

TIME
TO THINK
URBAN

53

UN-HABITAT MODEL PROJECTS | 2013/14



53 UN-Habitat Model Projects - 2013/2014

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TIME TO THINK URBAN

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The City of the 21st Century values urbanization and agglomeration economies, and prioritizes integrated public transport systems, walkability, green areas and efficient use of energy. This city is generally more compact and is characterized by multifunctional use of space, where zoning is kept to the minimum.

Joan Clos, United Nations Under-Secretary-General and Executive Director of UN-Habitat © Julius Mwelu/UN-Habitat.

INTRODUCTION

Good cities do not come about by accident. The prerequisites for a good city are broad community consensus, longstanding political determination and sound urban planning which, over the course of time, engender urban environments that can provide well-being and security to their inhabitants, guarantee the supply of water, energy and food, and promote a compact and diverse urban structure in which innovation, trade and economic prosperity are encouraged and which definitively protects that urban communal space in which individual rights and opportunities are most respected. Results like these have never been achieved through spontaneous urbanization, nor by the adoption of wrong-sighted decisions.

For more than twenty years, UN-Habitat has been leading projects in urban settlements throughout the world. Our best practices have borne fruit in this catalogue of experiences which should serve as a model of urban planning and reconstruction and as a measure of the potential of cities in the decades to come. The well-made city is so difficult to achieve and so difficult to maintain that it is well worth paying close attention to these successful experiments.

The new city that UN-Habitat promotes revives, through the idea of **compactness**, the notion of “human scale”.



THE CITY OF THE 21st CENTURY



Rapid urbanization in the twenty-first century has posed huge challenges in all areas of the planet. Paradoxically, the most complex challenges are to be found in the developed world. The model of urban growth in the second half of the last century has led to a lower density in cities and a significant

increase in the formation of suburbs, with a wide range of unexpected effects. The most relevant of these could be the increased cost of living in the urban environment, which in turn generates social tensions, urban fragmentation and unrest and in certain developed countries leads to social problems in some neighbourhoods or urban areas. Demographic stagnation in the developed countries is leading to an ageing urban population, all the more evident in countries that resist immigration. There is an abundance of examples reflecting the growing difficulties impeding urban spaces from exercising their role in integrating social diversity.

Continuous increases in the cost of energy eats away at the disposable income of

“The new and reinvigorated UN-Habitat has the power to make this paradigm shift. It has the specialized knowledge, the ability to innovate and the capacity to implement programmes and projects with creative solutions.”

citizens, who are often forced to travel long distances using public and private transport. Globalization and the relocation of industries are indicators of future upheavals such as an increase in youth unemployment. In some cities this is reflected in a disturbing loss of productivity. The multiplier effect of agglomeration economies, the product of a compact urban structure which Paul Krugman links intimately to the reduction of transport costs, can, according to Brendan O’Flaherty “be lost with too much deconcentration, racial animosity, poor public health, or stupid policies”.¹

The principal strategies for combating the challenges faced today by first world cities are centred on the innovative development of alternative sectors to the manufacturing industry and bringing about a positive redensification of urban space. As Jane Jacobs has said, “bureaucratized, simplified cities ... run counter to the processes of city growth and economic development. Conformity and monotony, even when they are embellished with a froth of novelty, are not attributes of developing and economically vigorous cities”.² They are rather attributes of cities

in stagnation, she concludes. It is essential to exercise tight control over the growth of suburbs and push to raise the quality of urban life. Life in cities should be an attractive option for society, efficient in environment terms and economically prosperous. According to Brugmans and Petersen, the future of humanity is therefore inextricably bound to the future of the city, entailing a relationship between the level of the city, its environmental soundness and the residential, working and living conditions of its inhabitants. Cities, and in particular large urban expanses, create a sense of well-being, encourage innovation and creativity, and manage to do so in a relatively sustainable manner.³

In the developing world the overriding tendencies are for a rapid, often dizzying rate of growth in the urban population. Many cities grow spontaneously, without planning, and with a clear lack of capacity for the development of basic services and inadequate safeguards for public spaces, with significant impacts on traffic and connectivity. In short, there is an emerging pattern of urbanization based on low productivity, in which the informal economy and underemployment flourish, when the average age of the population is only twenty.

Every year millions of people, in a population movement that is unprecedented in the history of humankind, continue to migrate from the countryside to the city, because prosperity is to be found in urban settings: “the best predictor of income in the world today is not *what* or *whom* you know, but *where* you

work”.⁴ One third of the urban population of the world today, however, lives in slums, the majority of them in the megacities of the developing countries. Edward L. Glaeser points out that “cities are full of poor people because cities attract poor people, not because cities make people poor”.⁵ Slums are the biggest challenge of urbanization in the developing world of the twenty-first century: “population growth will be only in cities and towns, and poverty will be growing at least as fast as these cities grow. Soon, the bulk of the most vulnerable population in the world will be found in these precarious settlements. Slums in the world are the face of urban poverty in the new Millennium”.⁶

The efforts of UN-Habitat have been focused on building a brighter future for developing cities, which are most in need of support in guiding the process of urbanization. To this end we launched our catalogue of projects centred on three fundamental generators of wealth and employment: planning and urban design, urban law and urban economy.

We have likewise expanded our catalogue to include experiences in basic services, housing and urban reconstruction. The methodology used by UN-Habitat eschews existing models and theoretical concepts and focuses instead on the direct participation of the communities affected. Over a period

1 O’Flaherty, B. (2005). *City economics*. Cambridge: Harvard University Press.

2 Jacobs, J. (1969). *The Economy of Cities*.

3 Brugmans, G., and Petersen, J. W. (eds.). (2012). *Making City*. Rotterdam: IABR.

4 World Bank. (2009). *World Development Report 2009: Reshaping Economic Geography*. Washington, DC: World Bank.

5 Peirce, N. R., Johnson, C. W., Peters, F., and Rockefeller Foundation. (2008). *Century of the City: No Time to Lose*. New York: Rockefeller Foundation.

6 United Nations Human Settlements Programme (UN-Habitat). (2003). *Slums of the World: the Face of Urban Poverty in the New Millennium?* Nairobi: UN-Habitat.

of three decades, where institutions have shown themselves incapable of meeting the challenges, community management, guided and assisted, has emerged as the mechanism best suited to initiate reconstruction following armed conflicts or natural disasters, and also in the implementation of affordable housing projects and the provision of basic primary services: water and sanitation, drainage, the swift system, etc. Experiences in the most adverse environments, such as Afghanistan, Bangladesh and Sri Lanka, attest to the viability of the methodology of UN-Habitat.

Lastly, we must not forget that the urbanization process also has an essentially political component. Often it is not financial constraints that impede the needed transformation of a city, but the impossibility of finding agreement among the various stakeholders. It is in this context that the totality of the projects related to legislation, governance and soil treatment plays a key role. What counts here is helping to build

community institutions and mechanisms capable of circumventing the disagreements, misunderstandings and local conflicts that get in the way of the kind of urbanization that generates prosperity. No urban transformation is possible without consensus.

Over the next thirty years, the urban population of the world will increase by at least 2.5 billion people. Enormous financial flows will have to be mobilized for investment in construction, energy, public transport and other aspects of the urbanization process. Investment in

cities during this period will exceed the total sum of all expenditure on urbanization over the entire history of humankind. The policy decisions which will guide this enormous economic effort must take account of all the successful experiences in urban transformation in recent years. The objective is clear: to shape good cities, those in which the inhabitants live together in density and diversity, where the economies of agglomeration are able to generate prosperity and where the public spaces which guarantee equality and justice are respected and inspire respect.

Joan Clos



**United Nations Under-Secretary-General
and Executive Director of UN-Habitat**

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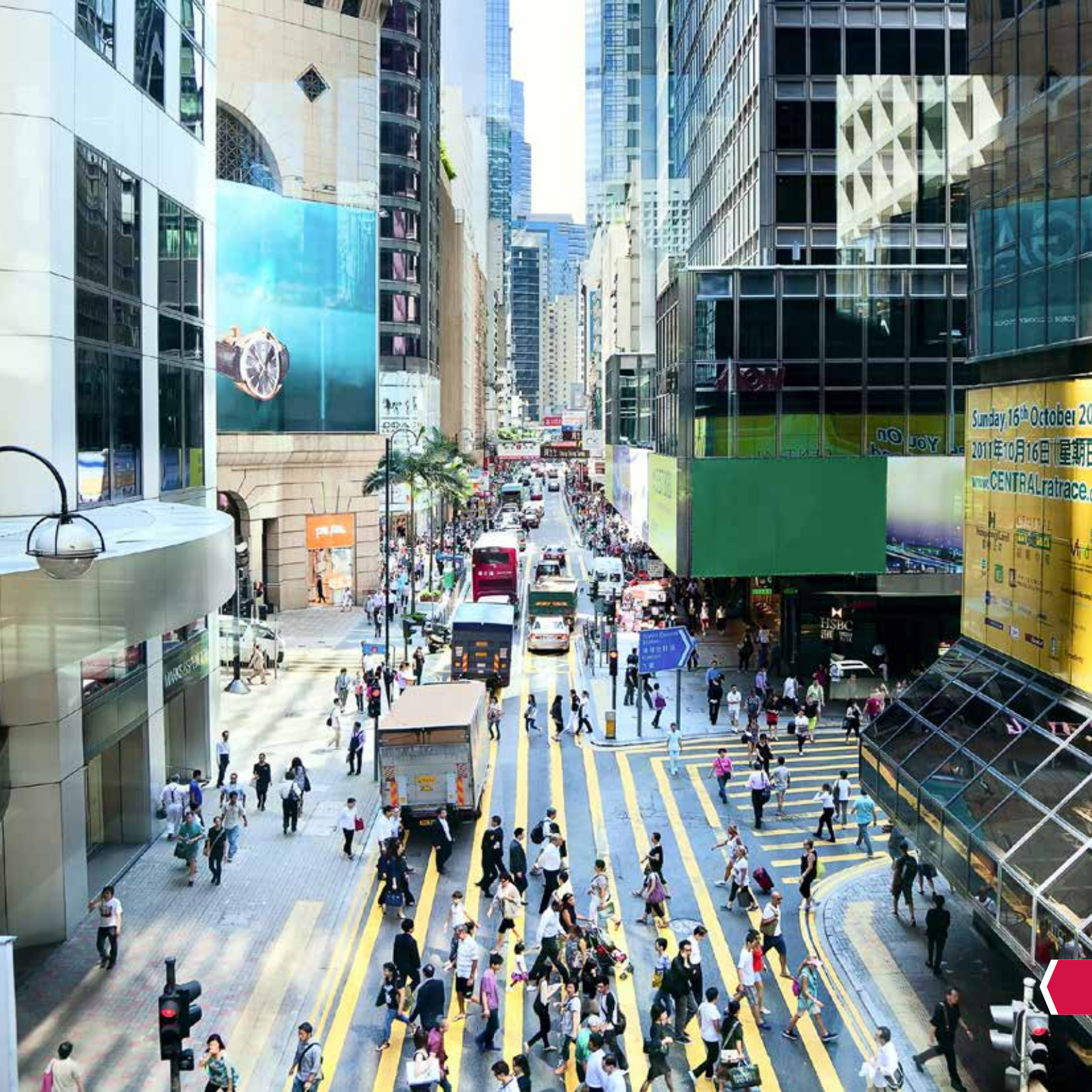
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Abbreviations and Acronyms

ACP	African, Caribbean and Pacific Group of States
BRICS	Brazil, Russia, India and China and South Africa
DANE	Departemento Administrativo Nacional de Estadística (Colombia)
Dunea	A Netherlands water company
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (Germany)
GLTN	Global Land Tool Network
KfW	KfW Bankengruppe (the German state-owned development bank)
MONUC	United Nations Organization Mission in the Democratic Republic of Congo
MWAUWASA	Mwanza Urban Water and Sewerage Authority
OECD	Organization for Economic Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UPP	Unidad de Policía Pacificadora (Brazil)
USD	United States Dollar
WOP	Water Operators' Partnerships





1

URBAN PLANNING AND DESIGN

Planning institutions vary considerable from one country to another because of different **legal systems**, land property laws and **decentralization models**, all of which are significant in determining the role of planning and its regulatory powers in formal government processes.



1.1

NATIONAL URBAN POLICY

“Brazil, China and South Africa are examples where clear national urban policies have been vital in orientating action to tackle inequality and to energize the development process.”

Urbanization in most developing countries is bringing about enormous changes in the spatial distribution of people, resource, as well as the use and consumption of land. Although such a process is strongly linked to social and economic development, many countries lack the supporting policies and frameworks that can leverage the process for increased development gains and guide it towards sustainable patterns. While urbanization creates huge wealth and opportunities, enables better use of assets and creates new ones, in many countries, particularly in the developing world, these aspects are not harnessed for development. In fact, in the developing world, urbanization challenges often seem to outpace the development gains.

In order to harness urbanization, mitigate its negative externalities and promote an “urban paradigm shift”, there is need for a coordinated approach and clear policy directions. This is lacking in many countries, where several government departments are in charge of dealing with different aspects

of the urbanization challenge. Moreover, urbanization is not considered a national development opportunity. In general, the overall understanding of cities in national development is very limited, and so is the appreciation of the structural transformations represented by the dynamics of growth in urban centres.

The development of a National Urban Policy is the key step for reasserting urban space and territoriality. It is also vital in providing the needed direction and course of action to support urban development. The Policy provides an overarching coordinating framework to deal with the most pressing issues related to rapid urban development, including slum prevention and regularization, access to land, basic services and infrastructure, urban legislation, delegation of authority to sub-national and local governments, financial flows, urban planning regulations, urban mobility and urban energy requirements as well as job creation.



Women demonstrating in Egypt.
©Ben Hubbard/IRIN

Approved at the highest level, a National Urban Policy should provide the general framework to orient public interventions in urban areas and be a reference for sectoral ministries and service providers. It should also be the key reference for legislative institutional reform. The Policy is also a good instrument for public and political awareness of the gains to be obtained from sustainable urban development, as well as an opportunity to promote consultation with urban stakeholders.

Brazil, China and South Africa are examples where clear national urban policies have been vital in orientating action to tackle inequality and to energize the development process.

UN-Habitat has supported several urban policy development processes including those of Burundi, Malawi, Mongolia and Sri Lanka (National Urban Sector Policy Framework).

UN-Habitat's contribution to this model project will include country assessment; advice on setting up of national processes and stakeholder participation; documentation of good practices to support national processes; analysis of urban planning policies and instruments; facilitation of local-national dialogue on reforms; dissemination and capacity development on the urban policy across the full range of actors.

The results expected with the development of a National Urban Policy are

- (a) the identification of urban development priorities towards socially and economically equitable and environmentally friendly urban and national development;
- (b) guidance on the future development of the national urban system and its spatial configuration concretized through national and regional spatial plans for territorial development;
- (c) better coordination and guidance of actions by national actors, as well as lower levels of government in all sectors;
- (d) increased and more coordinated private and public investments in urban development and consequent improvement of cities' productivity, inclusiveness and environmental conditions.

Countries targeted for this project are those interested in harnessing the urban transition. Rapidly urbanizing countries and those with increasing inequalities will benefit most.

DEVELOPMENT OF A NATIONAL URBAN POLICY

RESULTS

- 1 Identification of urban development priorities
- 2 Guidance on the future development
- 3 Better coordination and guidance of actions
- 4 Increased and more coordinated investments



LEBANON, Establishing the Basis of a National Urban Policy

Lebanon is small country with 4,223,553 inhabitants, 87 per cent of whom live in urban areas. The country's most important agglomerations are around the cities of Beirut (the capital) and Tripoli. Economic growth in the country is driven by a great dynamic in cities. The urban development process is also facing challenges in providing equitable economic opportunities and access to social services for all, and creating a lasting healthy urban environment.

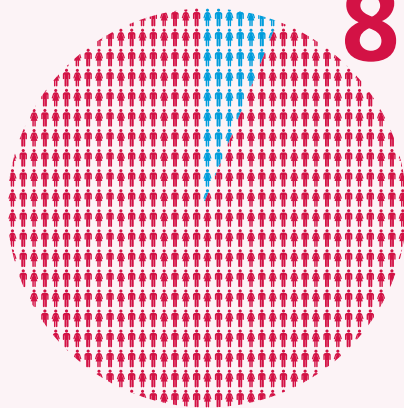
POPULATION OF LEBANON

TOTAL

4,223,553

13%

87%



Rural



Urban

Previously, a laissez-faire approach had prevailed in the urban domain. Now, steps have been taken to correct that situation. The Physical Master Plan for Lebanon was prepared in 2005 as an attempt to guide land use management. A National Social Development Strategy was drafted in 2007, aiming to improve the social welfare of the Lebanese by providing better social safety nets and promoting homeownership among low-income families.

