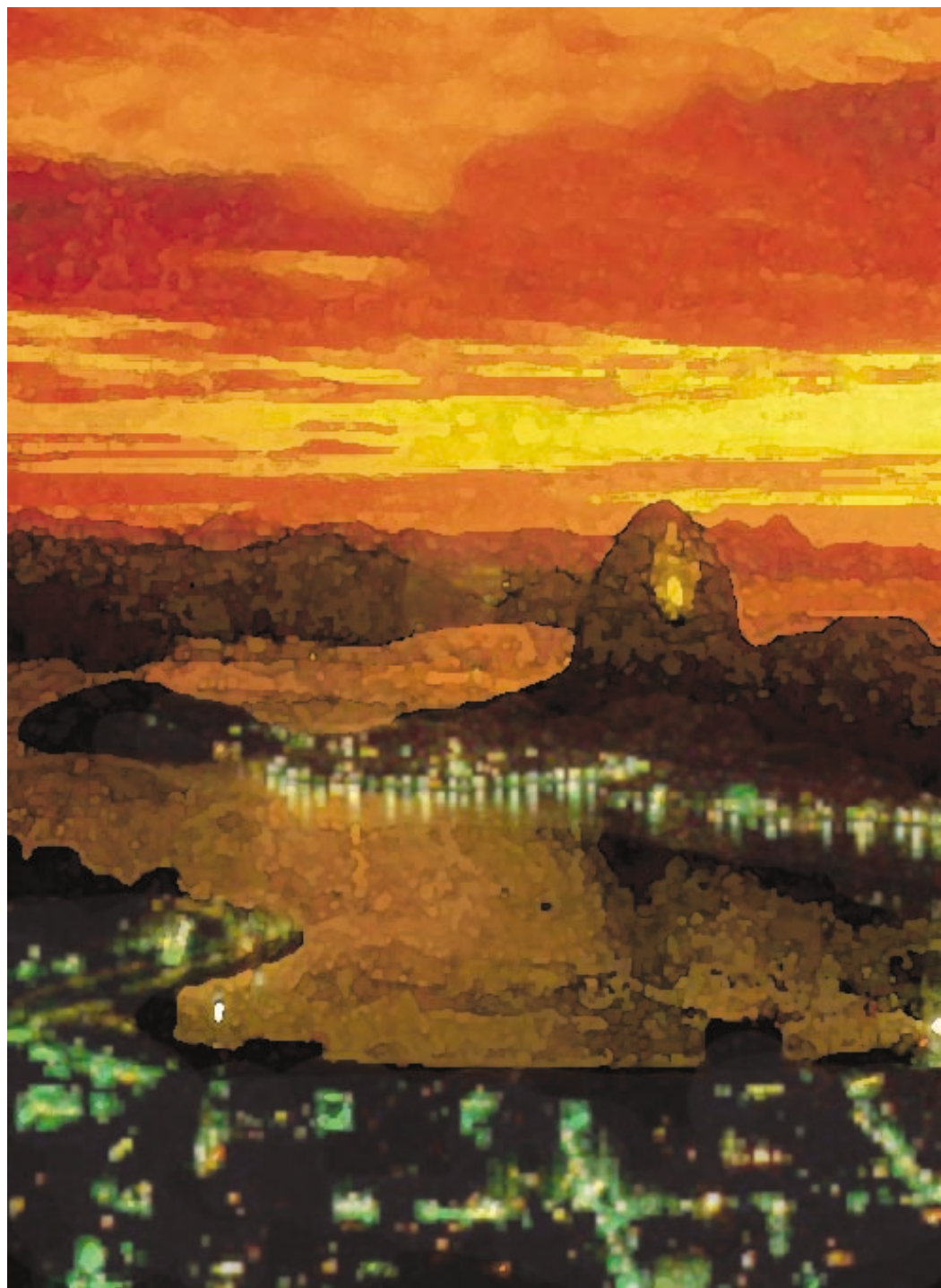
**Activities** A series of investigative studies will be carried out and public debate organized on issues of urbanization and urban development. SDC has taken a lead role in providing home to the Urban Forum and providing office support in organizing various public meetings and policy debates.

**Results**

- Two major studies on Vietnam's urban transition, in collaboration with the University of Hawaii and a number of local partners.
- Both studies have been published for limited use and were made available to the government in its discussion with the donor community.
- The first report was presented in the first meeting of the Urban Forum.
- A number of project ideas have been presented in the Forum, the most important one being Slum Upgrading strategy being prepared with the assistance of the World Bank.
- The Urban Forum provides an all-inclusive platform for urban stakeholders to come together in aid of the government so that informed policy decisions become possible.



# LATIN AMERICA AND THE CARRIBBEAN





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## REGIONAL

<b>Project Title</b>	<b>SUPPORT TO THE IBERO-AMERICAN AND CARIBBEAN FORUM ON BEST PRACTICES</b>
<b>Project Code</b>	RLA/02/S01
<b>Total Cost</b>	US\$77,000
<b>Partners</b>	<b>Governments:</b> Government of Spain; Sub-Regional Nodes of the Forum in Latin America and the Caribbean <b>International Organizations:</b> UN-HABITAT
<b>Background and Objectives</b>	<p>The project is the LAC regional component of the Best Practices Global Programme and is a follow-up to project RLA/99/S01. It operates through the networking of sub-regional nodes engaged in the search for best practices in sustainable human settlements development. In the year 2000, a specific module, the Municipal Forum of Best Practices, has concentrated on the search of successful examples of municipal management. In 2002-2003, the project shall concentrate its efforts on the analysis of best practices collected and the production of a "State of the Cities Report" for LAC region to stimulate horizontal cooperation among resourceful cities and their partners.</p>
<b>Activities</b>	<p>The project has collected over 300 best practices and managed to achieve a high visibility in the region. A future challenge is to make further inroads into the country level to ensure the wider possible search for and dissemination of best practices, as well as to increase the analysis of best practices with the aim of promoting the formulation of best policies and facilitate processes of horizontal cooperation and exchange.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• More than 300 practices have been gathered, documented and edited since 2000 for participation in the Dubai Award exercises.</li><li>• Short-listed cases appear on UN-HABITAT web-site. (For the 2000 Municipal Forum, the 40 selected ones appear in English, Spanish and Portuguese in ROLAC web-site).</li><li>• The project assisted interested cities and countries to better submit proposals to the Dubai Award biennial exercises, as well as allowed for a permanent dissemination of the Best Practices Global Programme in pertinent events around the LAC region.</li><li>• With the continuing interest of LAC cities and countries in participating in the Dubai Awards and share local urban development experiences, it is expected that the above mentioned LAC State of the Cities Report shall consolidate the Ibero-American and Caribbean Forum of Best Practices and attract additional funding in partnership with the Government of Spain.</li></ul>