UN-Habitat has supported the Directorate of Municipalities and the Directorate General of Urban Planning to handle the issues of local governance and local planning and developed a comprehensive toolkit to guide the formulation of Local Strategic Plans.

A National Urban Policy is to build on existing developments by improving the quality of urban life (increasing urban efficiency in urban services provision, reducing urban inequalities and providing guidelines to multisectoral policies); fostering urban and regional systems (building guidelines spatial agglomeration patterns, strengthening access to markets, connectivity between cities and towns); territorial planning and management framework (developing the framework for participatory planning at the national and local levels); and financing territorial and urban development (promoting strategic territorial investments and improving land and housing markets)

Key activities to support national urban development in Lebanon include developing regional plans and regulatory instruments; sensitization and capacity development; and South-South technical cooperation and peer review.



1.2

REVIEW OF NATIONAL FRAMEWORKS FOR URBAN AND REGIONAL PLANNING

” *The review of National Frameworks for Urban and Regional Planning could be comprehensive or, better still, focus on selected issues such as climate change adaptation/mitigation; urban safety/social cohesion; or local economic development.*

Many cities have been experimenting with new planning instruments and approaches, trying to tackle old and new challenges related to exclusion, poverty and rapid urbanization. However, even in the most successful local experiences, these modern planning instruments and approaches have often not been institutionalized and replicated.

One of the key hindrances to the institutionalization of innovative approaches in urban planning is the lack of adequate planning frameworks and legislation at national or sub-national level. In particular, the mismatch between local level needs and national urban planning frameworks is increasingly recognized in many countries.

Planning institutions vary considerable from one country to another because of

different legal systems, land property laws and decentralization models, all of which are significant in determining the role of planning and its regulatory powers in formal government processes. However, three key weaknesses of the planning framework are generally identified. They are

- (a) reluctance or inertia in taking into account emerging issues and local needs;
- (b) lack of clarity of roles and in institutional arrangements regarding planning and its link with other legislation and provisions affecting it (including sectoral legislation); and
- (c) weak capacities for implementation and enforcement.



In some countries, urban planning polices and institutions have undergone some reform, usually in relation to major shifts in land management principles or increased role of local governments. Similarly, cities and communities have been actively experimenting with new ways to discuss and plan their urban future. However, policy dialogue at national level and its ability to reflect on the frameworks that support urban planning remains fundamental in enabling planning innovations to be institutionalized and replicated on a broader scale.

” *Policy dialogue at national level and its ability to reflect on the frameworks that support urban planning remains fundamental in enabling planning innovations to be institutionalized and replicated on a broader scale.*

This model project's objective is to improve the national frameworks for urban and regional planning and thus support more effective planning practices based on principles of sustainable urbanization.

The review of National Frameworks for Urban and Regional Planning could be comprehensive or, better still, focus on selected issues such as climate change adaptation/mitigation; urban safety/social cohesion; or local economic development. It will encompass reviews of policies, legislation and institutional capacity.



Cities Dialogue at the third session of the World Urban Forum. Vancouver, Canada.
© Globe Foundation

Services related to this model project include identification of key emerging issues to be integrated in the planning policies, legislation and instruments; advice on setting up of national processes and stakeholder participation; documentation of good practices made available to national processes; analysis of urban planning policies, legislation and instruments; and facilitation of dialogue between central and local governments on planning reforms. Countrywide capacity development to implement the new legislation would be integrated into the project.

This project would provide technical assistance to a government-led legislative reform process and would build on existing institutional structures. The review of these frameworks will be implemented with national associations of professionals. Partners from civil society and

from academia also have an important stake in legislative review and reform. As far as urban planning legislation is concerned, associations of local governments also have an important role in discussions on urban planning and urban development related laws.

The review of national frameworks for urban and regional planning will result in

- (a) timely integration of emerging issues in urban and regional planning frameworks; and
- (b) updated roles of different spheres of government, civil society and the private sector to ensure effective urban and regional planning.



KOSOVO, Review of National Frameworks for Urban and Regional Planning

UN-Habitat has been engaged in Kosovo (within its context of United Nations Security Council Resolution 1244 of 1999) since the end of the conflict in 1999. The agency has worked closely with the Ministry of Environment and Spatial Planning for the development of the new planning law for Kosovo and in supporting the establishment of the central level Institute for Spatial Planning, as well as on general capacity-building of planning actors - from planners to communities and local leaders.

2003

The year in which the law on Spatial Planning, drafted by the Ministry with the support of UN-Habitat, came into force to promote the common interest of Kosovars.

In 2003, the Law on Spatial Planning came into force. The Ministry, with the support of UN-Habitat, drafted the law to promote the common interest of Kosovars. This required protecting natural resources and advocating sustainable development; engaging an inclusive and participatory process in formulating development strategies and physical plans; promoting full transparency in the planning and decision-making processes; promoting equitable economic opportunities for all Kosovars; furthering improved quality of life and well balanced settlement pattern; as well as promoting harmonization with ongoing European spatial development principles and plans. The law foresees two levels of planning: central, covering the entire territory of Kosovo (Kosovo Spatial Plans) and spatial plans for special areas; and local, which comprise municipal and urban development plans in addition to urban regulatory schemes.

As part of the same initiative, UN-Habitat supported the Ministry in drafting the Kosovo Spatial Plan and those of all of Kosovo's municipalities. UN-Habitat helped to build their capacities for developing municipal and urban plans.

The overall aim was to consolidate the new planning approaches, policies and legislation by making them more inclusive and compatible with countries in other parts of Europe. UN-Habitat promoted principles of citizens' consultation and the development of a robust framework for conducting meaningful processes of engagement at city level, which was included in the legislation and operationalized.



1.3

URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT

CITY-REGION AND **METROPOLITAN** DEVELOPMENT STRATEGIES

” *City-region and metropolitan plans are suitable for infrastructure optimization, location of strategic facilities and to maximize gains related to regional development and competitiveness, which has key implications for urban mobility and the urban economy.*

City-regions and metropolitan areas, in fact ecoregions, defined on both natural and human features, are dynamic concentrations of activities. They hold enormous potential for social and economic interactions and the development of vibrant settlements and landscapes and they are already playing an important role as engines of national and regional development.

However, largely due to the absence of coordination and planning, population growth tends to result in large conurbations, as population spills from the core municipalities to occupy land in nearby urban centres, without accompanying services and amenities. As a result, pressure on land and natural resources increases and mobility constraints start to have a negative effect on the urban economy and overall efficiency of the city-region. Natural resources get depleted and sustainability is compromised. As,

increasingly, land is converted to urban uses without proper urban and regional planning the consequences will have far-reaching effects on land and energy use, climate change and the world's economy at large.

Urban and regional planning at the scale of the city-region is, therefore, crucial to balance economic and environmental aspirations. City-region and metropolitan plans are suitable for infrastructure optimization, location of strategic facilities and to maximize gains related to regional development and competitiveness, which has key implications for urban mobility and the urban economy. The patterns formed by groupings of large chunks of land and the corridors that connect them, that is “land-mosaic patterns”, are critical for preservation of nature and landscape and of natural corridors or valuable ecosystems, whereby nature



and biodiversity can thrive, natural disaster linked to floods or erosion can be prevented, and recreation opportunities can be created while allowing for population and economic growth. They also help to identify suitable areas for new, denser developments within and outside existing built-up areas. These supramunicipal spatial plans can also help to reduce the intensity in the use of energy and related greenhouse gas

emissions in urban development. In all cases, adequate institutional framework and good coordination for planning and decision-making at the supramunicipal level need attention. This approach moves away from sectoral interventions as well as partial solutions. Instead, it deals with the challenges and opportunities of the city-region or the metropolitan area as a whole.

UN-Habitat has worked at the city-region scale in the Greater Cairo area, the Lake Victoria region, the Mekong River Basin, Viet Nam, Palestine and South Sudan.

Hungarian red train at station.
© Ungor/Shutterstock



The objective of this model project is to increase efficiency in the use of resources in the urban agglomeration through the identification of urban and regional functions and patterns that contribute to sustainable development within the territory. It focuses on the spatial development of the city-region or the metropolitan space – that area (generally around 100 km across) within which interactions between one or more cities and the surrounding hinterlands are intense.

Services related to this project include assessment and benchmarking of the city-region or metropolitan area; documentation of city-regional planning experiences, capacity-building for planners, city managers, metropolitan authorities and leaders; evaluation and revision of urban metropolitan plans; and support for implementation through partnership building.

City-region and Metropolitan Development Strategies will result in

- (a) more efficient use of land and other natural resources within the city-region;
- (b) greener and lower carbon economic development in the region, with the creation of new jobs and activities;
- (c) better economies of agglomeration and more territorial competitiveness;
- (d) more compact settlements, more efficient and better integrated with natural features and benefiting fully from ecosystem services;
- (e) more effective investments in infrastructure and other facilities; and
- (f) reduced disaster risk for cities and other investments.



East Africa, City Development Strategies in the Lake Victoria Basin

UN-Habitat incrementally implemented the Lake Victoria City Development Strategies initiative in three phases between 2002 and 2010. The initiative, funded by the Swedish International Development Cooperation Agency, was implemented in eight municipalities across the Lake Victoria Basin of East Africa: Kisumu and Homa Bay in Kenya; Mwanza, Bukoba and Musoma in Tanzania; and Kampala, Jinja and Entebbe in Uganda.

MUNICIPALITIES BENEFITING FROM CITY DEVELOPMENT STRATEGIES INITIATIVE



The initiative mobilized city authorities and other stakeholders to prepare development strategies that uphold popular, private and public participation and decision-making in efforts to improve the living conditions and environment for urban dwellers. The initiative aimed to deal with the absence of effective planning and complement the master planning approach by introducing holistic, participatory planning in urban settlements on the shores of Lake Victoria.

The overall purpose was to enable city authorities to better attend to priority local environmental issues and better achieve sustainable urbanization by providing them and their partners with an improved environmental planning and management capacity, and policy application processes.

Major results were a City Development Strategy, including sector investment strategies for improved basic urban services. Capacity-building activities targeting the full range of local actors enabled them to produce such strategies through a broad-based participatory process. This ensured common development visions and commitment for implementation, including an agreed replication mechanism.

In addition, the initiative enhanced the local development planning process for cities that decided on the new planning approach. The process also improved community capacity-building, improved interaction with communities and, where needed, emphasized the participatory role of stakeholders in identifying priority issues, project planning, implementation and sustainability. The City Development Strategies could function as an umbrella for future donor coordination.



1.4

CITY CLIMATE CHANGE MITIGATION AND ADAPTATION STRATEGIES

” *The review of National Frameworks for Urban and Regional Planning could be comprehensive or, better still, focus on selected issues such as climate change adaptation/mitigation; urban safety/social cohesion; or local economic development.*

The effects of urbanization and climate change are converging in dangerous ways. Although cities cover less than 2 per cent of the earth's surface, they consume 78 per cent of the world's energy. Cities are responsible, directly or indirectly, for a high proportion of greenhouse gas emissions. At the same time, it is cities, and in particular the urban poor, in the developing world which are most vulnerable to and have the least resilience against, for example, storms, floods and droughts.

Cities need to respond to climate change by cutting their greenhouse gas emissions and by adapting to its risks. Local action is indispensable to this effort. Presently, many cities are unable to deal with climate change. The reasons include a lack of relevant city policies and action plans; existence of regulations on urban planning and environment which have not been adjusted

to manage climate change; slow response to climate disasters because of lack of capacity and resources; and lack of public awareness on climate variability and climate change-induced hazard mitigation. With the increasing availability of financing mechanisms supporting low-carbon development and the opportunities offered by the green economy, it is crucial for cities of the developing world to understand climate change planning, adequately.

UN-Habitat is already working with cities and other local governments in 20 developing countries in Africa, Asia and Latin America to develop mitigation and adaptation strategies to climate change. This model project is likely to be expanded to several additional countries, including those of emerging economies, with a particular emphasis on Urban Low Emission Development Strategies, also known as Urban LEDS.



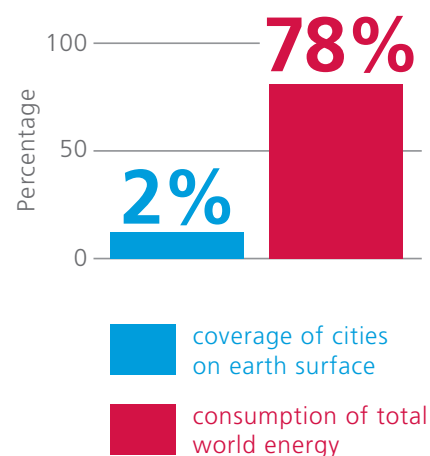
The project also supports the efforts of government agencies and local authorities in adopting more holistic and participatory approaches to stop or reverse climate disruption. These interventions have a special focus on integrating the dimensions of youth, gender and decentralization.

Services related to this project include climate change impact and vulnerability assessment; city greenhouse gas baseline inventories and other relevant in-depth studies; climate change action planning; integrating climate change into urban planning and management; supporting policy dialogues between national and local governments; and peer exchange opportunities, including cooperation between cities.

Results expected from this project are

- (a) strengthened capacity, within local institutions to put in place policies and action plans for climate change adaptation and mitigation;
- (b) better coordinated response to climate change between local and national authorities;
- (c) climate change issues mainstreamed in local and national urban and environmental plans with a specific focus on the vulnerabilities of the urban poor;
- (d) increased funding for climate-related initiatives in urban areas; and
- (e) appropriate climate change policies, plans and solutions to urban sectors implemented and good practices scaled-up by communities and cities.

WORLD ENERGY CONSUMPTION



A City Changer cycling promotion event. Rio de Janeiro, Brazil.
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The Philippines, Supporting Cities to Plan for Climate Change

When the UN-Habitat Cities and Climate Change Initiative began in 2008, cities in the Philippines generally failed to appreciate that they had a role in dealing with the climate phenomenon. UN-Habitat, the Housing and Urban Development Coordinating Council and the League of Cities of the Philippines organized an Urban Development and Climate Change Forum which identified capacity gaps in responding to climate change.

In close collaboration with the national stakeholders, Sorsogon City was selected as a pilot project to showcase the requirements for a climate change resilient human settlement. A vulnerability assessment was made and lessons learned were documented for replication. Based on the city consultations, the climate response included priority actions under housing and basic infrastructure, livelihoods, environmental management and climate and disaster risk reduction. The development and implementation of pilot initiatives is on-going.

To better support national level activities, in 2009 UN-Habitat also commissioned a “National Scoping Study: Philippine Cities and Climate Change”. That year, the Climate Change Act of the Philippines was further passed, requiring local government units to develop climate action plans. A Presidential Executive Order was issued, requiring all local government units to review their Comprehensive Land Use Plans ensuring that disaster preparedness is fully taken into account. The Department of Interior and Local Government has, subsequently, asked UN-Habitat to support its efforts to mainstream climate change into the Comprehensive Land Use Plans.

In Sorsogon City a comprehensive response to climate change has emerged. All future investments are being assessed in light of their climate change responsiveness. In close collaboration with the Department of Interior, additional pilot cities have also developed a comprehensive climate change response.

A Presidential Executive Order was issued, requiring all local government units to review their **Comprehensive Land Use Plans** ensuring that disaster preparedness is fully taken into account.





1.5

URBAN DEVELOPMENT STRATEGIES FOR **TRANSPORT AND ENERGY** CORRIDORS

” *transport and energy corridors could have parks that generate additional energy from locally available resources using small-scale renewable energy technologies such as wind farms, solar, biogas and hydroelectric plants, and geothermal systems.*

Regional infrastructure corridors are emerging as new engines of growth. Very often, however, this growth is unplanned, thereby missing out on a wide range of social, economic and environmental opportunities. However, it need not be so. This is because along existing and planned transport and energy corridors with key infrastructure and other investments there is a great opportunity to design and plan more productive cities and regions. Such corridors provide enormous opportunities at the national and regional levels to inject into urban planning processes integrated access to transport and markets, affordable access to modern energy services, as well as economic development and job creation.

Transport and energy corridors have the potential to create conducive environments for the establishment of industrial hubs

that provide commercial and business investors with environmentally sound infrastructure and services. These corridors offer an economic location from which to manufacture good, with access to markets and adequate land for residential development. However, in the absence of urban and regional planning, infrastructure corridors often combine with challenges such as uncontrolled rapid urbanization, slum proliferation, rural to urban migration and land shortages.

Large development corridors are beginning to emerge in Mozambique and Brazil. At the urban level, UN-Habitat has supported development along corridors in Somalia.

This model project aims at guiding the rapid urban growth generated along



the corridors by providing sound urban expansion strategies that make the most of infrastructure investments in the area, in order to enhance local development and sustainable urban patterns. Such strategies will, in particular, establish the spatial and social development framework to respond to the growth in population and activities. The strategies will prevent problems of congestion along the corridor; organize and guide the extension of urban areas along the corridor; enhance the access to the corridor infrastructure and services for the largest possible territory; and create opportunities to reinforce the corridor functions. For instance, transport and energy corridors could have parks that generate additional energy from locally available resources using small-scale renewable energy technologies such as wind farms, solar, biogas and hydroelectric plants, and geothermal systems. This way, the underutilized economic potential existing along such corridors could be tapped for local and national development.

Services related to this model project include the organization of forums to bring together the different stakeholders working on development corridors; formulation of territorial development scenarios for corridors; prioritization and provision of urban planning support for the nodes for a given corridor; development of options for territorial harmonious growth; review of related regional plans in order to prioritize investments; support for local development to maximize opportunities from corridors; and promotion of dialogue in order to empower municipalities to participate actively in the governance of

development corridors. All these services will be designed to take advantage of existing and planned infrastructure (roads, power transmission lines, oil and gas pipelines and railways) in order to guide the growth of new urban priorities.

Results of these projects will include (a) more balanced urban and regional development and population distribution along the corridors; (b) reduction of the potential negative social impacts of development of corridor projects through specific planning policies; (c) increased access to services and infrastructure for urban dwellers living in these corridors; and (e) more dynamic urban growth and sustainable local development using the assets and advantages that corridors offer.

The strategies will prevent problems of **congestion** along the corridor; organize and **guide the extension** of urban areas along the corridor; enhance the access to the **corridor infrastructure and services** for the largest possible territory





Ibadan-Accra, Territorial Planning in the Energy Corridor

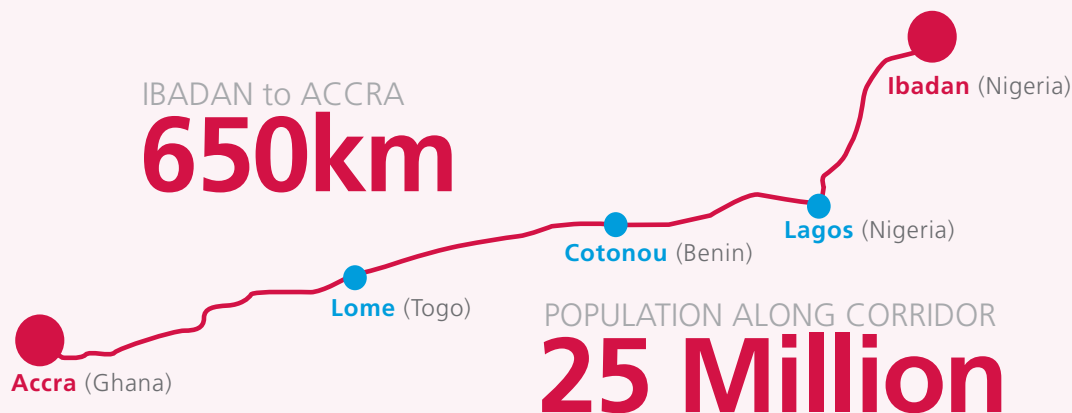
The Ibadan – Accra Corridor in West Africa has developed rapidly with clustered settlements spread over 650 km, linking these Nigerian and Ghanaian cities with Lagos, (Nigeria); Cotonou, (Benin) and Lomé (Togo). Some 25 million people live along the corridor. Governments, with international assistance, have invested in the last decades on major power lines, pipelines, railways and roads linking major cities and towns. These infrastructure are not always fully utilized but represent great potential for economic growth. UN-Habitat has developed a framework to contribute to this corridor in terms of enhancing energy access to people and encouraging industrial development for job creation as means to fight poverty.

Urbanization and infrastructure development in the corridor are occurring without appropriated territorial and urban planning. UN-Habitat's territorial planning perspective in this corridor aims at providing a territorial basis for adequate decision-making in the defined area of influence of the energy

corridor, and this in a differentiated way according to the framework in the four countries. Territorial planning is providing a framework to create social and economic value in the area by deciding on appropriate agglomeration of human settlements, energy infrastructure, land use and economic activities.

The initiative has been conceived to support national and local governments in identifying development opportunities as a result of the existence of the corridor. Expertise on urban and land-use management has been vital in order to create an enabling environment for social and economic investments. Multi-stakeholder talks are the key to facilitating common reflection on the implementation of harmonious and inclusive planning. As a result, the stakeholders get recommendations on urban and territorial policies and actions. They also receive suggestions on opportunities and options for territorial balancing for reviewing regional and urban plans, as well as ways to prioritize public and private investments.

THE IBADAN – ACCRA CORRIDOR IN WEST AFRICA





1.6

PLANS FOR INTERMEDIATE CITIES AND MARKET TOWNS

”National planning programmes focusing on secondary cities have been also implemented in Colombia, Indonesia and Kosovo.

Intermediate Cities and Market Towns presently host more than 60 per cent of the world urban population and are experiencing the fastest population growth among all cities. In the next 20 years, these cities and towns will absorb more than 60 per cent of the overall urban population growth. They play an important role as nodes within urban and territorial networks, and as potential hubs for local development. However, they often lack the financial and technical clout of larger cities to ensure proper planning.

In view of the limited local capacity of these cities and towns, and because they are growing rapidly, traditional forms of master planning are very rarely appropriate in guiding their growth, as well as in supporting decision-making and where to invest. As a result, these cities often deplete precious natural resources and fail to exploit the economic opportunities linked to their privileged relation with the

territory and position in the network of cities. The adoption of more appropriate planning tools can help these cities tap into local assets in order to harness them for better regional development.

UN-Habitat has wide experience in planning for intermediate cities and market towns through its Localizing Agenda 21 Programme in several countries. National planning programmes focusing on secondary cities have been also implemented in Colombia, Indonesia and Kosovo.

The general objective of this model project is to promote the role of intermediate cities and market towns within an urban and a regional framework, through urban planning, that helps to generate more harmonious development. This framework covers the urban space and the population dynamics integrating the rural areas.



Services related to this model project include evaluation and revision of urban and regional plans for intermediate cities and market towns, as part of a coherent and functional national system of cities; support to create and implement the planning tools for intermediate cities; capacity development for staff of the planning departments to use these tools; building partnerships to support implementation of urban and regional plans; and development of financial solutions to implement these plans.

In each country a group of 3 to 5 intermediate cities - between 100,000 to 500,000 inhabitants, depending on the context - will be selected to ensure national coordination, better national and regional planning and mutual learning throughout the process. A broad range of actors will be included in this planning effort.

The development of plans for intermediate cities and market towns include the delimitation of the urban area with the areas for extension and reserve; a map of relationships between the city and the territory; a physical description of the functionality of the city; a plan of the existing and projected basic road axes, transport infrastructure and services. They also include a plan for open spaces; a study on the urban form; overview of regulated urban areas as well as city transformation and renovation initiatives; list of executed and planned key projects; a map indicating possible risks such as flooding and landslides. These plans will be based on local laws and linked to the existing planning systems. In this way, these plans are a simple and flexible tool that paves the way for more complex planning at later stages.

The results achieved through the development of plans for intermediate cities and market towns will be

- (a) the design of the city's overall spatial development strategy for the next decades;
- (b) the identification in each city of space required for population growth, and expansion of services and infrastructures;
- (c) the creation of improved management solutions for rapidly growing centres;
- (d) the integration of rural areas and their economic base and market functions; and
- (e) the design of balanced solutions between natural resources and economic opportunities. These results will enhance the role of intermediate cities and market towns within the national urban system.

“UN-Habitat has wide experience in planning for intermediate cities and market towns through its Localizing Agenda 21 Programme in several countries.”

60%

The amount of the overall urban population growth that the cities and towns will absorb in the next 20 years.



Cuba, Localizing Agenda 21 in Intermediate Cities

Bayamo is Cuba's second oldest city, with a population of 150,000 in 2004. The city has a rich history but development has been relatively slow compared to other provincial capitals. At the start of the Localising Agenda 21 initiative, more than half of the city's population was living in neighbourhoods with unsatisfactory basic services and poor quality of urban space. The water quality of the Río Bayamo, origin and lifeline of the city, was badly degraded. The solid waste management needed overhauling while urban transport was constrained.

By publicly signing an "Urban Pact" for the city in 2003, the Mayor and 200 local actors committed themselves to concrete measures to curb these urban environment problems that hampered Bayamo's development. This document provides the foundation for a more sustainable future for the city. The Pact formally endorses the work of a four-day "Consulta Urbana", a city consultation which focused on the pollution of the Río Bayamo, solid waste management, public transport and the quality of public spaces.

The Pact envisions sustainable urbanization for Bayamo and sets out the tasks for thematic working groups whose composition reflects the key stakeholders concerned. These groups developed project proposals to demonstrate how the issues could be tackled with a tangible improvement in the daily lives of urban residents. Particular focus was on resource mobilization and institutional coordination.

This initiative was part of the Localizing Agenda 21 Programme, implemented by UN-Habitat with support of the Government of Belgium. In Cuba, the Programme worked in close collaboration with the Institute of Physical Planning and the Programme for Human Development at the Local level. In parallel with the pilot project in Bayamo, a capacity-building centre was developed in the city of Santa Clara, in the middle of the country, as a mechanism to mainstream innovative urban planning and management concepts at the national level. By 2008, this experience was successfully replicated in the other intermediate cities of Cienfuego, Holguin and Santa Clara.

In Cuba, the Programme worked in close collaboration with the **Institute of Physical Planning** and the Programme for Human Development at the Local level.





1.7

URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADE

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT

CITY EXPANSION AND DENSIFICATION PLANS

” *City expansions and densification plans shall provide for a rational urban structure to minimize transport and service delivery costs, optimize the use of land, and support the protection and organization of urban open spaces.*

Urban growth of the past 30 years has largely resulted in crowded slums and sprawling settlements in the urban fringe. Cities are consuming land, increasingly, to accommodate new developments. In some regions, urban land has grown much faster than the urban population, resulting in less dense and, in general, more inefficient land use patterns. In addition, this is often happening in the absence of a viable spatial structure. Pressure on land also results in increased land prices and consequent occupation of marginal land by slums or leapfrogging development with urban sprawl. As a result, living conditions deteriorate and low density makes it costly and inefficient to provide services and infrastructure. The overall efficiency of settlements is reduced and city development hindered.

Mechanisms for ensuring an orderly expansion and densification of existing and planned neighbourhoods are needed

in order to provide the city with a spatial structure that can support socioeconomic and environmental sustainability. In order to create this structure, expansions and densification plans are needed to enable cities to accommodate the expected growth in the next decades in a sustainable way. City expansions and densification plans shall provide for a rational urban structure to minimize transport and service delivery costs, optimize the use of land, and support the protection and organization of urban open spaces. The densification initiatives include suburban densification, area redevelopment, layout of new areas with higher densities, brownfield development, building conversions and transit-oriented developments.

City expansion and densification plans have been worked out in a limited way in developing countries. Experiences from Brazil, Ecuador and Egypt offer



important lessons in this area. UN-Habitat has supported Egypt in defining new city limits and to structure expansion for 50 small towns. The agency has experience in assisting in the integration of internally displaced persons in Somalia and South Sudan, using these techniques.

The aim of this model project is to increase residential and economic densities with compact communities while guiding new redevelopment to areas better suited for urbanization. This would contribute to more efficient and sustainable development. This type of intervention would also free more land for development, thus reducing speculation and increasing accessibility for the poor, as well as local revenue. The transformation of land use from rural to urban uses creates wealth and value, it produces assets and income. Tapping into such wealth is a key challenge for local governments in any developing city. By avoiding leapfrogging practices, urban expansions fight against speculative behaviour, minimize the city's ecological footprint and reduce pressure of development on environmentally sensitive areas.

Services related to this model project include adaptation of tools for extension and densification planning at national and local levels; documentation of planning experiences, capacity-building for planners, planning tools of city managers and leaders; development of extension and densification plans; support

The transformation of land use from rural to urban uses creates wealth and value, it produces assets and income.



of implementation through partnership building; and development of financial solutions to implement these plans.

City expansions and densification plans can be realized in large areas of vacant or underutilized land in central areas or on the fringes of the city. These plans need to provide sufficient land supply to minimize the fragmentation of the built-up area, particularly farther out of the urban periphery.

In addition, city expansions and densification plans are to be developed in a progressive manner, selecting some areas which could be further developed in the coming years as demand grows and financial conditions are available. It is important to go "back to basics" and prioritize the resolution of core issues, providing a foundation for more complex interventions in the future.

The results that should be achieved through the development of city expansions and densification plans are

- (a) the creation of spatial structures in order to support urban development and attract investments;
- (b) availability of large areas of land for development, thus reducing land prices and speculation;
- (c) increase in urban densities, accommodating population growth more efficiently; and
- (d) minimization of the city's ecological footprint with more compact cities. Additional benefits of this model project include
- (e) increased density that promotes economic agglomeration advantages, including lower costs of providing infrastructure and services;
- (f) strengthened social interactions and reduced mobility demand; and
- (g) mixed use of land that increases social heterogeneity and generates economic densities.



Egypt, Developing City Expansion and Densification Plans

Small and intermediate cities in Egypt are faced with relative high pressure for land development and important constraints in terms of available land. In cities of less than 60,000 inhabitants, the lack of clear urban development strategies was hampering urban development and spurring informal land development, with many undesirable effects on urban quality and efficiency.

Since 2007, UN-Habitat has been supporting the General Organization for Physical Planning in preparing strategic urban plans for 50 small cities, each with fewer than 60,000 inhabitants. Through a decentralized and integrated approach, the project has taken on urban development and land management issues related to expanding the urban fabric as well as the identification of critical environmental and development matters.

Since its inception in 2002, the project has prepared urban plans for nearly 50 cities using participatory methods and an assessment of local assets and opportunities. The plans include a careful identification of extension areas, as well as optimization of land use, particularly of public land owned by different governmental actors. The plans also identify key structuring interventions, including completion of the connectivity grid and the location of key transport nodes. For Egypt, detailed plans of the expansion areas are also being developed, adopting innovative instruments such as land readjustment and owners' consortiums.

Capacity-building for urban actors is also provided in order to ensure further transfer of knowledge and facilitate the implementation of plans.

Since 2007, UN-Habitat has been supporting the General Organization for **Physical Planning** in preparing **strategic urban plans** for 50 small cities, each with fewer than 60,000 inhabitants.





1.8

URBAN DESIGN FOR VIBRANT PUBLIC SPACES

” *In order to reinvigorate the role of streets in the economic, social and environmental functions of the city, there is a need to redesign public space to make it more vibrant.*

Public spaces play a crucial role in providing cities with the key support for social interaction, economic exchange and cultural expression. They also often embody the city's soul and image as well as being a powerful attraction for economic activities and creativity. Due to the lack of specific policies, weak capacity of public authorities, lack of proper design, inappropriate or inexistent management and poor maintenance in many cities, public spaces are neglected and their potential is not fully exploited. Inappropriate use of public space generates congestion and conflicts. Moreover, and often, existing regulations on public spaces do not help in solving these problems, which in turn affect the overall efficiency and economic potential of the city.

In order to reinvigorate the role of streets in the economic, social and environmental functions of the city, there is a need to redesign public space to make it more vibrant.

Public spaces include parks, green areas and streets. They need to be well integrated into the city, thereby improving its overall visual character. Areas beneath cities (such as those connecting subways) can also be considered public space. If well planned - along the networks of water, energy and communication lines - space underground could enhance the functionality and attractiveness of the city. In addition, since design interventions alone do not provide the answer for sustainability of quality public spaces, new approaches will be encouraged to enable innovative, more inclusive roles for communities, wherein the communities themselves are the experts in defining the design, utilization and quality of their public spaces.

UN-Habitat has successfully assisted in the design of public spaces in Kosovo and participatory design of urban markets in Somalia. In Kenya, India and Mexico, public



space design approaches have been applied systematically to improve safety and social cohesion in disadvantaged neighbourhoods. The role of public spaces for economic revitalization and community mobilization has been explored in slum upgrading programmes in Colombia and Kenya.

The objectives of urban design interventions in public spaces are to enhance the cultural and functional characteristics in a specific context, enhance social interaction and cohesion, and maximize economic vitality. This is achieved by maximizing access and use of public spaces by all citizens, resulting in an overall improvement of urban quality of life.

Services related to this model project include urban landscaping plans at various scales; public space assessments and users' audits; review of by-laws and regulations on public spaces; design charrettes and competitions involving users, students and planning departments; public-private partnerships in the provision of city furniture and its maintenance; and the mobilization of public space users for design and management.

Three categories of public spaces will be targeted: central areas that have conflicts of use with a particular focus on the high economic potential of these areas; locations

in disadvantaged or poor communities, where they can offer recreational services, livelihood opportunities, cultural vibrancy and support community empowerment; areas in expansion, to ensure proper delimitation and protection of these spaces for future users.