## REGIONAL

**Project Title**      **ENABLING STRATEGY TO MOVING TO SCALE IN BRAZIL AND OTHER LAC COUNTRIES**

**Project Code**      BRA/01/S01

**Total Cost**      US\$150,000

**Partners**      **Government:** National institutions in each selected country  
**International Organizations:** The Cities Alliance; The World Bank; UN-HABITAT

**Background and Objective**      The project provides a facility to support interested local and national governments to evaluate their ongoing settlement upgrading programmes; to assess the pertinent legal, financial and operational framework for such activities; as well as to mobilize other partners, including the private sector and civil society organizations, so that massive, large-scale settlement upgrading programmes can be formulated and negotiated with potential capital investment partners. The project also provides for additional technical assistance support to ongoing Cities Alliance initiatives, as well as for the promotion of UN-HABITAT Campaigns on secure tenure and urban governance in direct relation with ongoing and pipeline Cities Alliance initiatives.

**Activities**      The project has provided technical support to the development and implementation of Cities Alliance projects in Brazil, Chile, Colombia, El Salvador, Jamaica and Peru. The main challenge faced in the implementation of activities is to efficiently include settlement upgrading programmes into the political, social and economic agenda of both national and local governments. The partnership of all spheres of government and civil society organizations has to be balanced and made more effective in many countries. UN-HABITAT strategy is to use the principles of the Global Campaigns to also build or strengthen this partnership, so that large-scale settlement upgrading can have a chance of becoming a key, convergent, policy for poverty reduction and local development.

**Results**

- Adequate partnerships have been built in Brazil, Chile, Colombia, El Salvador, Jamaica and Peru.
- National initiatives on settlement upgrading have been formulated or implemented in these countries.
- It is expected that ongoing initiatives will lead to future technical cooperation projects dealing with local or national urban development planning and shelter.
- The initiatives being formulated offer an opportunity for strengthening the capacity of UN-HABITAT and other international support institutions to assist local and national executing agencies and stakeholders.

## REGIONAL

<b>Project Title</b>	<b>CENTRAL AMERICAN REGIONAL COORDINATION TOWARDS A SUSTAINED PROGRAMME FOR SETTLEMENTS UPGRADING</b>
<b>Project Code</b>	RLA/00/S02
<b>Total Cost</b>	US\$84,000
<b>Partners</b>	<b>Civil Society:</b> Central American Council of Housing and Human Settlements (CCVAH) <b>International Organizations:</b> The Cities Alliance; The World Bank; UN-HABITAT
<b>Background and Objective</b>	UN-HABITAT and the World Bank (LCSFU Branch) presented a joint proposal to the Cities Alliance for the identification of viable and concerted alternatives for the implementation of massive programmes of settlement upgrading at the urban and national levels in Central America. Specific objectives included: the identification of basic institutional, legal and technical prerequisites for affordable and targeted lending for large-scale upgrading and low-income shelter delivery; the promotion of greater coordination among donor/technical cooperation agencies in support of programmes aimed at scaling up upgrading programmes in Central America; the assessment of scope and political commitment for a Central America facility to provide policy and technical advice to countries for the formulation and implementation of sectoral upgrading policies and programmes.
<b>Activities</b>	National studies were conducted in 2001 in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. A regional synthesis and overview based on such studies was completed in 2001. UN-HABITAT and the World Bank organized in 2001 a consultative meeting with international and bilateral organizations to review the studies, examine the scope for greater coordination among donors, and discuss follow-up instruments to that effect. A “Multi-sectoral Seminar for the Promotion of Massive Programmes for Neighbourhood Improvement”, took place in Costa Rica in 2002, with the presence of sectoral ministers, mayors, donors and civil society organizations. The results from national and regional studies were presented and validated. A joint declaration, including priority issues and political and follow-up commitments, was adopted. This multi-sectoral agreement is the main instrument to follow up on commitments by national and regional sectoral institutions.
<b>Results</b>	<ul style="list-style-type: none"><li>• National studies and regional overview have been completed and published in 2002.</li><li>• A programme proposal in support of the new Housing and Human Settlements Technical Unit to be established under the Central American Integration System (SICA) in partnership with CCVAH has been prepared.</li><li>• UN-HABITAT, in coordination with the World Bank, is identifying mechanisms and resources to provide technical assistance to national upgrading initiatives.</li></ul>

# BRAZIL

*Population (in thousands)*

*Urban: 141,041*

*Rural: 31,518*

*Annual Urban Growth Rate: 1.9%*

**Project Title**      **SUPPORT TO THE SPECIAL SECRETARIAT FOR URBAN DEVELOPMENT ON FORMULATION OF URBAN INDICATORS**

**Project Code**      BRA/02/S01

**Total Cost**      US\$29,850

**Partners**      **Government:** Government of Brazil (Special Secretariat for Urban Development - SEDU)  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      Within the framework of project BRA/00/024, nationally executed by SEDU, this federal entity formulated an integrated computerized platform (SNIU) to capture existing information from databases administered by several Federal bodies that have national coverage and contain local level data. A first exercise to build sectoral indicators at the local level from these data proved the initiative to be effective. SEDU has requested UN-HABITAT for technical support to develop concepts and define specific indicators for the housing, urban management and urban transportation sectors.

**Activities**      The initial approach of SEDU for building the SNIU has been to only use federal databases disaggregated down to municipal level data, so that SEDU can have some quality control. Later on, State and Municipal governments will be invited to contribute to SNIU. UN-HABITAT task has included the identification of potential federal or national databases that meet SEDU strategy in the present stage, and propose sectoral indicators that can be built upon these databases. Ongoing work involves the definition and validation of indicators.

**Results**

- Three sectoral reports on housing, urban management and urban transportation indicators were elaborated and discussed with SEDU.
- Reports are presently being edited for publishing.
- UN-HABITAT prepared proposals and a set of key elements to be considered in the design of the next stage of the national project.
- SEDU and UNDP shall negotiate with the new Federal administration the continuation of this initiative and the building of the proposed sectoral indicators, for which UN-HABITAT is expected to have a role regarding the provision of technical assistance to SEDU and its partners.

## BRAZIL

<b>Project Title</b>	<b>CITY NETWORKS FOR DEVELOPMENT AND SOCIAL INCLUSION</b>
<b>Project Code</b>	BRA/02/S02
<b>Total Cost</b>	US\$165,700
<b>Partners</b>	<b>Government:</b> Government of the State of Rio Grande do Sul <b>International Organizations:</b> The Cities Alliance; The World Bank; UN-HABITAT
<b>Background and Objective</b>	<p>The Government of the State of Rio Grande do Sul decided to focus its poverty reduction action on the Missoes micro-region (at the border with Argentina and Paraguay) for which social and economic indicators are below the State average. The strategy for the project is to encourage the 24 municipal governments within the micro-region to network and agree on common policies and strategies to achieve anti-poverty and anti-exclusion goals, teaming up with the State Government. The project is executed with the support of the Regional Coordination of the UN-HABITAT Urban Management Programme.</p>
<b>Activities</b>	<p>Consultations have been held among stakeholders in the Missoes micro-region as part of a process of participatory assessment of urban development constraints and the subsequent formulation of Action Plans. UMP-LAC has facilitated this process incorporating elements of the development of city development strategies and city consultations. An important challenge faced by the project is to promote sustainability for the implementation process with such a variety of partners. The incorporation of the Regional Development Council of Missoes and the Regional Integrated University to project activities are designed to minimize these risks. Some adjustments to the implementation of activities may be required to match the government operational mechanisms, but overall objectives are still valid. Once the Action Plan is agreed upon, it is expected the UMP and other UN-HABITAT programmes and support institutions be required to assist governmental bodies in the implementation process.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• A document on potentialities and weaknesses to overcome in the micro-region was prepared and discussed, and a review of all ongoing Federal, State, regional and municipal programmes was completed, including an assessment of their contribution to anti-poverty and anti-exclusion goals.</li><li>• A Regional Management Committee was established by local community, social and economic actors, and a set of indicators to monitor the process was drafted and discussed, so that it can be contracted with local institutions and consultants.</li></ul>

## BRAZIL

**Project Title**      **PARTICIPATORY MONITORING    SYSTEM IN RIO DE JANEIRO**

**Project Code**      BRA/02/S04

**Total Cost**      US\$16,000

**Partners**      **Government:** The European Union  
**Local Authorities:** Municipality of Rio de Janeiro  
**International Organizations:** UN-HABITAT

**Background and Objective**      The Municipality of Rio de Janeiro is implementing a regularization process to give legal status/tenure to most of the millions of city dwellers who presently live in illegal housing with insecure tenure. The needs of the large “favelas” (informal settlements) are being addressed through a major programme named “Favela/Bairro”, while the interventions in smaller “favelas” are carried out through project “APD-Rio” (Support to Disadvantaged Population in Rio Metropolitan Region). The project APD-Rio entered into a MOU with UN-HABITAT to coordinate the development of a “Participatory Monitoring Mechanism” that communities could use to measure the progress achieved in the provision of better infrastructure and social services. The model will be tested and validated in two “favelas”, and a training process will be implemented with the participation of three local NGOs and community leaders from the three other “favelas” included in the “APD-Rio” project. Two manuals will be produced: one for facilitators and one for community members.

**Activities**      The activities of the project are designed to contribute to the advancement and empowerment of the “favela” dwellers (regardless of their sex, age, religion, race, political or other opinion) and to their access to their city. The project began with the design of a simple, easy to use, tool for the monitoring of settlement upgrading programmes by the members of the communities involved in different programmes/projects, as well as the NGOs and local authorities that share this partnership. A series of consultations with the community have been held to agree on the basic contents of such a tool.

**Results**

- Several meetings and workshops have been organized for the development of the methodology, discussing key indicators, and pilot-testing both the methodology and the indicators within one of the communities.
- A review of methodologies, indicators and manuals being used in other countries was completed.
- Documenting the experience on two other “favelas” covered by the APD-Rio project is under way. By early 2003 a “Participatory Monitoring Manual” will be prepared; a “validation” workshop to test the final draft manual will be organized; and a training programme implemented for community members (in three other “favelas”) and local staff in the use of the methodology.
- It is expected that the participatory monitoring model will be applied in other urban communities in Brazil.