Results expected from these interventions are

- (a) better visual quality of the city, with a defined landscape;
- (b) improved use of public spaces and increased economic and social activities;
- (c) reduced conflicts and crime; and
- (d) increased social cohesion and efficiency.

” *UN-Habitat has successfully assisted in the design of public spaces in Kosovo and participatory design of urban markets in Somalia.*

A public space in Naples, Italy.
© Alessandra Pirera





Mexico, Public Spaces for More Liveable Cities

Crime, insecurity, social tension and exclusion and a general proliferation of neglected and degraded areas have plagued many Mexican cities for decades. Recognizing the responsibility of government to “return” the cities to its residents, the Ministry of Social Development of the Federal Government of Mexico launched the national Public Spaces Rescue Programme in 2007, with support from UN-Habitat.

The Programme aimed to recover and revitalize public spaces in cities across Mexico in order to contribute to an improved quality of life and safety. It placed special emphasis on using public spaces to upgrade marginalized or informal neighbourhoods and, after an initial survey, focused on cities and metropolitan areas considered to have an insufficient number of accessible or useable public areas. The main elements of the Programme are physical improvements to public spaces, including increasing mobility and pedestrian access, and providing more recreational spaces, and ensuring community participation in the improvements and development of activities around these spaces. The Ministry funds communities willing to undertake similar activities in their neighbourhoods following guidelines based on the experiences from the Programme.

Across Mexico public spaces have become vibrant places of **recreation and relaxation** since becoming safer.

4,000

The minimum number of public spaces that have been recovered throughout Mexico.

In our years of implementing the Programme, at least 4,000 public spaces throughout Mexico have either been recovered, revitalized, redesigned or reutilized, thereby helping to reinforce the social fabric of the concerned communities. The Programme also strengthened the capacity of local authorities in designing and managing their public spaces. The Programme is a practical demonstration of how public spaces are instrumental in democratizing the spatial elements in the city, in improving the sense of well-being of citizens and in facilitating basic service delivery to urban dwellers. Across Mexico public spaces have become vibrant places of recreation and relaxation since becoming safer.



1.9

URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADE

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT

URBAN DESIGN FOR INTERMEDIATE CITIES AND MARKET TOWNS

” *UN-Habitat has developed much expertise in urban design for intermediate cities and market towns through its normative and operational work.*

As the world urbanizes with more than 50 per cent of humanity now living in towns and cities, it is the intermediate cities and market towns which are growing fastest in many regions of the world. These are also places where the challenges of rapid urbanization are most prominent. These cities and towns, which are often technically and financially underresourced, face multiple challenges such as poor design and management of public spaces.

UN-Habitat has developed much expertise in urban design for intermediate cities and market towns through its normative and operational work. For example, the agency has provided such help to various cities in the Lake Victoria Region of East Africa and in Serbia.

The main aim of this model project is to enhance social interaction, cultural and

economic exchanges of intermediate cities and market towns. The project also aims to strengthen the unique physical and morphological characteristics of such towns and cities through urban design. Particular emphasis is given to streets, plazas, parks and public infrastructure as well as some aspects of privately-owned spaces such as building facades or domestic gardens.

By optimizing endogenous factors, this approach will enable the cities to nurture their “soul” - that is their identity emanating from their particular culture, history, location, climate, economic activities, arts, vernacular architecture, sports activities and other attributes. The visual appearance, functionality and attractiveness of these cities will be enhanced through this project.



Services offered through this project include

- (a) citywide designs for compact, medium to high build densities, enabling efficient public transport and thresholds to support concentrations of economic activity, services and facilities;
- (b) designs of mixed use environments and public open spaces that lend themselves to small and informal businesses; and
- (c) country assessments of urban design requirements for intermediate cities and market towns, including the identification of partners interested in engaging in innovative urban design initiatives.

The implementation of this project will have the following key results for intermediate cities:

- (a) citywide compact, medium to high build density developments enabling efficient public transport and thresholds to support concentrations of economic activity, services and facilities; and
- (b) mixed use environments and public open spaces that promote small and informal businesses

Johor Bahru fish market. Malaysia.
© UN-Habitat/Alessandro Scotti





Serbia, Urban Design to Integrate Internally Displaced People

After the conflict, Serbian cities were faced with the need to integrate internally displaced persons and other vulnerable groups. Being poorly equipped and resourced, they were facing local development challenges, as well.

UN-Habitat, with support from the Italian Government, undertook a multifaceted support project focusing on provision of social housing, upgrading of marginal settlements and citywide planning and design, supported by territorial information systems. The project aimed to enable municipalities to better orient local development and investment opportunities. Besides delivering several hundred social housing units for internally displaced persons

and minorities, emphasis was placed on the design of the settlement area and of the buildings. As a result, new buildings were carefully blended into the existing urban fabric and their layout and organization of public space was designed to augment the quality of the entire neighbourhood. The impact has been positive in terms of integration. New integrated neighbourhoods were established with the support of additional measures to redress social segregation and vulnerability. The approach was further strengthened by providing municipalities with urban planning tools and information management systems to enable further orientation of investments.

UN-Habitat, with support from the Italian Government, undertook a **multifaceted support project** focusing on provision of social housing, upgrading of marginal settlements and citywide planning and design, supported by **territorial information systems**.





1.10

DESIGN OF MIXED USE COMPACT
NEIGHBOURHOODS

” *The design of the City of the 21st Century should move away from reliance on fossil fuel, high dependence on the motor car, highly segmented urban form, land use controls with segregated spaces largely steered by private interests.*

One glaring manifestation of rapid urbanization in many cities is urban sprawl. This phenomenon has resulted in people commuting over long distances to places of work, for shopping, for sports and for leisure plus the other facilities that cities offer.

Long commutes have consequences for high energy (fossil fuel) consumption by public and private transport. They increase greenhouse gas emissions, which lead to global warming and climate change. This also translates into large disparities between levels of access to health, education, as well as the quality of life and the possibility to mobilize skills and abilities. This clearly exposes the fragmentation of society, with clear differences in the way urban space is produced, appropriated, transformed and used. Though mixed, the city with high density development that is linked to mass transit systems can become more environmentally and socially sustainable.

The design of the City of the 21st Century should move away from reliance on fossil fuel, high dependence on the motor car, highly segmented urban form, land use controls with segregated spaces largely steered by private interests.

This paradigm shift should emphasize multifunctional land uses where zoning is kept to a minimum and economies of agglomeration and scale are maximized. This “new urbanism” promotes a vision of cities with fine grained mixed use, mixed housing types, compact form, attractive public realm, pedestrian-friendly streetscapes, defined centres and edges as well as varying transport options. Facilities such as health, libraries, retail and government services cluster around key public transport facilities and intersections to maximize convenience. A city that gives priority to public transport, walkability, green areas and efficient use of energy, and where



collective interest prevails, will be better placed to meet the urbanization challenges of the twenty-first century.

UN-Habitat has developed and consolidated a lot of expertise in sustainable neighbourhood design through its pioneering urban planning work in Somalia and Kosovo. The agency is well placed to provide this expertise to cities, civil society sectors and national governments.

The main objectives of this model project are to assist cities to

- (a) promote mixed use, high density neighbourhoods which encourage walking, cycling and use of public transport, thereby reducing their carbon footprint;
- (b) make public spaces such as streets, facades, sports and recreational centres in neighbourhoods so that they are more attractive;
- (c) develop plans for neighbourhood integration, including devising practical steps to close the urban divide through the promotion of increased connectivity, mixed uses and social diversity; and
- (d) make neighbourhoods more cohesive and lively.

The implementation of this model project will have the following key results for cities:

- (1) Compact mixed-use neighbourhoods that integrate various urban sustainability principles.
- (2) Urban renewal which incorporate infill, densification and mixed-use solutions.
- (3) Pedestrian friendly streetscapes and facades, and attractive neighbourhood recreational centres and parks.
- (4) More inclusive communities and increased social cohesion among city residents.

This “**new urbanism**” promotes a vision of cities with fine grained mixed use, **mixed housing types**, compact form, attractive public realm, **pedestrian-friendly streetscapes**, defined centres and edges as well as varying transport options.





Somalia, Planning Neighbourhoods in Bossaso

Bossaso, a Somali port city on the Gulf of Aden, is one the fastest growing and largest urban centres in the country. The pace of urbanization, coupled with the low institutional and financial capacity of the local administration, has resulted in chaotic urban sprawl. A comprehensive approach to the urban problems of the city for the benefit of the host community and the internally displaced persons was required.

UN-Habitat engaged with the Bossaso local authorities at various levels, including governance and institutional support, infrastructure and basic services rehabilitation, slum upgrading, as well as provision of permanent shelters to internally displaced persons and the urban poor. At the same time, consultations and presentations on urban planning and design concepts took place. UN-Habitat, with the key local stakeholders, prepared a spatial analysis which formed the basis of a citywide strategic urban development plan. Two neighbourhoods were looked at in detail: the port area in need of reorganization and the Bariga Bossaso neighbourhood, lying on the eastern side of the city, which was host to most of the displaced persons.

The strategic urban development plan served as a basis for the expansion of the water network and the tracing of a major new road for the city. It also provided a reasonable spatial framework that could influence the city administration's decisions for the coming years. At the neighbourhood level, areas for public spaces and services were set aside and

negotiated with the local authorities. UN-Habitat's permanent shelter interventions also worked in the framework of the plan. Slum upgrading interventions, construction of permanent shelters and basic services for displaced persons and the urban poor as well as neighbourhood consolidation took place in the built-up area using an infill and densification strategy within the existing urban structure.

Within the 10 years of UN-Habitat's engagement in Bossaso, the local authorities accepted the permanent settlement of internally displaced persons and refugees in the city. Shelter and security of tenure was provided to 1,670 internally displaced persons and urban poor households. Land was obtained for the permanent resettlement of an additional 2,700 displaced persons and slums were upgraded to the benefit of 7,000 urban poor. UN-Habitat engagement in Bossaso continues and additional work is building on the achievements of the past years.

1,670

The number of internally displaced persons and urban poor to whom Shelter and security of tenure was provided.





2

URBAN LEGISLATION, LAND AND GOVERNANCE

Many cities are **burdened by laws** that do not match the prevailing urban reality. Worse still, the **capacity to enforce laws** and regulations that are already in place seems to be lacking



2.1

URBAN **LEGAL** FRAMEWORK
ASSESSMENT AND **REFORM**
STRATEGIES DEVELOPMENT

” *UN-Habitat is developing mechanisms for the creation and dissemination of legal knowledge and a network to develop capacity and access external expertise.*

Legal systems are among the major impediments that prevent innovative mayors and urban managers from starting reforms and overcoming the pressing challenges of their cities and urban systems.

Many cities are burdened by laws that do not match the prevailing urban reality. Worse still, the capacity to enforce laws and regulations that are already in place seems to be lacking. The multiplicity and rigidity of laws and regulations compel citizens to pursue informal routes to conduct land and property transactions, to do business, to acquire means of a livelihood and even to access basic services. As a result, parallel systems flourish and informality becomes the norm. Municipal authorities often have limited access to specialist legislative expertise and struggle to respond to these situations.

The objective of this model project is to guide national governments and municipalities in undertaking urban legal framework assessments and regulatory reforms as strategic interventions, to tackle the growing challenges of informality and improve the responsiveness and efficiency of urban governance. Projects may target priority issues in areas such as land, planning, municipal finance or housing, or they may aim at a comprehensive assessment.

In either case, a robust process to verify the objectives and priorities for the laws under consideration is undertaken at the outset. This is then complemented by regulatory and institutional mapping and assessment. These foundations are then built upon with processes for the identification, characterization and assessment of risks,



challenges and opportunities, with a particular emphasis on the incorporation of diverse perspectives and agendas. Reform options are then developed and prioritized with preliminary impact analyses generated around each option. These impact analyses include implementation and compliance cost-benefit analyses for key stakeholders. According to the specific situation, recommended reform options are then subjected to one or more consultative approaches prior to the adoption of final recommendations. Bringing the process full circle, final recommendations include processes for the monitoring and review of key elements of the reformed legal systems.

These services are provided in a capacity-building structure that emphasizes “learning by doing”. In support of this approach, reliance on external expertise is replaced with a combination of improved local capacity and greater access to global and regional professional networks and reliable information sources. UN-Habitat’s knowledge pertaining to legal reform will be used to support cities implementing this project. In addition, UN-Habitat is developing mechanisms for the creation and dissemination of legal knowledge and a network to develop capacity and access external expertise.

The project will produce

- (a) an increased awareness of legal systems operating at the city and national levels;
- (b) recommendations for more robust strategies to reform urban legal systems; and
- (c) improved capacities of local authorities to design and implement legal reform.

Projects may target priority issues in areas such as **land, planning, municipal finance or housing**, or they may aim at a comprehensive assessment.





Mozambique, Reforming the Urban Legal Framework to Promote Urban, Housing and Economic Development

In partnership with the Government of Mozambique, UN-Habitat is part way through a strategic urban legislative reform process to provide the necessary fundamental structures for robust urban and economic development. Specifically, urban development legislation is being reviewed to identify where improvements in land use development (for example, better housing) can be made and ultimately encourage investment in a key economic zone of Mozambique.

The project focuses on a strategic urban coastal area in the country: the Northern Development Corridor from Nacala (one of East Africa's port cities with the greatest potential for development) to Nampula, a large town to the north. This area is being transformed into an economic development zone that the Government wants served with the "right urban development structures" in order to attract robust investment. Nampula and Nacala are directly involved in the proposed zone and are typical of the country's cities facing many challenges UN-Habitat is providing strategic advice and support on the key legislative reforms required and the needed linkage with other urban development plans and strategies. Specifically, it is providing advice on how the legislative assessment could influence the design of key urban development projects like

land readjustment, which would ultimately improve land use and value as well as make the area inclusive and attractive. The project is undertaking planning and development assessments as well as suggesting urban legal and planning frameworks to guide future development. A focus on the links between urban legislation, urban development and local economic capacity is also being explored to promote local economic initiatives.

Through this partnership with the Government, other key institutions and local city-based organizations, the project shows how an increase in the urban land density, mixed land use and value-capturing mechanisms can improve urban development, urban financial investment and economic opportunities. The project also proposes to show how strengthened legislative reforms support governments to improve revenue collection and thus overall service provision and economic attractiveness. The project is suggesting that partnership with the private sector could be an innovative method for urban development and funding of infrastructure because of the derived mutual benefits. In doing so, an outcome of mutual benefit is achieved. The project is expected to finish in early 2014.

A focus on the links between **urban legislation**, urban development and local economic capacity is also being explored to promote local economic initiatives.





2.2

COMPREHENSIVE LEGAL FRAMEWORK FOR URBAN DEVELOPMENT

” *UN-Habitat has experience in the implementation of law and policymaking processes that have led to legislation. It also has know-how with the institutional strengthening and capacity assessment and development associated with the implementation of legislation.*

Legal systems underpin all facets of urban management and governance. They affect land and property development; planning and construction; business establishment and operation; provision of basic services and infrastructure; and mobility. Efficient and equitable laws and institutions are the basis of effective urban management and governance. However, the laws in many cities and developing countries have failed to keep pace with the demands of rapid urbanization. Many laws do not support current practice and, in most countries and cities, the accretion of law with time leads to a bewildering mass of rules and regulations that create gaps, overlaps and high transaction costs that undermine efficiency and equity.

There is a widespread need for legislative consolidation to simplify systems and reform to

ensure that they are tailored to actual needs and circumstances. This combined consolidating and reforming approach has a potential to enhance the legal regime and make it a dynamic catalyst for urban development. The project aims to develop a comprehensive legal and institutional framework that will deal with key functions of urban management and governance. Cities and national governments will be provided with unique opportunities to introduce a simplified and comprehensive legal system for urban development. This will create an efficient framework for transforming existing chaotic cities into ones that are orderly.

The foundation of the development of comprehensive legal frameworks is to be able to map all existing primary and subsidiary legislation and the manner in which this is linked to institutional structures (political,



administrative, judicial and private sector or informal) in practice. This allows for an analysis of how the legal framework is actually used as set against how its various components were originally intended to be used. This approach to mapping and institutional analysis requires a consultative process operating simultaneously at various levels within government and non-government structures. Its effectiveness depends significantly on the position of trust held by the coordinator of the process. As the analysis is completed, the process can be moved to one of developing recommendations based on identified objectives and challenges, followed by the analytical and decision-making processes associated with other processes for policy formulation and legislative drafting.

Results that can be expected from this model project include:

- (1) A more coherent, transparent, flexible and comprehensive set of laws attuned to the realities of cities and the trends of urbanization that cater for key functions of urban development.
- (2) Improved understanding of law and its relationship to institutional structures leading to empowered local authorities that can efficiently guide and manage urban development.
- (3) Improved enforceability of laws regulating urban management and governance.
- (4) Capacity to implement laws through empowerment of stakeholders by training and change management.

UN-Habitat has experience in the implementation of law and policymaking processes that have led to legislation. It also has know-how with the institutional strengthening and capacity assessment and development associated with the implementation of legislation. UN-Habitat is also linked with prominent legal networks that could support legal development in

United Nations Member States. It has also started to create legal knowledge and develop capacities to attend to this key area of urban development. Working together with prominent urban legal networks, using cutting edge tools and methodologies it would backstop cities that would implement this project.

“UN-Habitat is also linked with prominent legal networks that could support legal development in United Nations Member States.”

A dam under construction in Sri Lanka.
© Lakshman Nadaraja/World Bank





Iraq, Harmonizing Legislation for Improved Land Management

An overlapping and unresolved institutional and legislative framework characterizes Iraqi land management. This situation has developed as a result of successive governments since the Ottoman Empire and because of confiscation and reallocation of land under the late Iraqi ruler, Saddam Hussein. Challenges in the rule of law since 2003, and more recent mass displacement, have led to significant growth of informal land uses. In addition to ineffective land management practices, there is increasing pressure to make land available for economic development projects, housing and social infrastructure.

In response to this situation, UN-Habitat supported the convening of the High-level Working Group for Regulating Land Tenure and Utilization. Upon the recommendation of the Group, the Prime Minister's Office approved the Berlin Statement that contained the following objectives for land reform:

- (1) manage land in an equitable sustainable and efficient manner and promote equitable access to land in support of economic growth and poverty reduction;
- (2) improve land management systems; and
- (3) strengthen land tenure security, land market relations and prevent or resolve land disputes.

An in-depth legislative and institutional assessment has been conducted and the formulation of the policy and analysis is followed up by a comprehensive legislative review accompanied by institutional capacity-building in all key agencies.



To implement the Berlin Statement, UN-Habitat is helping the Government and key agencies to achieve improved land management based on a comprehensive legal framework. The development of the framework has begun with agreement on a vision and the establishment of a Land Commission to lead in the preparation of a land policy. An in-depth legislative and institutional assessment has been conducted and the formulation of the policy and analysis is followed up by a comprehensive legislative review accompanied by institutional capacity-building in all key agencies.

The scale and sectoral complexity of the project means that it is being implemented in partnership with a cross-section of Iraqi government agencies and other local actors as well as with a number of United Nations agency partners, particularly Food and Agriculture Organization of the United Nations and the United Nations Industrial Development Organization, as well as with bilateral donor and technical agencies.



2.3

LAND READJUSTMENT
FOR CITY EXPANSION

” *UN-Habitat has considerable experience in designing and implementing or backstopping land projects in many places (for example the Caribbean, Ethiopia, Haiti, Kenya, Liberia, the Philippines, Somalia and South Sudan), especially in the area of land administration.*

This model project facilitates the proactive expansion of cities through large-scale production of serviced land aimed at accommodating rapid urban growth, creating more public space and streets, and in some cases enabling development cost sharing through land value capture. The methodology places particular emphasis on accommodating the needs and situation of the urban poor and is known as PILaR: Participatory and Inclusive Land Readjustment.

In the face of rapid urbanization and rising demand for land, the supply of serviced land at scale remains a huge hindrance to the horizontal and vertical expansion of cities. Expansion areas at the urban fringe often lack infrastructure and services while, within cities, sizable areas are underutilized and lack adequate public space. The sustainable development of these areas is often beyond the financial means of municipal authorities

and is further hindered by often complex governance structures and tenure regimes, in many cases including the presence of informal settlements.

Experience in a number of developed countries (e.g., Germany, Japan, Korea and Spain) has demonstrated that land readjustment is a tool that local authorities can use to eliminate these bottlenecks and “reshape” cities, opening up space within them and at the urban fringe to development. In developing countries, the complexity of the urban land markets, multiple formal and informal land tenures, weak land administration and valuation systems have prevented the effective use of land readjustment, creating the need for a more specifically tailored approach. Because land readjustment involves a fundamental renegotiation and reallocation of rights and burdens in a given area, its foundation is an appropriate



legal framework. Once this is in place, then land readjustment project design and implementation can follow.

This project provides legal support to cities in the development of land readjustment law and related matters. This begins with the documentation and dissemination of case studies and good practices but focuses on more tailored advice including mapping, risk and problem analysis and drafting support in the development of land readjustment law; institutional analysis; project initiation and planning; negotiation processes to engage landowners; assistance with land contribution and land assembly; methodologies for reallocation and servicing (creating public space and building infrastructure); processes and tools to convert land contributions into land-based finance; and, advice on public funding for infrastructure and services. These services

can be readily linked to other areas of UN-Habitat expertise to provide a broader regulatory and technical package.

Results that this project will usher in include:

- (a) increased supply of serviced land, with an emphasis on adequate streets and public space, to support the sustainable rapid growth of cities and prevent slums;
- (b) and enhanced sustainability, consistency and equity in urban development through broader public ownership. Others are
- (c) increased capacity and innovation in land administration, in particular improved efficiency in urban planning and land management; and
- (d) diversified revenue streams through new infrastructure and basic services cost sharing instrument (not always).

Experience in a number of developed countries (e.g., Germany, Japan, Korea and Spain) has demonstrated that **land readjustment** is a tool that local authorities can use to **eliminate these bottlenecks and “reshape” cities**, opening up space within them and at the urban fringe to development.





UN-Habitat has considerable experience in designing and implementing or backstopping land projects in many places (for example the Caribbean, Ethiopia, Haiti, Kenya, Liberia, the Philippines, Somalia and South Sudan), especially in the area of land administration. UN-Habitat has also been developing legal capacity and documenting land readjustment case studies. Further, it has established linkages with world renowned experts in land readjustment. By combining in-house and external resources, it can support cities to design and implement land readjustment projects.

In the face of **rapid urbanization** and rising demand for land, the supply of serviced land at scale remains a huge hindrance to the horizontal and vertical expansion of cities.



A market in Onitsha, Nigeria.
© UN-Habitat/Alessandro Scotti



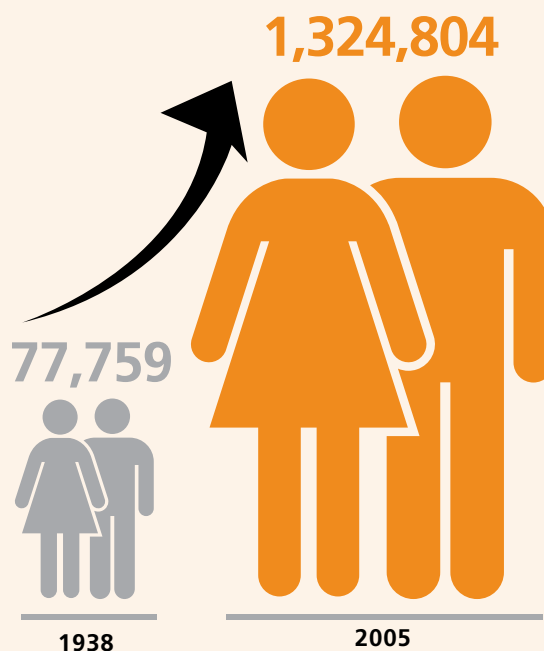
Colombia, Participatory and Inclusive Land Readjustment for City Densification in Medellín (2012 – 2014)

UN-Habitat is supporting the Government of Colombia and its key stakeholders to undertake a substantial and innovative land readjustment project in Medellín, the country's second largest city of almost three million people. Medellín's population grew from 77,759 in 1938 to 1,324,804 in 2005 (DANE 2005) and this sort of urban growth nationwide has led to a major housing shortage. Much of this growth has been driven by the migration of internally displaced persons fleeing conflict. In the last 20 years, the urban environment of Medellín has undergone significant transformation and become a safer, more inclusive and economically vibrant city because of innovative urban renewal schemes and processes. However, while Medellín has been the recipient of slum upgrading programmes, informal settlements continue to grow due to the ongoing influx of displaced persons.

To increase the availability of serviced land for mixed use purposes, UN-Habitat has partnered with the Colombian Government and the Municipal Government of Medellín (in a co-financing arrangement) to review Colombia's laws and policy relating to land readjustment through a practical pilot approach designed to create a reformed national policy. Activities involve legal and institutional analysis, the development of recommendations for regulatory reform and the creation of structures for stakeholder engagement throughout the process. The partnership also contains mechanisms for establishing learning processes that may benefit other countries interested in land readjustment.

The methodology is based on Participatory and Inclusive Land Readjustment (PILaR) and, therefore, involves engagement with a broad range of stakeholders from the public and private sectors. This will produce an urban regeneration outcome that is pro-poor and inclusive by providing improved tenure security, access to basic services and an improved urban setting for all.

POPULATION GROWTH IN MEDELLIN





2.4

NATIONAL **LAND POLICY** FOR
SUSTAINABLE URBAN DEVELOPMENT

” *UN-Habitat has taken lead in steering donor coordination and strengthening the capacity of development partners as they engage with the Government in planning, implementing and evaluating land initiatives.*

Cities and developing countries struggle with fragmented land management approaches and institutions. This is even more so in countries where urban and rural land management are under different jurisdictions and each exhibit other layers of plurality in the form of formal, informal and customary land systems. Except in rare circumstances, these systems are hardly coherent and rarely allow for seamless management of land and property rights. These are indicative of major gaps in terms providing policy-level guidance to land systems.

Cities and national governments can attend to such deep-seated cross-sectoral and system-wide land issues through land policies or other all-encompassing reform frameworks, or both. In the absence of a policy mandate at local level, cities, through local to national dialogue, need to influence and benefit from comprehensive land policy development to

confront thorny institutional issues as well as challenges related to large-scale horizontal expansion. A land policy anchored in a sustainable urban development framework will strategically position cities as hubs of regional and national development. It will do so by providing a macro and holistic context within which the inevitable growth and extension of cities and broader environmental impacts can be better managed and harmonized.

The objective of this model project is to set-up an overarching policy framework that promotes equitable and efficient use of land with which national governments and cities can meet the challenges of rapid urbanization, harmonize spatial development (e.g., at city region scale), and stimulate national and local economies. This is best achieved through a locally owned and led process. Therefore, the project, where necessary and possible, will assist national and local government to



**Post conflict reconstruction
in Afghanistan.**
© UN-Habitat

“National and city governments can tap into expertise within UN-Habitat and regional policy frameworks to reform their land systems through land policy.”

develop national land policy that enables the development of attractive cities which are reasonably compact, socially inclusive, economically productive, energy efficient, multifunctional and which allow mobility.

UN-Habitat is uniquely qualified to provide technical support on land policy. In Kenya, for

instance, the combination of local ownership, active engagement of all stakeholders and continuous donor support has resulted in an innovative land policy which has provided local authorities a potentially very useful framework to guide their cities away from the growing slum phenomena. The Development Partners Group on Land that UN-Habitat chairs and the Secretariat that it hosts have provided a well recognized advisory service and technical support to Kenyan National Land Policy. Further, UN-Habitat has taken lead in steering donor coordination and strengthening the capacity of development partners as they engage with the Government in planning, implementing



and evaluating land initiatives. Through this support, the agency has demonstrated a comparative advantage in supporting linkages and synergies between policy process and interventions in the land sector, and built UN-Habitat's credential as a neutral partner in promoting national land affairs.

At the continental level, UN-Habitat has, through the Global Land Tool Network, steered the African Land Policy Framework from inception to its approval by African Heads of State. National and city governments can tap into expertise within UN-Habitat and regional policy frameworks to reform their land systems through land policy.

Some of the key results of the project include a strengthened and more coherent land management framework; enhanced capacity of local/central government as well as non-state actors; increased partnership between government (city and national), civil society, professional associations and the private sector; increased awareness of landownership issues; increased harmonization, alignment and coordination of resources; and strengthened donor coordination and increasing programme support for service delivery, transparency and equity.

The Development Partners Group on Land that UN-Habitat chairs and the Secretariat that it hosts have provided a **well recognized advisory service** and technical support to Kenyan National Land Policy.



Nairobi, Kenya.
© UN-Habitat/Julius Mwelu





Kenya, Towards a more Sustainable and Equitable Country: impacts of land policy processes

In 2003, the Government of Kenya initiated the National Land Policy Formulation, a process which culminated in a National Land Policy adopted in 2009 and a land chapter integrated into the country's 2010 Constitution.

UN-Habitat facilitated the countrywide broad-based consultation process to focus on questions concerning land tenure, land use management and administration, property rights and institutional frameworks. UN-Habitat has continued to play a catalytic role by providing Technical Advisory Services to the Ministry of Lands and development partners. It has designed land demonstration interventions, mobilized and coordinated donor funding to the Ministry of Lands for land reforms and chaired the Development Partners Group on Land, while ensuring that land remains high on the agenda of development partners. The policy process has informed drafting of land bills led by the Government through the Ministry of Lands. The drafts include the National Land Commission Bill, the Land Bill and the Land Registration Bill. They are expected to revise, consolidate and rationalize existing land laws and establish a National Land Commission.

With support from UN-Habitat and other partners, through the Ministry of Lands, the project has enhanced harmonization, alignment and coordination in the land sector in line with aid effectiveness principles and the Kenya Joint Assistance

Strategy. It also capacitated development partners, non-state actors and Government to fast-track implementation of land reforms. The project has reinforced multi-stakeholder participation through close collaboration with non-state actors, which played an active watchdog role on land reforms and influenced adoption of a Land Chapter in the new Constitution. Capacity enhancement in streamlining land information systems is playing a catalytic role in sorting manual records to ensure efficient and timely service delivery.

“UN-Habitat has continued to play a catalytic role by providing Technical Advisory Services to the Ministry of Lands and development partners.”

With the Swedish International Development Cooperation Agency office in Kenya, UN-Habitat is funding a sector-wide capacity assessment for the implementation of the National Land Policy, also within the framework of new institutions such as National Land Commission and anticipated devolvement to the county level. The experience in Kenya is guiding land policy processes in the Democratic Republic of Congo, Eastern Caribbean States and Liberia.



2.5

15. CITYWIDE LAND MANAGEMENT FOR IMPROVED SERVICE DELIVERY AND OPTIMAL LAND USE

“At the operational and service delivery level, urban land management is likewise fraught with practical difficulties and growing risks.”

Urban land management dysfunctions which have stifled the development of vibrant and smart cities in developing countries include excessive zoning and segregation of urbanites, low densities and sprawls in the suburbs, acute overcrowding and lack of public space in city centres and slums where poor tend to live.

At the operational and service delivery level, urban land management is likewise fraught with practical difficulties and growing risks. The most common challenges that city managers face include inefficiency and corrupt practices within land agencies; lengthy and cumbersome procedures (the most recent survey on the subject indicated that registering a property in developing countries takes somewhere between 70 and 100 days); very high transaction costs; and institutional fragmentation of land services (services spread over several agencies). Cities

have certain land-related mandates (for example, land use planning and land development control) while other agencies at local or national level operate other aspects of land services (such as registration). These activities are often uncoordinated and not harmonized.

This model project aims to rationalize citywide land management at the operational level through a series of city-specific interventions. These interventions range from refinement of land records, institutional reviews, as well as strengthening of regulations and by-laws to the improvement of service delivery models. Using land management as an entry point, the project promotes citywide, multifaceted and high impact interventions. By improving land management and promoting coherence and efficiency in the delivery of services, cities will be able to improve land markets and urban



planning functions, facilitate the provision of housing, enhance basic service and infrastructure delivery, and increase transparency and customer satisfaction. These will be achieved through city-led and, where possible, home-grown and tailored interventions which respond to the specific needs of either cities, or city-regions, or both.

The project will provide tools for policy and land legislative reform and for improving land records (such as creation or maintenance of records, conversion of analogue to digital records) technical aid institutional review and restructuring, new service delivery models (e.g. one-stop shop, web-based services, customer service charters, decentralized service delivery), local to national dialogue, for incremental development of land services in slums; a knowledge network which includes documentation on good practices; capacity development activities, including support on institutional assessment and change management .

The results that this project is likely to produce are better enforcement of property rights and improved service delivery; improved management of land for the benefit of all citizens; strengthened and empowered land institutions; improved capacity to monitor and implement laws and regulation; and realistic and flexible standards.

To achieve results, the project will start with existing capacity and plans which are politically possible to implement and which create an impetus for change. Prioritization of interventions and incremental development will also be important approaches to attain the project goal and results.



A construction site in Hunchun, China.
© UN-Habitat/Alessandro Scotti

Cities have certain land-related mandates - for example, **land use planning and land development control** - while other agencies at local or national level operate other aspects of land services (such as registration).





Somaliland, Cadastral Development, Property Taxation and Financing Urban Improvements

Rapid urbanization puts pressure on local authorities to maintain and expand the delivery of basic services. In a post-conflict context, stable and responsive local governments are extremely important in taking up urban challenges and contributing to stability and peaceful development.