# COLOMBIA

*Population (in thousands)*

*Urban: 32319*

*Rural: 10,484*

*Annual Urban Growth Rate: 2.2%*

**Project Title**      **SUPPORT TO THE FORMULATION OF INFORMATION AND MANAGEMENT TOOLS FOR THE HOUSING AND URBAN DEVELOPMENT SECTOR**

**Project Code**      COL/02/019

**Total Cost**      US\$120,000

**Partners**      **Government:** Government of Colombia (Ministry of Economic Development)  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      Following the initiative to strengthen and modernize the National Savings Fund (FNA), the Government of Colombia and UNDP agreed on the formulation of management tools, sectoral indicators and the organization of specific seminars, to evaluate ongoing policies and to offer alternatives to the new government taking office in August 2002. UN-HABITAT assistance was requested to provide technical support to this project executed nationally by the Vice-Ministry of Housing in collaboration with its national partners.

**Activities**      Activities started in late 2002 once the new government assumed office and the main elements of sectoral reform were defined. Design and selection of indicators is under way. Main challenges to project activities include the need to strengthen the partnerships between governmental bodies, the private and banking sectors dealing with the building industry, as well as civil society organizations to reach consensus on sectoral policy and its follow up.

**Results**      An international seminar on housing policies was held in August 2002, to evaluate current housing policies at a national level, as well as to explore new possibilities to improve the delivery of housing and basic services to the urban poor.

A set of housing and urban indicators is being discussed and should be conceptually ready by early 2003, so that the Vice-Ministry of Housing and its partners can build and disseminate them to enable the housing sector to effectively work towards improving the quantity and quality of delivery.

The current political will to improve decentralization policies will ensure that sub-national authorities can harmonize their programmes and projects within the general framework and guidelines of the Vice-Ministry of Housing, and a National Urban Observatory be implemented.

# ECUADOR

*Population (in thousands)*

*Urban: 8,171*

*Rural: 4,708*

*Annual Urban Growth Rate: 2.4%*

**Project Title**      **SUPPORT TO THE MUNICIPALITY OF GUAYAQUIL**

**Project Code**      ECU/94/005

**Total Cost**      US\$4,463,591

**Partners**      **Local Authorities:** Municipality of Guayaquil  
**International Organizations:** UNDP; UN-HABITAT

**Background and Objective**      The local administration taking office in 1992 decided to improve the financial situation of the Municipality and its municipal and urban practices. The project assists the Mayor and several municipal offices to deliver better services to its citizens, as well as to build partnerships with the national government and local organizations of the civil society, including the private sector and NGOs to promote sustainable development locally. The project is jointly executed by UNDP and UN-HABITAT as associated agency. UN-HABITAT executes close to 33% of the project budget.

**Activities**      The project has ongoing activities to support the planning department, cadastre office, and other municipal offices related to issues such as urban transportation, civil registries and settlements upgrading. The project also assists in changing management practices towards more participatory processes so as to negotiate common agreements with local partners and to set reachable goals. Activities have given emphasis to bring the management approach from a narrow technical focus to include also a broad policy dimension.

**Results**

- A new Urban Development Regulatory Plan was drafted and negotiated with key urban actors and is now being applied.
- A more comprehensive County Development Regulatory Plan is being formulated.
- An operational agreement between the municipal cadastre department and other internal units of the Municipality is in place as a key mechanism for sharing data and improving its quality.
- Another key agreement was reached with the Provincial Real Estate Office to improve records on legal tenure that provided for a faster and more transparent service to owners and tenants, as well as enabling a more efficient collection of municipal taxes on urban property.
- The newly elected administration defined the sectors of urban transportation, housing and social development as its key priorities for 2001-2004. The “metropolitan” evolution of Guayaquil will be an important issue to deal with in the future.
- UN-HABITAT is a reliable partner with municipal authorities and a follow-up project has been designed to update and supersede this current project.



# ECUADOR

<b>Project Title</b>	<b>URBAN ENVIRONMENTAL MANAGEMENT FOR THE PICHINCHA VOLCANO SLOPES</b>
<b>Project Code</b>	ECU/97/028
<b>Total Cost</b>	US\$555,887
<b>Partners</b>	<b>Government:</b> Government of Ecuador <b>Local Authorities:</b> Municipality of Quito <b>Civil Society:</b> Inter-American Development Bank (IADB) <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objective</b>	The project is linked to a sectoral loan from IADB to the Municipality of Quito and its Water and Sewerage Company for urban sanitation/environmental investments for human settlements on the Pichincha volcano slopes. The added value of the project is focused on the provision of innovative mechanisms and management tools to allow relevant units of the Municipality of Quito to strengthen its urban environmental management control, while promoting local sustainable urban development.
<b>Activities</b>	The project developed strategies and tools to reconcile the process of urbanization of the volcano slopes with safe and secure living, including community awareness regarding environmental issues linked to the volcano activity. The volcano entered into activity again at the beginning of project implementation that required the execution of complementary activities to factor this event into the implementation.
<b>Results</b>	<ul style="list-style-type: none"><li>• Municipal and private urbanization plans were reviewed, urbanization problems identified and solutions agreed upon among all actors involved.</li><li>• Community capacity-building was promoted.</li><li>• Priority investments and actions were negotiated, and pre-feasibility studies prepared.</li><li>• Management tools and mechanisms were drafted and are now being implemented.</li><li>• The Municipality implemented proposals to improve community preparedness, with the assistance of another UN-HABITAT project (ECU/00/009).</li><li>• The Municipality regularized the situation of several communities living on the volcano slopes, regarding their tenure and basic infrastructure based on neighbourhood plans prepared by the project.</li><li>• Both IADB and the Municipality of Quito are interested in scaling up the project activities to other environmental hazardous areas, so as to cover the whole Metropolitan District of Quito, for which a second loan is being negotiated. UN-HABITAT is expected to continue providing technical assistance to the Municipality of Quito and its partners in case the second loan is approved.</li></ul>