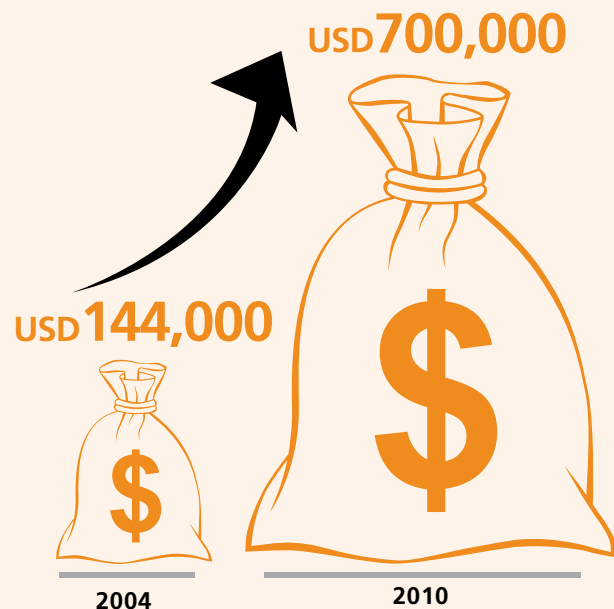
Hargeisa, the capital city of Somaliland, was the first Somali town where, with the support of UN-Habitat, a Geographic Information System was established in 2005. Since 2006, the Cadastral Department of the Municipality of Hargeisa has been using the System for property taxation and planning. UN-Habitat introduced the System, provided software and training to the municipal staff.

The database developed includes key property attributes (building quality, building size, infrastructure, number of occupants, access to services), a digital photo of each property and geo-referenced spatial data. Attribute data was collected through field surveys using handheld computers.

The objective of the property survey was to collect information useful in property taxation, urban planning and improvement of service delivery. Other application of the System's database in Hargeisa include commercial license revenue collection by the municipality, mapping of public properties, road classification, expansion of the main electricity grid and of the water network.

The intervention increased municipal revenue in Hargeisa from USD 144,000 in 2004 to USD 700,000 in 2010. The extra earnings are being used to improve local service delivery, such as the paving of 19 urban roads, develop market facilities, rehabilitation of a bridge, increase municipal staff salaries and purchase essential equipment for the municipality.

MUNICIPAL REVENUE INCREASE IN HARGEISA





2.6

LAND ADMINISTRATION FOR NEIGHBOURHOOD REDEVELOPMENT

” *Cities can circumvent these long-standing challenges by employing alternative solutions that the global land community has started to deploy.*

Neighbourhood redevelopment and slum upgrading programmes presuppose instituting suitable land administration infrastructure to clarify and record land and property rights. Evidence shows that this has not been easy, mainly due to the land administration needs of informal settlements and the inappropriateness of traditional approaches to deal with the issue. Conventional land administration tools are far from adequate in meeting the needs of informal settlements where parcels are difficult to pin down, land and property units represent overlapping and complex interests, traditional ways of generating land information do not work, and where system acquisition and maintenance costs are prohibitive.

Cities can circumvent these long-standing challenges by employing alternative solutions that the global land community has started to deploy. These emerging solutions are

affordable and meet the land and property realities of slums. They are innovative in that they can be implemented, operated and maintained using their own capacities.

The objective of this model project is to improve security of tenure, especially in informal settlements, through the implementation of innovative land administration solutions, in line with UN-Habitat's 21st Century City paradigm.

The project will utilize tools available, and in process of being developed, that deal with the specific requirements of informal settlements. These include community-centred tools to collect land and property information quickly and in a participatory manner, and the processing and management of information on a computer platform with land information systems flexible enough to handle the information.



” *Conventional land administration tools are far from adequate in meeting the needs of informal settlements where parcels are difficult to pin down*

**A low income neighbourhood.
Johor Bahru, Malaysia.**
© UN-Habitat/Alessandro Scotti

A methodology well suited to value land and property outside the formal records may have to be introduced.

Expected results of this project are a strengthened local government capacity to clarify and record land and property rights in informal settlements, improved land and property framework to undertake slum upgrading programmes, more secure access to

land and property and incremental inclusion of citizens to formal land and property systems.

Local ownership of the project and empowerment of stakeholders, through a series of capacity development activities, are crucial to achieving results. In addition, law reforms that accords recognition to new ways of recording land and property rights in slums could be vitally important.





Uganda, Urban Future from the Fingertips of Slum Dwellers

Recognizing the diversity of land rights, a critical step is to find ways to record them and to capture commonly neglected forms of tenure. As a response to this need, UN-Habitat - in collaboration with the International Federation of Surveyors, Netherlands University of Twente and the World Bank - has developed the Social Tenure Domain Model, which is a pro-poor land rights information system. The system integrates formal, informal and customary land rights which are affordable, simple and based on open and free software packages.

UN-Habitat and Slum Dwellers International have jointly implemented the Social Tenure Domain Model in the Municipality of Mbale in Uganda. The effort was part of the Government's existing project initiative: Transforming the Settlements of the Urban Poor in Uganda.

The project included field data collection, data entry into the Social Tenure Domain Model software, as well as testing

and analysis of data collected.. After barely three hours of training, Mbale slum dwellers successfully interacted with the Social Tenure Domain Model. Slum communities are using the information generated from the system to prioritize their community needs (for example provision of electricity, water and sanitation, and roads) and, incrementally, working towards strengthening their tenure security.

With the support of the Government of Uganda - through the Ministry of Land, Housing and Urban Development and co-finance from Cities Alliance and UN-Habitat - the project has capacitated slum communities to start transforming their future and livelihoods on their own. With affordable land tools such as the Social Tenure Domain Model and appropriate training, slum communities can build their own land records and information system to shape their future. The project is expected to be scaled-up in other Ugandan cities and in other countries in the next phase of activities.

UN-Habitat - in collaboration with the International Federation of Surveyors, Netherlands University of Twente and the World Bank - has developed the **Social Tenure Domain Model**, which is a pro-poor land rights information system.





2.7

EMPOWERING WOMEN AND URBAN YOUTH THROUGH SECURE ACCESS TO LAND AND PROPERTY

” *Young people access land and property through their parents. However, these rights are lost in cases of domestic transitions (for example. parents' separation) or when conflicts and disasters disrupt normal communal life.*

Land systems often exclude or fail to promote and protect the rights of women and youth. Despite representing the population majority, women and youth are allocated limited rights, which are often accessed through husbands or male relatives. In many countries, discriminatory laws block women's access to land and property. Where the laws are progressive, lack of enforcement and obsolete practices discourage the realization of these rights.

Likewise, youth constitute the majority of the population in most cities. Yet, their access to land is often limited due to disruptions in intergenerational equities often caused by scarcity and inequitable distribution of land and weak institutions. Young people access land and property through their parents. However, these rights are lost in cases of domestic transitions (for example. parents'

separation) or when conflicts and disasters disrupt normal communal life.

This model project aims at increasing secure access to land and property for women and youth. The interventions will include advocacy and outreach activities that sensitize decision-makers and urban actors to the challenges and need to make urgent interventions; and capacity development to equip change agents with skills and knowledge, including tools to evaluate whether land interventions respond to the needs of women and youth. The project will deal with land issues from a viewpoint of shelter, livelihoods and public space (leisure and sport) which have been identified as crucial areas for youth in particular.

The project will build on UN-Habitat's experience in evaluating land interventions with a gender lens in Brazil, Ghana, Nepal and Uganda, as well as draw on knowledge emerging through the Global Land Tool Network's ongoing work on youth and land.

The services provided by this project include technical support in legal reform to institute co-ownership; tools to improve the participation of youth and women in decision-making; analysis and technical support on baseline surveys and benchmarking, project planning and implementation; and documentation and dissemination of good practices. Other potential services include knowledge sharing and peer-to-peer exchange championed by grassroots groups; gender evaluation criteria; and capacity development programmes.

The project aims to achieve more inclusive communities and cities and increased social cohesion among city residents through secure and equitable access to land; improved awareness on exclusion of vulnerable groups and how land and property interventions can be used to remedy the situation; and strengthened capacity of government (country and/or city) to implement appropriate tools, strategies and interventions and empower women and youth.

In order to achieve its goals, the project will create strong partnerships between "champions" in government (city/national), non-governmental as well as professional and grassroots organizations. Where possible, linking land and property with livelihood options or jobs might produce a snowball effect in terms of achieving results.



Participatory mapping exercise in Mahila Milan, Orissa, India.
© SPARC

Despite representing the population majority, **women and youth** are allocated limited rights, which are often accessed through husbands or male relatives.





Promoting Participation; Engendering Land Tools

Gender dimensions are not routinely captured in assessments in the land sector. In response to the lack of evidence-based information on gender disparities in land interventions the Gender Evaluation Criteria was developed in 2007 by several Global Land Tool Network partners, notably the Huairou Commission, the International Federation of Surveyors, the University of East London and UN-Habitat.

With support from UN-Habitat and the Huairou Commission, Espaço Feminsita, a feminist non-governmental organization in Recife, Brazil, has since 2009 been utilizing the gender evaluation criteria as an advocacy tool in its effort to secure tenure for the communities of Ponto de Maduro, a large informal settlement and home to over 8,000 low-income households. At the 2010 World Urban Forum in Rio de Janeiro, Brazil, it was announced that residents of Ponto de Maduro would not be evicted and that a process of regularization would begin. It was also publicly committed that a gender-sensitive approach would be used in the regularization, and that this would be ensured through the application of the gender evaluation criteria throughout the regularization process. So far, there have been no evictions.

A local committee has been established to oversee the regularization process. Espaço Feminsita has a seat on this committee and plays a critical role in its deliberations. The committee has used the gender evaluation criteria as a checklist prior to commencing work and throughout the process. By using a gendered approach, the local committee is ensuring that women and men are social agents in the regularization process as well as being beneficiaries. This will, amongst other advantages, prevent private contractors from discriminating against women in the titling process, assuming that the as head of household men should obtain the title in their names. Women's groups will also lead when mediating and solving conflict likely to arise in any land regularization effort.

At the **2010 World Urban Forum** in Rio de Janeiro, Brazil, it was announced that residents of Ponto de Maduro would not be evicted and that a process of regularization would begin.





2.8

SOLUTIONS TOWARDS AN
INCLUSIVE CITY

” *As urban centres become more cosmopolitan a number of smart cities have recognized the potential of diversity while also fostering social inclusion.*

Diversity in contemporary urban societies is considered to be a strong asset. It can be a powerful basis for promoting urban sustainable development. As urban centres become more cosmopolitan a number of smart cities have recognized the potential of diversity while also fostering social inclusion. Indeed, there is a positive relationship between cultural diversity, innovation and creativity, on one hand, and, on the other, the pace and scope of economic growth within cities, especially those pursuing inclusive policies. At the same time, this positive correlation is not automatic; it has to be designed and implemented within the policy and institutional framework of urban governance of a given city.

The harmonious coexistence of multiple social groups within urban settings needs to be nurtured and developed. Differences of culture, places of origin, race, ethnicity, religion and language can pose a major challenge when

not handled properly at the local level. Often, these differences are exploited for political ends when they become a source of conflict at times of tension and crisis. There are cities, however, which have used these diversities creatively. Such cities have been able to do so by projecting the positive features of diversity to attract investments, promote innovations, and propel cultural and economic vibrancy.

The objective of this model project is to help cities create and strengthen institutions along with developing appropriate processes for promoting social inclusiveness. The project will enhance the asset potential of diversity and build bridges across social groups while, at the same time, harnessing and valorizing the uniqueness of each. The project will promote the recognition of distinct identities while fostering the strength of the city as a collective. Each social group will be made part of the whole through policies, strategies and implementing



mechanisms within the everyday functioning of the city. Specific entry points will be identified and action plans developed for a gradual and incremental execution of the project.

UN-Habitat has developed a number of tools and strategies on promoting social inclusion. Through its partnership with other United Nations agencies, UN-Habitat has developed robust expertise in working within settings characterized by diversity.

The **harmonious coexistence** of multiple social groups within urban settings needs to be nurtured and developed. Differences of culture, places of origin, race, ethnicity, religion and language can pose a major challenge when not handled properly at the local level.



Results that can be generated by this intervention include robust systems for peaceful coexistence; instruments for measuring progress in social inclusiveness; and developed capacities for conflict mediation and resolution. Others are effective institutions and process to deliver inclusive public policies; mechanisms for equitable allocation of opportunities among all social groups; linkage to global networks of exchange of good experiences; as well as dynamic city branding capitalizing on social inclusiveness.

Among the services to be provided through this project are rapid urban social and cultural inclusion assessment; residential mapping; information and communication technology-enabled urban governance and youth guide; strengths, weaknesses, opportunities and threats analysis; social inclusion perception mapping; urban governance analytical framework; and a matrix of key multicultural partners and stakeholders. Other services are mapping institutions and service providers for social inclusion; assessment of structural factors influencing the inclusion of multicultural minorities; assessment of multilevel coordination to deal with social inclusion; analysis of social vulnerabilities in origin cities (related to migration process); and specific assessment on multicultural gender-related issues and conflict analysis tool.



Providing Citizenship and Capacity-building for Youth, Women in Rio de Janeiro's Favelas

An example of mainstreaming social inclusion in a given policy has been available in Brazil since 2011 with the peace programme in the State of Rio de Janeiro, known by its Portuguese acronym, UPP (Unidade de Policia Pacificadora) Social. The State introduced the initial UPP programme in 2008 using top police academy graduates to break the stranglehold of drug dealers and gangs in 18 of the city's favelas, as the slum areas are called. Once the first favelas were considered safe, the neighbourhoods were provided with the UPP Social, a UN-Habitat supported programme as part of a bigger project.

2011

The year since which UN-Habitat, together with the Instituto Pereira Passos and the State, has been implementing the social aspect of the UPP initiative and supporting the local government in providing citizenship and capacity-building for youth and women.

Since 2011, UN-Habitat, together with the Instituto Pereira Passos and the State, has been implementing the social aspect of the UPP initiative and supporting the local government in providing citizenship and capacity-building for youth and women. The UPP programme is organized along three axes: the first is upgrading. This includes improvements to public rights of way, street widening, water and sewerage systems, housing construction and public space. Democracy and citizenship is the second axis. This involves conflict resolution, regulating use of common spaces, clean streets and public lighting. The third is local development – social (education, health, culture, and sport), economic (employment, income, entrepreneurship, and business creation), and environmental (open space preservation, parks, squares, quality of life). Whilst attending to security concerns, the project aim is to build a “unique city fabric”.

Because of the UPP programme, residents now move about freely in places where previously they dared not. They are positive about the UPP programme but look forward to its continuation after the 2016 Olympics.



2.9

ENHANCED **URBAN GOVERNANCE**
AND INSTITUTIONS

” *When operations among communities and neighbourhoods, the private and public sectors fail to harness the full potential of each, then the overall functioning of the city suffers.*

Improved service delivery, well-functioning infrastructure and sustainment of the economic dynamism of any city are highly dependent on governance relations and management systems at the local level.

When operations among communities and neighbourhoods, the private and public sectors fail to harness the full potential of each, then the overall functioning of the city suffers. Similarly, when relations between local authority and other key stakeholders are lacking in participation, accountability, transparency as well as overall civic engagement, the city will fail to function optimally.

In terms of the everyday functioning of a municipal authority, organizational systems that are in place and institutional arrangements play a critical role in enabling the municipality to perform its roles. The manner in which programmes are planned, tasks are organized, supervision is executed,

processes are coordinated, reporting is done and budgeting is undertaken are critical to the functioning of a municipal authority. Indeed, liveable and prosperous cities are supported by good local institutions, designed according to local needs and to financial possibilities. The prevalence of appropriate checks and balances, with clear protocols, underline a sound management system.

The objective of this model project is to support local authorities to design and reform urban institutions, systems and procedures so that they can deliver better basic services, operate with an efficient management system and are sufficiently resilient to overcome adversities. By using a mutually agreed entry point, the project will design an incremental process and institutional reform strategy and backstop its execution, including supporting the development of performing capacities. An assessment of optimizing opportunities within

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Fondazione Campania dei Festival

the prevailing inter-governmental relations will be included in the strategy development.

UN-Habitat has at its disposal a number of global and locally adapted tools designed to help municipalities, cities and central governments to strengthen local institutions and governance procedures, including the Urban Governance Index; the Participatory Budgeting Toolkit; the Transparency in Local Governance Toolkit and the Urban Legal Framework Unpacking Tool. Cities working in this project get appropriate strategies for the identification of institutional strengths and weakness, according to structural local and national strategies to develop procedures and process on basic services, by-law revision, plan for resilience of institutions under stress (economic crisis, social unrest, conflict, climate change, resource shortage, organized crime, etc.), training and capacity-building as well as a road map for the implementation of strategies.