# ECUADOR

<b>Project Title</b>	<b>SUPPORT TO THE MUNICIPALITY OF GUAYAQUIL, 2ND PHASE</b>
<b>Project Code</b>	ECU/01/014
<b>Total Cost</b>	US\$2,103,780
<b>Partners</b>	<b>Local Authorities:</b> Municipality of Guayaquil <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objective</b>	<p>The administration taking office in 2000 decided to prioritize the sectors of urban transportation, social development and internal administrative procedures and practices. Following the experience of project ECU/94/005, this project assists the Mayor and several municipal offices to formulate and deliver better products in these sectors, as well as to build partnerships with the national government and local organizations of the civil society, including the private sector and NGOs, to promote sustainable development locally. As its predecessor ECU/94/005, the project is jointly executed by UNDP and UN-HABITAT as associated agency. UN-HABITAT executes close to 36 percent of the project budget.</p>
<b>Activities</b>	<p>Project activities are geared towards consolidating a more participatory management style and yet remain cost-effective in articulating several municipal units and their partners to clearly set reachable goals. Initial project activities include the definition of the work programme and operational team of the municipality that will participate in its implementation.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• The project started in October 2002, with a thorough evaluation of its predecessor, ECU/94/005. This process was extremely useful for all partners to clearly point out weaknesses to be overcome, as well as strong, value-added points that should be consolidated.</li><li>• A document on Local Urban Indicators (collected and built in 2001) was drafted and is being published, as a means to team up all local social and economic actors around common goals.</li><li>• A municipal system of indicators using GIS tools was discussed and is being implemented.</li><li>• Current municipal authorities are concerned with the physical deterioration of specific urban areas, for which special projects were formulated, such as the Regeneration Programme for Central Neighbourhoods. It is expected that this project be used to channel regional experiences towards Guayaquil, as well as to disseminate around the region urban projects and initiatives that are being successful in Guayaquil.</li></ul>

# EL SALVADOR

*Population (in thousands)*

*Urban: 3,935*

*Rural: 2,465*

*Annual Urban Growth Rate: 3.5%*

**Project Title**      **IMPROVING EXECUTION CAPACITY FOR URBAN UPGRADING PROGRAMMES IN THE METROPOLITAN AREA OF SAN SALVADOR**

**Project Code**      ELS/01/S01

**Total Cost**      US\$33,600

**Partners**      **Local Authorities:** Council of Mayors of the San Salvador Metropolitan Area (COAMSS); Planning Office for the San Salvador Metropolitan Area (OPAMSS)

**International Organizations:** The Cities Alliance; The World Bank; UN-HABITAT

**Background and Objective**      UN-HABITAT and the World Bank jointly submitted a proposal to the Cities Alliance to review current legal, regulatory and operational frameworks under which OPAMSS carries out its tasks, as well as to examine all sectoral programmes already formulated, so that a long-term strategic plan that matches urban poor needs with the forecasted availability of financial resources can be agreed upon. The project aims at raising awareness amongst relevant national bodies, municipalities, planners and decision-makers in general for the need to balance the decentralization process in El Salvador with some sort of inter-municipal association in San Salvador in order to highlight a “metropolitan” dimension that is cost-efficient. Additionally, the project intends to promote a stronger constituency for supporting pro-poor urban policies through advocacy capacity-building and information sharing.

**Activities**      The project carries out activities to raise awareness among public and private stakeholders on the benefits of decentralization. In certain cases, the quantity and variety of municipal governments require a more cost-efficient level for managing common issues, such as the metropolitan area in San Salvador. A crucial aspect of the implementation process is the preparation of background studies on the subject and facilitation of consultations among stakeholders.

**Results**

- A review was completed of all legal, regulatory and operational frameworks for OPAMSS and possible inter-municipal operations.
- Constraints and opportunities for further decentralization processes were assessed. A preliminary report was prepared and is being discussed with all urban actors within and outside governmental spheres.

- Through a parallel Cities Alliance funding to the World Bank, a study on sectoral investment programmes was carried out and presented to key urban actors and decision-makers. It is expected that this exercise shall highlight the advantages of inter-municipal partnerships to carry out urban development processes, such as in the San Salvador Metropolitan Area, as well as the need to improve the legal, regulatory and operational frameworks to better balance the distribution of attributions and resources between national and sub-national spheres of government, aimed at a more cost-effective operation for the delivery of housing, basic services and other facilities.

# PANAMA

*Population (in thousands)*

*Urban: 1,639*

*Rural: 1,260*

*Annual Urban Growth Rate: 2.0%*

<b>Project Title</b>	<b>NATIONAL INDICATORS FOR HOUSING, URBAN DEVELOPMENT AND URBAN ENVIRONMENTAL MANAGEMENT</b>
<b>Project Code</b>	PAN/00/006
<b>Total Cost</b>	US\$73,060 (SPPD)
<b>Partners</b>	<b>Government:</b> Government of Panama (Ministry of Housing – MIVI) <b>International Organizations:</b> UNDP; UN-HABITAT
<b>Background and Objectives</b>	The Government of Panama, through the local office of UNDP, contacted UN-HABITAT to assist in the setting up of a series of indicators to help local authorities in the monitoring of the housing, urban development and urban environmental management sectors. The project was fully implemented and is now being evaluated as a final step.
<b>Activities</b>	Studies and consultations among stakeholders were carried out to identify and define the sectoral processes that require monitoring and indicators to be designed for this purpose. Emphasis was placed on establishing a system that is sustainable and of proven usefulness. The Ministry of Housing (MIVI) is now considering the partnership with other governmental bodies at both national and provincial levels (including some selected municipalities), to better carry out the introduction of agreed indicators.
<b>Results</b>	<ul style="list-style-type: none"><li>• A housing, urban development and urban environment indicators framework system was set in place, with clear designation of the instances responsible for its updating and completion.</li><li>• MIVI is discussing with UNDP and UN-HABITAT a follow up process to design and disseminate the defined indicators, as well as a second set of indicators to specifically monitor governmental programmes at all levels.</li></ul>

# PARAGUAY

*Population (in thousands)*

*Urban: 3,194*

*Rural: 2,443*

*Annual Urban Growth Rate: 3.6%*

<b>Project Title</b>	<b>SUPPORT TO THE STRENGTHENING OF LOCAL GOVERNMENTS IN PARAGUAY</b>
<b>Project Code</b>	PAR/00/018
<b>Total Cost</b>	US\$40,000 (SPPD)
<b>Partners</b>	<p><b>Government:</b> Government of Paraguay (Technical Secretariat of the Presidency – STP)</p> <p><b>Local Authorities:</b> Municipality of Asuncion; Paraguayan Organization for Inter-municipal Cooperation - OPACI</p> <p><b>International Organizations:</b> UNDP; UN-HABITAT</p>
<b>Background and Objective</b>	<p>The project is formulated as a broad-based platform to contribute to UNDP Country Programme and STP initiatives to strengthen local governments. Key mechanisms used for this purpose include the use of royalties generated by the production of energy from two hydroelectric dams, the potential resources coming from local property tax collection, and the formulation of provincial and regional investment plans.</p>
<b>Activities</b>	<p>The project established mechanisms to promote and build a sustainable partnership between national government entities, provincial governments and municipalities to formulate and implement common, territorially-based initiatives. Project proposals and sectoral reports on planning and technical issues were produced for submission to central government authorities and funding institutions.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• Project profiles for national and local governments, as well as UNDP were completed and agreed upon.</li><li>• A process of capacity-building for newly elected Mayors and Councillors covering all 224 Municipalities was conducted in 2002.</li><li>• Technical inputs were provided to the processing of municipal databases in partnership with GTZ and USAID.</li><li>• Direct technical assistance was provided to the Municipality of Asuncion regarding cadastre management and the formulation of its municipal strategic plan.</li><li>• The Municipality of Asuncion is negotiating with the Inter-American Development Bank a loan to finance the urban environmental management of the Paraguay river banks that cross the metropolitan area of Asuncion. It is expected that UN-HABITAT will provide technical support to this initiative in conjunction with its Sustainable Cities Project.</li></ul>

# EUROPE







# PROJECTS IN EUROPE

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# PROVINCE OF KOSOVO

*Population (in thousands)*

*Urban: 1,125*

*Rural: 1,375*

*Annual Urban Growth Rate: 10%*

<b>Project Title</b>	<b>HOUSING AND PROPERTY DIRECTORATE AND CLAIMS COMMISSION (HPD/HPCC)</b>
<b>Project Codes</b>	XB/KOS/00/X01, 4, 6, 8; XB/KOS/01/X01, 2, 4, 5, 6; XB/KOS/02/X02
<b>Total Cost</b>	US\$10,830,000 (to date)
<b>Partners</b>	<b>International Organizations:</b> United Nations Interim Administration Mission in Kosovo UNMIK (as a reserved function under the authority of the SRSG); UN-HABITAT
<b>Background and Objective</b>	With a mandate secured through UNSC 1244, UN-HABITAT was charged by UNMIK with developing and implementing institutional capacity to restore lost residential property rights for all Kosovars who lost them, through discrimination, informal trades, and usurpation, during the period March 1989 to the present.
<b>Activities</b>	Devising legal frameworks, institutional structure, equipping and recruiting/training over 250 staff, and testing operational methodologies to undertake: claims intake throughout Kosovo, Serbia, Montenegro, FYROM; claims processing through legal (and international human rights based) evaluation and conclusion; mass processing through HPCC; implementation of decisions made by the commission (notification, eviction, removals, hand-over). It also involved research and policy advice to international community and local structures regarding property rights in general; administration of vacant and abandoned housing, and training of local authorities to assume this responsibility, and assessment and placement of families in humanitarian need of shelter.
<b>Results</b>	<ul style="list-style-type: none"><li>• The development of legal framework for addressing claims for property lost through discrimination, through informal trading, and by usurpation (illegal occupation) during the period March 1989 to December 1 2002.</li><li>• Testing of mechanisms and procedures, and development of standards and methodologies for processing and return of properties to rightful owners.</li><li>• Training, equipping and deployment of over 250 international and local staff in 11 regional and sub-offices in Kosovo, Serbia (proper), and Montenegro.</li><li>• More than 20,000 claims were secured; 600 decisions made; 150 properties returned; 1350 units under administration; 450 families placed in humanitarian (temporary) accommodation.</li></ul>