The expected results for a municipality engaging in this project is a more reliable and responsive institutional system; able to deliver basic services and make timely public decisions, with transparency and efficacy, and supported by civil society organizations as well as by public-private-partnerships.



UN-Habitat has at its disposal a number of **global and locally adapted tools** designed to help municipalities, cities and central governments to strengthen local institutions and governance procedures





Urban Governance Index opens New Dialogue between Mayor and Residents of Ulaanbaatar, Mongolia

The Urban Governance Index that UN-Habitat has developed is one of the tools on hand to assist cities in improving local governance. It is an advocacy and capacity-building tool that supports cities and countries in monitoring the quality of urban governance. It is based on four main indicators: effectiveness (of governance actions), equity (unbiased access to services), participation (inclusive, free and fair municipal elections and participatory decision-making) and accountability (transparency, integrity and responsiveness). Envisaged to be a measure of good governance and inclusiveness in cities, the Index has been field tested in 24 cities across the world.

In 2006, Mongolia offered to become the first country to apply the Index and it was applied in Ulaanbaatar. The Urban Governance Index was integrated into new initiatives implemented in the city, including a Cities Alliance funded project on Ger Area upgrading, as a tool to monitor the quality of governance and initiate policy discussions and actions for improved urban governance.

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The number of cities across the world in which the Urban Governance Index (developed by UN-Habitat) has been field tested.

The Urban Governance Index that UN-Habitat has developed is one of the tools on hand to assist cities in **improving local governance.**



2.10

SOUND METROPOLITAN GOVERNANCE STRATEGIES

” Enormous problems of poverty and inequality still exist in many metropolitan areas, traffic congestion is rampant, environmental contamination is common, including higher emission of greenhouse gases.

Metropolitan coordination mechanisms are becoming a key feature of urbanization in developed and developing countries. A majority of the world's big cities are constituted by composite municipalities coexisting with other types of authorities. Demographic growth, spatial expansion, economic differentiation, social complexity, cultural diversity and the need to overcome impediments of a multiplicity of institutions within a given territory have all underlined a need for metropolitan governance. Yet, in a number of cases, metropolitan frameworks have been underperforming and are also ridden with challenges.

Enormous problems of poverty and inequality still exist in many metropolitan areas, traffic congestion is rampant, environmental contamination is common, including higher emission of greenhouse gases. Many such areas lack job opportunities, particularly

for the youth. These areas also offer few basic services and are prone to failure in fully mobilizing local assets and competitive advantages. They also suffer from a prevalence of insecurity and a lack of proper coordination among the multiplicity of existing authorities.

The objective of this model project for a given metropolitan area is to reorient governance from its current institutional bias and anchors towards functional delivery of needed public policies and services. The project designs a system that is integrated and results-based. While acknowledging the municipal authorities, it enhances the interfaces and common ground for the metropolis as a whole. The constituents of the strategy are legislations, institutional relations, management systems, and horizontal as well as vertical political relations. The project is informed by the diverse range of expertise UN-Habitat has, the cutting edge it has developed



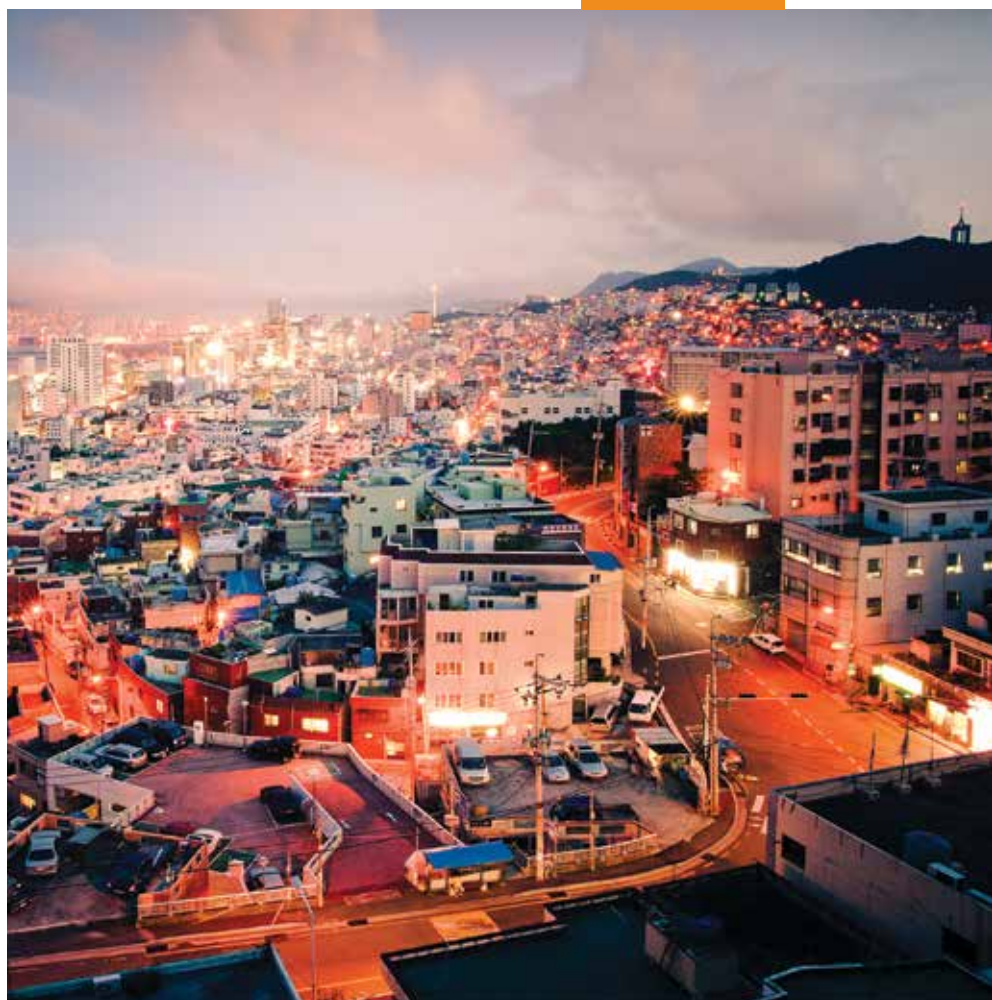
and its association with other specialized agencies that are working on aspects of metropolitan governance. The model project delivers a package of expertise and undertakes to coordinate the range of interventions in developing the strategy.

The project is for countries wishing to create, develop or strengthen governance mechanisms, both institutions and public administration process, in their formally existing or de facto metropolitan areas. It aims to help them to manage internal and external forces effectively, and to design and implement appropriate institutional and multi-stakeholder frameworks to shape urban development through the balance between solidarity and subsidiarity.

In providing these services, UN-Habitat applies institutional and legal metropolitan reform instruments, including strategies for development or creation of metropolitan government and authorities; institutional frameworks for metropolitan effective planning; strategies for coordination and integration of sectoral institutions at the level of the metropolitan area; and strategies for public-private organized civil society partnerships at the metropolitan level. Other services include frameworks for horizontal and vertical multilevel negotiation and formalization of metropolitan public policies; decentralization-specific strategies for the metropolitan level; problem-solving strategy for metropolitan sociopolitical challenges; future envisioning multi-stakeholders metropolitan dialogues; and public finances strategies for the metro area and its municipalities.

Expected results include a strategy and action plan for streamlining institutional relations; an improved performance of metropolitan authority and the constituent municipalities; enhanced metropolitan institutions and process; better partnership arrangements for improved service delivery; and more efficient deployment of metropolitan assets.

Rapid urbanization.
© UN Photo/Kibae Park





Responding to Emerging Needs of São Paulo State and its Metropolises

UN-Habitat has recently joined efforts with Metropolis (the World Association of Major Metropolises) and the State of São Paulo in Brazil to strengthen governance mechanisms in metropolitan areas in order to face emerging challenges.

The State has a wide range of spatial forms and distinct scales of urbanization, constituting a very complex urban network. Given the rapid urbanization, the internalization of the economic development and the population sprawl, the Metropolitan Region of São Paulo has created a network of flows and relations that assemble 173 cities with intense functional integration. These cities are in a 200-km radius from the city of São Paulo and shelter 30 million people, generating 82.5 per cent of the State's gross domestic product and more than a quarter of Brazil's gross domestic product. At the same time, the steady growth of the favelas remains a challenge.

Given the rapid urbanization, the internalization of the economic development and the population sprawl, the **Metropolitan Region of São Paulo** has created a network of flows and relations that assemble 173 cities with intense functional integration.



The aim of this joint initiative is to study the realities of metropolitan governance in a number of urban agglomerations and raise the metropolitan agenda through sound multi-level governance mechanisms. In 2012, the initiative started tackling the role of public/private partnerships in metropolitan policymaking. Cities around the world are sharing experiences regarding management of metropolitan areas with the financing and participation of the private sector.

With such a new area of intervention, UN-Habitat and its partners seek to deal with metropolitan challenges and support the achievement of economically qualified metropolises which can combine regional development and inclusive urbanization with equal access to opportunities for all.



2.11

POLICIES FOR A SAFER CITY

” Unfortunately, very often countries and cities focus on the strengthening of policing and justice system while paying marginal attention to prevention, participation and social cohesion.

The prevalence of safety is a critical component of urban development. It contributes to the degree to which one enjoys full rights and privileges of a city, and in the process materializes citizenship. Effective safety enhances investments, valorizes assets and promotes competitiveness. As a product of normative ascription, the totality of law reinforcement measures, preventive mechanisms and social cohesion and urban safety also contributes to urban governance.

Unfortunately, very often countries and cities focus on the strengthening of policing and justice system while paying marginal attention to prevention, participation and social cohesion. The concentration on deterrence and rehabilitation through penalty and punishment has proved costly and ineffective. Moreover, it has sectoralized the whole function of security and relegated it to be being the sole responsibility of specialized agencies of the state at national and local levels.

This model project contributes to urban safety from the prevention perspective that is linked to urban planning, governance and the reduction of vulnerabilities. It integrates the fostering of urban safety into the everyday functioning of the city in terms of planning, technical designs, service delivery, budgeting systems as well social and

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The minimum number of international cities that UN-Habitat's Safer Cities Programme has supported to adopt more holistic and participatory solutions to crime prevention.



political processes taking place in a given city. The objective is to help local authorities in mainstreaming crime prevention across the local and urban development agenda. This can be done by urban planning and neighbourhood upscaling, urban governance and urban social cohesion. It entails the development of a policy framework that pulls together a combination of tools and services to formulate and implement effective policies on prevention of crime and violence in cities and to mainstream them into urban development agendas.

The ultimate result of the project is to improve **safety in the city**, creating investment confidence as well as the reduction of crime-related vulnerabilities



Johor Bahru.
© UN-Habitat/Alessandro Scotti





A normal congested day in the overpopulated city of Dhaka, Bangladesh, July 2007.

© Manoocher Deghati/IRIN

The project draws on the experience of UN-Habitat's Safer Cities Programme that has supported over 20 cities internationally to adopt more holistic and participatory solutions to crime prevention.

The ultimate result of the project is to improve safety in the city, creating investment confidence as well as the reduction of crime-related vulnerabilities. To obtain this result, UN-Habitat will deploy a comprehensive Safer Cities Toolbox which includes situation analysis and diagnosis, participatory techniques, community policing, management of public spaces, conflict resolution, institutional

coordination as well as capacity development. Moreover, UN-Habitat will provide guidance on mainstreaming safety in planning and decision-making, programme design and implementation, as well as outcome and impact analysis.

Local authorities and central governments interested in applying UN-Habitat policies for Safer Cities can benefit from coaching and assisting through a network of more than 50 internationally recognized institutional partners, establishing city-to-city cooperation projects, formulating and fundraising prevention project.



A Collaborative Approach in India Improves Women and Girls' Safety

UN-Habitat's Safer Cities Programme has partnered with Jagori, a Delhi-based women's resource centre to support a youth and girls safety project in a resettlement area of New Delhi between 2009 and 2011. UN-Habitat's support came to an end in 2011, but the project continues with support from Jagori.

Before this collaboration, Jagori had not previously worked with girls and boys. It was found that this would be a good entry point when talking about building a "culture of prevention", which entails starting early with changing mindsets. The project was inspired by work that UN-Habitat has conducted in Dar es Salaam, Tanzania; Durban, South Africa; and Nairobi, Kenya.

Jagori implemented the project with boys and girls in reclaiming public spaces for recreation, theatre and sports. It also advocated and raised awareness for girls' safety by developing and disseminating community radio and theatre and photography. Other project partners involved were civil society organizations, women's groups, youth leaders and government officials.

Before this collaboration, Jagori had not previously worked with girls and boys. It was found that this would be a good entry point when talking about building a "culture of prevention", which entails starting early with changing mindsets.



The actions taken contributed to an outreach of 2,355 households; increased mobility of young girls and women and ability to confront issues of harassment on the streets; active engagement of young women and men in conducting safety audits and upgrading of public spaces in the community; increased ability of young women and men to express themselves, and for young women and girls to negotiate with boys and young men on the use of public space in the community; and increased ability of young women and men to advocate and influence policymakers, media, urban planners, police and the municipality

The project is now reaching out to more households and other communities. The model established is going to be replicated in other urban areas of India. There is interest from Mumbai to adopt the approach but funding has not been forthcoming. The model has also fed into several policy dialogues and advocacy initiatives held with the Delhi State Government for improved gender-sensitive infrastructure and programme. The State Government is now taking this forward in the citywide framework for women and girls' safety, which has been developed. During focus group discussions, almost all of the parents said their daughters were more confident and able to move around alone.





3

URBAN ECONOMY

the city will be a **better place** for its residents to live and work, and for domestic and international investors to invest.



3.1

IMPROVING MUNICIPAL FINANCE

Revenues generated by municipal authorities are often insufficient to meet the growing municipal expenditure needs.

The fundamental problem of municipal finance in developing countries is the lack of adequate funds. Many cities and towns are seriously under-resourced to meet an ever-growing demand for basic services, new infrastructure and maintenance. Revenues generated by municipal authorities are often insufficient to meet the growing municipal expenditure needs. For that reason municipal authorities need to develop innovative mechanisms to generate more revenue. Value capture is one of the popular tools used by many cities in developed countries to raise revenue and reap the benefits of urbanization. However, this tool is hardly being used by the urban authorities in developing countries.

The objective of this model project is to provide advisory, technical and capacity-building support to municipalities so that they can apply innovative revenue generating mechanisms. These mechanisms include land value capture, access to capital markets, identifying bankable projects that are

attractive to the private sector, privatization of municipal revenue collection, generating income from issuing of permits to business operators, forming public-private partnerships, privatization of the provision of municipal services and obtaining grants from multilateral financial institutions and development partners.

UN-Habitat has the necessary expertise in knowledge and tool development. It can also provide advisory, technical and capacity-building support to municipal authorities in this area and deal with the financial relationships between different layers of government.



UN-Habitat will assist local authorities through this project by

- (a) evaluating existing revenue-generating mechanisms currently used and documenting best practices;
- (b) identifying innovative revenue-generating mechanisms suitable for the city;
- (c) training and building capacity of the relevant municipal staff on how to design and implement innovative and sustainable revenue generating mechanisms;
- (d) assisting the municipality to learn from other cities which have successfully used the new mechanisms, by helping them build partnerships and by sharing best practices.

Any municipal authority utilizing this service will benefit from it in many ways, one of which will be to generate more revenue for this kind of activity. With this capability, the municipal authority will be able to provide better infrastructure, utilities and services

Value capture is one of the popular tools used by many cities in developed countries to raise revenue and reap the benefits of urbanization.



including water, sanitation and solid waste disposal, among others. As a result, the city will be a better place for its residents to live and work, and for domestic and international investors to invest. The key mechanisms for achieving these results will include evidence-based assessment, revenue generation tools and strategy formulation, capacity development, strategy implementation and creation of partnerships.

Palestinian man selling oranges in the Old City of Nablus.
© Erica Silverman/IRIN





Strengthening Municipal Financial Management in Somaliland and Puntland

Since 2001, UN-Habitat has been contributing to building and strengthening financial management systems at the local government level in Somalia. Starting with one district in Somaliland under the Berbera Technical and Institutional Assistance Programme, the current phase of the intervention, a part of the United Nations Joint Programme on Local Governance and Decentralized Service Delivery, covers nine districts in Somaliland and four in Puntland.

The objectives of this intervention are to

- (a) strengthen the revenue base of local governments;
- (b) improve planning and budgeting at the district level;
- (c) link increased revenues to improvements in service delivery; and
- (d) enhance the provision of local services, either directly by assisting the district administration or through public-private partnerships.