# PROVINCE OF KOSOVO

<b>Project Title</b>	<b>KOSOVO CADASTRAL SUPPORT PROGRAMME (KCSP)</b>
<b>Project Code</b>	XB/KOS/00/X03,05,07
<b>Total Cost</b>	US\$1,970,000 (bi-lateral components only)
<b>Partners</b>	<b>Governments:</b> Department/Ministry of Public Services/Governments of Sweden, Norway, Switzerland <b>Local Authorities:</b> All 30 Municipalities <b>International Organizations:</b> UNMIK; UN-HABITAT
<b>Background and Objective</b>	<p>During the closing weeks of the NATO led expulsion of Yugoslav authorities in Kosovo, as much as 60% of the land ownership (cadastral) information was removed. The entire management of the cadastre, fled Kosovo leaving a vacuum of skill, data, and capacity to manage. UN-HABITAT was approached by UNMIK to address these issues on behalf of the Mission. The primary objectives are: initiation of and capacity building for the Kosovo Cadastral Agency (KCA) and the 30 Municipal Cadastral Offices (MCOs); development of homogenous reference network and orthophotos for the whole of Kosovo; fully reconstructed cadastre information in digital form; development of future Cadastre and Land Information system; and, legal framework regarding cadastre and real property. It will also include delivering a functional and sustainable Land and Property management body within the Kosovo local government which will guarantee ownership and security of tenure, support property taxation and solve and reduce land disputes. It was also to improve urban planning and infrastructure development, support environmental management and protection and produce statistical data for economic and governmental needs.</p>
<b>Activities</b>	<p>These included aerial photography and production of orthophotos covering all Kosovo (undertaken by Swiss Government in cooperation with KCSP/KCA), training of local trainers/ KCA staff and municipal cadastral office staff, developing modern management and administrative systems for institutional operation of KCA and restoration of Cadastral Records. Other activities included the development of a functional database for both land and real property records, setting up of geo-referencing network for surveying and mapping throughout Kosovo, provision of equipment and technical capacity building for KCA operations, facilitating regional and global networking to ensure sustainable (and ongoing) support to the KCA, and development of economic strategy for self financing of the KCA.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• The KCSP is 65% complete. It has developed the mandate and scope of responsibilities of the Kosovo Cadastre Agency (KCA).</li><li>• Designed, tested and implemented the legal framework within which the KCA operates.</li><li>• Recruited and trained 50 local staff in all departments and administration of the KCA.</li><li>• Trained staff in municipal cadastral offices.</li><li>• Completed the aerial survey of all geographic regions of Kosovo.</li></ul>

- Established new GPS reference network throughout Kosovo.
- Vectorised 50% of the cadastral units.
- Developed the (new) database for land ownership records and digitized all of the existing analog plans for Kosovo.
- Work has begun on the development of real property registry and established global and regional networks within which KCA now functions.

# PROVINCE OF KOSOVO

**Project Title**      **MUNICIPAL SUPPORT PROGRAMME**

**Project Code**      XB/KOS/00/X02

**Total Cost**      US\$1,570,000

**Partners**      **Government:** Department of Local Administration  
**International Organizations:** UNMIK; UN-HABITAT

**Background and Objective**      The project is designed to provide capacity building for municipal assembly members, CEO's, and staff who, as a consequence of the Federal Republic of Yugoslavia's (FRY's) policy since 1989, have not participated in the management and operations of Kosovo municipalities, through the development of tools for the streamlining of municipal structures, budgeting and accounting, human resource management, management monitoring system, building regulations and their enforcement, urban planning and land use, the relationship between municipalities and public utilities, and strategic management.

**Activities**      Activities involved the deployment of municipal experts from selected Dutch municipalities; investigation and consultation on priority areas for intervention; and the development of context specific training methodologies and standards for Kosovo municipalities.

**Results**

- Representatives of municipal staff and elected officials trained on the Front Desk concept and implementation, and Training Manual on Recruitment and Staffing Policy and Guidelines on Personnel Management were prepared.
- The Directors of Departments, CEOs and other executive staff members were trained on Recruitment and Staffing Policies and Procedures with focus on fair treatment of job applicants and recruitment based on professional skills and equal opportunity principles.
- A proposal on new municipal budgetary classification and chart of accounts was prepared based on a case study in two municipalities, and following this proposal a new project was drawn to develop a financial model for Kosovo municipalities and to train municipalities in its use.
- A technical report for a Municipal Financial Model was developed and technical advisory support to municipalities on issues related to illegal constructions was given.
- Contribution to the drafting of a Kosovo-wide municipal building regulation, and urban planners from 8 municipalities, professors and students of the Department of Pristina University, senior officials of the DLA and Department of Reconstruction trained in the community-based urban action planning concept.
- Training Manual on the Role of Municipal Assembly Members as Institution Builders was developed, as well as a Training Manual on Municipal Strategic Planning.
- Members of Municipal Assemblies were trained in various aspects of service provision including management issues, legal aspects of organizational options, financial management in the aspect of fees and charges and contracting.

- Model statutes for Water Supply Companies, Sewer and Garbage Collecting Companies were made available to the municipalities.
- Training was targeted to Chief Executive Officers, Directors of Departments, Municipal Assembly Members, Urban Planners, Architects, staff and municipal officers in charge of public utilities.
- Altogether more than 450 civil servants and assembly members were trained in 2001.

## PROVINCE OF KOSOVO

<b>Project Title</b>	<b>URBAN PLANNING AND MANAGEMENT PROGRAMME</b>
<b>Project Code</b>	XB/KOS/02/X01
<b>Total Cost</b>	US\$2,556,000
<b>Partners</b>	<b>Government:</b> Ministry of Environment and Spatial Planning <b>Local Authorities:</b> 30 Municipalities in Kosovo <b>Training Institutions:</b> Pristina University <b>International Organizations:</b> UNMIK/Provisional Institutions of Self Government (PISG); UN-HABITAT

**Background and Objective** The project is designed on the basis of findings from Phase 1 of the Municipal Support Programme. Furthermore, with the formation of a new government in February 2002, the UPMP will provide capacity building within the new Ministry of Environment and Spatial Planning for municipal assembly members, CEOs, and staff who, as a consequence of FRY policy since 1989, have not participated in the management and operations of Kosovo municipalities, through:

**Capacity Building:** The Programme will provide training, technical, policy and legal inputs to facilitate the transition to a new innovative urban planning framework that is inclusive and eventually will begin to level within European standards. The capacity and institution building programme is available to all municipalities. Through the Programme's Urban Upgrading Fund, co-funding of selected demonstration projects will take place in a number of Kosovo cities and towns to be selected.

**Kosovarization:** As part of the on-going public sector Kosovarization process, the Programme, through consultative processes, will facilitate the definition of a new inclusive planning approach focusing on a new role of the public sector as a facilitator of participatory urban planning and management. As the public sector does not have all the means and resources for urbanization, the private and community sectors must be involved in defining priority problems and realistic and affordable implementation mechanisms. Public-private-community partnership is an example of such a mechanism.

**Planning Reform (Policy and legislative proposals):** A combination of city and community consultations will form the foundation for proposing to the authorities alternatives for a planning reform where policy and legal frameworks will consider how to facilitate people's civil right to participate and how to instill an action oriented management approach to planning. Strategies will be focused on upgrading the existing urban structures as well as delivering tools and instruments for the planning of future urban structures.

**Activities** Operational work commenced in January 2002, with the initiation of the training workshops, the drafting of a policy paper for inclusive planning and preparation of proposals for an updated legislation on urban planning. The 16-member team of Kosovar and international professionals provide training and technical services directly in the municipalities as in-service training and assistance. Work takes place in close cooperation with the Department of Local Administration and the Department of Spatial Planning.



## Results

- Preparation of a compendium of applicable laws for spatial planning and distribution to all municipalities was made (this will be updated and consolidated as part of the longer term objectives).
- Completion of recruitment and training of trainers for implementation of training programme.
- Preparation and scheduling of all workshops for 90 municipal planners from all municipalities; an inaugural workshop was also held.
- 60% of training workshops for municipal planners and CEOs was undertaken.
- The conclusion of the first ever public consultation on a new spatial planning law, and integration of public inputs into legal framework for spatial planning was made.

## SERBIA & MONTENEGRO

**Project Title**      **SETTLEMENT AND INTEGRATION OF REFUGEES IN SERBIA**

**Project Code**      XB/YUG/02/X01

**Total Cost**      Euro 15,000,000 (Euro 300,000 for the preparatory-phase)

**Partners**      **Governments:** Government of Italy; Serbia: Ministry of Urban Planning and Construction  
**International Organizations:** UN-HABITAT

**Background and Objective**      The Programme objective is to ensure the longer-term settlement and integration of the refugee population in Serbia through: (a) direct capital investment to improve their living conditions with sustainable housing solutions and facilitate their social and economic integration; (b) development of local capacities and innovative instruments to cope with the refugee integration issue within the broader framework of local development; and (c) development of the Republic's capacities to ensure coordinated development of related policies and replication at a national level. The Programme is also entrusted to develop proposals for policies, as well as institutional and implementation mechanisms to reactivate the social housing sector. All feasibility studies for detailed activities to be implemented in 2003 and 2004 were prepared during a six-month preparatory phase with a budget of Euro 300,000. The Programme is supervised by Ministry of Urban Planning and Construction. Other key partners are the Commissariat for Refugees, Ministry for Social Affairs and Municipalities. The majority of the housing projects will take place in the six Municipalities that will receive the support of the Municipal component of the Programme. The concentration of housing projects in a limited number of Municipalities aims at developing sustainable capacities to cope with the social housing and refugee issue. The Programme will then be able to play the role of focal support to assist the Municipalities in developing integrated approaches. It is expected that other Municipalities will similarly benefit from the support of different international institutions that have shown some interest in this sector.

**Activities**      Activities are organized along three components. The housing component with: provision of a minimum of 670 sustainable housing solutions for low-income and vulnerable groups; establishment of different sustainable cost-recovery schemes, including transparent subsidy mechanisms, for different categories of beneficiaries; and support to existing municipal instruments (solidarity fund, housing office, and technical department) to develop technical projects and improve management of housing schemes. The municipal component deals with the Development of new approaches and instruments for participatory local development planning with mobilization of key local actors, including the private sector; and the formulation of City Development Strategies (CDS) in 6 cities among the largest ones that are targeted for refugee housing projects. CDSs include strategic action plans in key priority areas, including integration of refugee, social housing, economic development and labour market, and social services. It also deals with the development of information systems in 6 municipalities, including land use systems (cadastres), to monitor urban development, CDS and key development policy impacts and support dynamic management of locally based fiscal resources. The socio-economic integration component deals with the provision of systematic support to low-income and

vulnerable groups to (a) facilitate integration of active population in local labour markets with appropriate training schemes, (b) develop youth activities to prevent criminality and (c) develop appropriate social schemes for isolated elders. It also deals with support to existing local instruments and remodelling of local institutional frameworks to support labour market and social services development; and the development of Republic's capacities to ensure coordinated development of related policies and replication at a national level. Specific activities of the preparatory phase include: selection of locations for activities, beneficiaries and partners; preparation of financial, technical and institutional arrangements; establishment of steering committees at Republic level and in the 6 selected municipalities; preparation of detailed work-plans for 2002 and 2003 implementation phase and preparation of construction projects and other activities for 2003.

## Results

- Memorandum of Understanding signed with the Italian Government for Euro 15,000,000 and recruitment procedures for the Chief Technical Adviser and the National Director are finalized.
- Beneficiary municipalities were selected and pilot projects for 100 housing units in 4 municipalities identified.



# GLOSSARY OF UNITED NATIONS BODIES

1. **ILO: International Labour Organization**
2. **UN-HABITAT: United Nations Human Settelements Programme**
3. **UNCDF: United Nations Capital Development Fund**
4. **UNDESA: United Nations Department of Economic and Social Affairs**
5. **UNDP: United Nations Development Programme**
6. **UNEP: United Nations Environment Programme**
7. **UNESCO: United Nations Educational, Scientific and Cultural Organization**
8. **UNHSF: United Nations Human Security Fund**
9. **UNMIK: United Nations Interim Adminstration Mission in Kosovo**
10. **UNOHCI: United Nations Office for Humanitarian Co-ordination in Iraq**
11. **UN-OIP: United Nations Office of the Iraq Programme**
12. **UNTAET: United Nations Transitional Administration in East Timor**
13. **UNV: United Nations Volunteers**