With assistance from the international non-governmental organization Terre Solidali, UN-Habitat has installed computerized accounting and billing systems to the finance departments of partner local governments in Somaliland and Puntland. The pilot version of the accounting systems was installed in Puntland in 2010. Its full roll-out of the systems is expected in 2012. Already, installed systems have improved transparency, accountability and local governance practices. Similar systems have been installed at the departments of districts and regions of their respective ministries of the Interior and of Finance, and at the Magistrate of Accounts in Somaliland.

UN-Habitat and the ministries of Interior and of Finance as well as local government finance departments produced guidelines for municipal finance policy development in Somaliland and Puntland. The local consultation process on the guidelines has resulted in increased awareness of municipal finance and service delivery among a broad range of stakeholders. A first step in this is the preparation of draft ministerial decrees on service-based budgeting and accounting, as well as on the official adoption of automated systems for financial management and reporting for local governments in Somaliland.

With assistance from the international non-governmental organization Terre Solidali, UN-Habitat has installed **computerized accounting and billing systems** to the finance departments of partner local governments in Somaliland and Puntland.





3.2

TURNING LOCAL ASSETS INTO ECONOMIC DRIVERS

” *UN-Habitat’s approach to local economic development planning process combines “know your urban economy” profiling, local assets and stakeholders mapping, robust strategic decision-making and action planning.*

Cities face constant pressure to be competitive and attractive to investors and talent. Unemployment is a major challenge. In sub-Saharan Africa and South Asia, more than 70 per cent of the labour force is vulnerable. Youth unemployment is a particular concern. Youth are more than thrice as likely as adults to be unemployed. The situation, responses and success vary among cities. Some cities cease to reap economies of scale early in their development due to congestion, poor planning and services. Many cities prepare economic development plans but either these are not based on a solid understanding of their economies or they fail to tap local assets and innovations. In most cases, links with regional and national economies are missing. However, there are also many success stories, including in the developing world, where cities reinvent and diversify their economies primarily utilizing their own resources and capture a niche in the global supply chain of goods and services.

The objective of this model project is to equip local governments of secondary cities with tools and knowledge to better understand and exploit their local assets and urban development opportunities for growth, jobs and increased tax revenue.

Services offered by this model project include technical and policy advice to help cities take stock of local assets, understanding the structure of the city and regional economy, and identify economic drivers; promote inter-municipal cooperation and fostering relations with national government to expand investment opportunities, regional connectivity and access to the global market; and identify doable, innovative and inclusive strategies such as: skills development, job matching, “buy local” campaigns; density bonus for creative development projects; business park and cluster development, business and job fairs; placemaking and urban design; value creation



and capture through urban regeneration and expansion projects; and creative and efficient use of physical, natural and cultural assets; and benchmarking.

Results of this project include an action plan centred on local assets and economic drivers; high economic return on local resources and investment; local capacity demonstrated through sound economic development planning and implementation; political legitimacy; and confidence with business and development partners. UN-Habitat's approach to local economic development planning process combines "know your urban economy" profiling, local assets and stakeholders mapping, robust strategic decision-making and action planning. An interdisciplinary economic development planning team and

stakeholder platform which bring together key technical, political, business and social forces will be set up. Peer learning will be used to inspire, critique and refine local economic development visions and plans.

Many cities prepare **economic development plans** but either these are not based on a solid understanding of their economies or they fail to tap **local assets and innovations**.





Horezu, Romania, Turned to Local Assets and Opportunities to Drive its Economy

The small Romanian town of Horezu experienced socioeconomic distress and high unemployment following the restructuring and privatization of state-owned food, wood, mining and textile industries in the 1990s. The closure of a large wood and furniture industry in Horezu affected about 5,000 employees and their households. In the early 2000s, the town and the area were experiencing outmigration of young people.

With the technical support of UN-Habitat and the Partners Foundation for Local Development in Romania and local leaders in Horezu – a stakeholder-based strategic planning effort was initiated in 2004 to resolve local economic development problems.

5,000

The approximate number of employees and their households that were affected by the closure of a large wood and furniture industry in Horezu

With the support of the UN-Habitat tools, the Horezu Socioeconomic Development Strategic Plan was developed. In 2007, the Foundation conducted an impact evaluation study which highlighted that approximately 80 per cent of the strategic plan was implemented.

Although the original local economic development planning project was completed in 2004, it has continued to develop different projects that attract funding from different sources. The Foundation, which was the implementing partner from the start of the project, has continued to support Horezu and the region in project development, resource mobilization and implementation.



3.3

COMPREHENSIVE URBAN **ECONOMIC DEVELOPMENT** STRATEGIES

” *UN-Habitat is working with United States and South African partners to develop a guide on a comprehensive urban economic development strategy.*

Well-planned and designed cities can generate higher levels of societal well-being, global economic growth and foster sustainable development. In the absence of a coherent and holistic urban economic development strategy, urbanization is taking place haphazardly and cities are unable to absorb the flow of migrants in a productive way. As a result, the informal economy and settlements are springing up in urban areas of many developing countries. In view of this, the need for a holistic urban economic development strategy is especially acute in large and medium-sized cities in Africa, Latin America and Asia. Many cities of developing countries have been unable to provide the necessary services and employment for residents.

The primary objective of the model project is to help developing countries and their cities provide a comprehensive strategy

for managing urban economic growth. The strategy will focus on optimizing economies of agglomeration and urbanization to create value and wealth; enhancing competitiveness of cities to drive economic growth and job creation; and articulating asset-based strategies to optimize the endogenous growth factors and to improve policies, planning, resource allocation, service delivery, livelihood and governance. It will also provide strategies to promote social inclusiveness and equity and to promote the human rights approach to urban economic development, and design investment and financing strategies for urban economic development.

The key partners of the project are the ministries of Finance and Economic Development; Lands and Housing; Local Government and Cities. Other partners are municipal governments, multilateral

development banks, national development banks; the private sector; professional bodies and local communities. UN-Habitat is working with United States and South African partners to develop a guide on a comprehensive urban economic development strategy. UN-Habitat is also working with South Africans to develop tools to promote urban economic development paradigm shifts.

The result of this should be a demonstrated paradigm shift in urban economic development. Cities should move away from piecemeal and chaotic development patterns and adopt a holistic development approach, guided by comprehensive urban economic development strategies. They should also have improved assets and increased economic productivity, urban competitiveness, social inclusiveness and cohesion.



In the absence of a coherent and holistic urban economic development strategy, urbanization is taking place haphazardly and cities are unable to absorb the flow of migrants in a productive way.

Porters carrying loads of second-hand European goods down the hill from the border checkpoint between Morocco and Spain.
© UN-Habitat/Alessandro Scotti



URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRAIDING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT



Shenyang, Comprehensive Urban Economic Development Strategy

Shenyang is the capital of Liaoning Province and the largest economic centre in northeast China. It is a national demonstration city for comprehensive industrial modernization. It has extensive air, rail and road connections to major Chinese cities and is the region's business, education, finance and manufacturing centre.

The major objective of Shenyang City Development Strategy was to provide it with a comprehensive urban economic development plan. The Strategy assisted the Shenyang Municipal Government to improve living conditions, competitiveness and diversity, to modernize the economy and strengthen the city's financial capacity for the implementation of urban development programmes. UN-Habitat was the initiator and facilitator of the project, which started in 1999 and ended in 2001

The Strategy focused on the city's following development problems:

- (a) insufficient employment opportunities, high-level of poverty, low-level of entrepreneurship and weak social security;
- (b) inadequate infrastructure, serious urban environmental pollution, insufficient water sources and energy supply, irrational use of land and poor living conditions; low productivity and great need for industrial upgrading;
- (c) weak market mechanisms and lack of new competitive economic sectors; and
- (d) a large amount of poor housing and basic services. The process involved stakeholders at different levels and in different sectors: Shenyang Municipal Government, Liaoning Provincial Government, national development agencies as well as the private sector and civil society partners.

The result of the project was that the Municipal Government adopted the Strategy and integrated it into the city's development plan to guide its comprehensive economic development.



3.4

COMMUNITY EMPOWERMENT FOR IMPROVED LIVELIHOOD ECONOMIES

” *Those who work in the urban informal sector earn low incomes, face insecure working conditions, lack labour rights and bear greater risks of sudden unemployment.*

Livelihoods mean more than an income; they comprise assets, activities and capabilities needed for a means of living.

In cities, most of the poor are either unemployed or underemployed and are unable to afford even basic goods and services and decent housing. Those who work in the urban informal sector earn low incomes, face insecure working conditions, lack labour rights and bear greater risks of sudden unemployment. The urban poor also face a greater uncertainty because cities are closely linked to the global economy. They tend to be more adversely affected by national and global macroeconomic uncertainties than their rural counterparts. Cities are also more culturally diverse and socially fragmented, less safe and have high-income disparities. More importantly, it is the poor who face the greatest vulnerability during post-disaster and post-conflict situations.

The objective of this model project is to provide advisory, technical and capacity-building support to urban local authorities and local communities, and so help the urban poor to make their livelihood strategies more sustainable. The project will build on UN-Habitat's experience in setting up One-stop Youth Resource Centres in Kigali (Rwanda), Kampala (Uganda), Nairobi (Kenya) and Dar es Salaam (Tanzania); promoting sustainable options for livelihoods security in eastern Sudan; helping the recovery of host communities and sustainable integration of internally displaced persons into informal urban settlements in the Lira and Gulu municipalities in Uganda; upgrading community infrastructure in Mogadishu, Somalia. It will also provide technical aid to local government units and the urban poor communities to develop shelter upgrading plans for capital investment financing in some key cities outside Metro Manila, the



Philippines; policy, planning and targeted assistance for internally displaced persons in Afghanistan; and promote sustainable livelihood generation as a strategic entry point for slum upgrading and urban renewal in low-income municipalities in San Salvador, El Salvador.

Services offered by this project fall in the following areas:

- (1) Assisting urban local authorities, internally displaced persons and conflict-affected communities in the recovery process and their successful integration into the economy.
- (2) Training in building and construction, neighbourhood infrastructure upgrading and the urban informal sector.
- (3) Building social capital by strengthening social networks, capacity-building of community organizations and the design of community safety nets.
- (4) Economic empowerment of the urban poor - particularly the youth, who live and work in slums and other informal settlements - through skills training and capacity-building.
- (5) Technical aid to local urban authorities and communities for developing livelihood strategies.

Women sewing garments. Afghanistan.
© UN-Habitat

Expected results of the project include improved capacity of urban local authorities and local communities for developing livelihood strategies for internally displaced persons and conflict-affected communities; improved vocational skills and entrepreneurial capabilities of the youth; and an improved capacity of the local urban authorities and community organizations for developing plans to create livelihood opportunities for the urban poor, particularly the youth, women and marginalized groups.

“In cities, most of the poor are either unemployed or underemployed and are unable to afford even basic goods and services and decent housing.”





Productive Settlements Generating Sustainable Urban Livelihoods in El Salvador

In the low-income municipalities of Apopa and Santa Tecla in the metropolitan area of San Salvador, UN-Habitat has developed and implemented the “Sustainable Urban Productive Settlements” project, in collaboration with the Vice Ministry of Housing. This project is part of a joint programme with the United Nations Development Programme and the United Nations Industrial Organization (financially supported by the Millennium Development Goals Fund), to use sustainable livelihood generation as a strategic entry point for slum upgrading and urban renewal.

Based on a bottom-up, participatory and multi-actor approach, the project has focused on a value chain analysis of the slum improvement and the urban renewal process. The project has identified legal constraints, financial opportunities and institutional limitations to income generation at each step of

the housing construction process. As a result, a comprehensive training and credit programme has been developed with the private sector. This programme has provided income-generating opportunities for community credit facilitators, homebuilders and actors of the community-based materials supply chain. In addition, a needs and services analysis in each settlement has made it possible to identify opportunities to create jobs servicing community needs and services that the community can provide.

In addition, in the development of this project, legislative and institutional requirements to be tackled were identified. The project team made it easier for legislative changes and reforms to be made to overcome some of the shortcomings in the evolution of the local initiatives.

This programme has provided **income-generating opportunities** for community credit facilitators, homebuilders and actors of the community-based materials supply chain.





3.5

URBAN YOUTH FUND

“UN-Habitat is working with United States and South African partners to develop a guide on a comprehensive urban economic development strategy.”

Globally, 85 per cent of the world's young people live in developing countries and an ever-increasing number of them are growing up in cities. For instance, in many African cities at least 70 per cent of residents are under 30 years old. These youth are a potential goldmine of innovation and wealth creation. Similarly, if not harnessed, they could turn their energies to crime. All over the world, young people are finding it increasingly difficult to break into the labour market. Youth make up 25 per cent of the global working-age population but account for 43.7 per cent of the unemployed. This means that almost every other jobless person in the world is between the ages of 15 and 24.

Action is required to achieve economic prosperity and inclusiveness for the youth. Although evidence shows that governments and cities are making efforts to tackle youth poverty and their lack of engagement in governance, resources are very limited to undertake such interventions.

UN-Habitat recognizes the role of youth as a major force for a better world. Through the youth-led “laboratory” projects such as the UN-Habitat Urban Youth Fund, the agency is increasing opportunities for the urban young in developing countries to improve living conditions for themselves and their communities. Specifically, the Fund makes grants and provides capacity-building to urban youth-led organizations for community projects which contribute to sustainable urbanization and economic prosperity. The Fund supports over 200 youth-led projects in at least 50 countries in Africa, Asia and Latin America. The Fund has, so far, been able to open a funding window in Zanzibar and is working with the governments of Nigeria and Mauritania to establish similar facilities.

The objective of the model project is to strengthen the capacities of international, national and city authorities and youth groups to improve youth employment and living

conditions in their cities, reduce vulnerabilities and, consequently, contribute towards overall national development.

Results expected from the project are an increased capacity of youth-led organizations to initiate and manage projects, including fundraising; improved knowledge of what works in youth-led development projects; increased awareness amongst policymakers and donors of the need to mainstream youth in development policies and strategies.

At the national (client) level, when a request is received, UN-Habitat facilitates the setting up of an Urban Youth Fund at the national or city level as well as the transparent selection

of beneficiary youth groups. Selected youth groups then receive intensive training in project management, including financial management and monitoring and evaluation in order to ensure successful project implementation.

Action is required to achieve **economic prosperity** and inclusiveness for the youth.

25

The percentage of the youth out of the global working-age population, who account for 43.7 per cent of the unemployed.

A One Stop Center in Kigali, Rwanda.
© UN-Habitat/Julius Mwelu



URBAN
PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT



A Window on Success in Zanzibar

One of the greatest challenges facing Zanzibar is the creation of employment for the youth and enhancing their skills. In Zanzibar, youth are estimated to make up 36 per cent of the total population and approximately 23 per cent of the unemployed. Job creation in the formal sector has grown only marginally since 2000, resulting in unemployment and underemployment, particularly among the youth and secondary school graduates.

In early 2010, the Government of Zanzibar, in partnership with the Royal Norwegian Embassy and UN-Habitat, moved to tackle the challenges faced by the youth by opening the Zanzibar Funding Window within the Urban Youth Fund.

This Zanzibar Window provided USD 100,000 to support youth-led projects on the Tanzanian island. Six projects were selected which focus on skills training for disadvantaged youth living with HIV/AIDS. Training is also given on entrepreneurship and waste management. For example, the Mshikamano Youth

Centre has been funded for the 2011-2012 granting cycle to contribute to poverty reduction by providing job skills training to disadvantaged youth who wish to become self-employed. The project is on track to provide training in carpentry, metalwork, building and construction, electronics, catering and housekeeping for 50 youth including those living with HIV/AIDS. Though small in relation to the scope of the problem, the purpose of this Window is to demonstrate the capacity of youth and youth-led agencies in Zanzibar, and act as a catalyst for other such programmes and interventions.

The Zanzibar Window is an example of how UN-Habitat is creating innovative ways to engage governments and other potential fund supporters. These windows allow for more targeted funding on a local and regional level. UN-Habitat is in talks with governments to establish similar windows in the Middle East, Mauritius and Nigeria, as well as with civil society groups such as the Rotary Club of Kenya.

100,000

The amount in USD that Zanzibar Window provided to support youth-led projects on the Tanzanian island.



3.6

"ONE-STOP MODEL" FOR URBAN YOUTH DEVELOPMENT

” *UN-Habitat has developed an Urban Youth Centre Training Manual series that outlines ways to establish and maintain the One-stop Centre and its training programmes.*

Though youth are vital to the prosperity of cities in the developing world, they still face many barriers — most notably underemployment and unemployment and a lack of access to basic services such as healthcare and education — preventing them from reaching their potential. Over 40 per cent of all those without work are young people, and levels of unemployment tend to be two to three times higher for this group than for the adult population. For those young people who are employed, many find themselves in low-paying temporary jobs with little protection.

UN-Habitat has worked with cities globally to overcome these barriers through the development of programmes that achieve three key objectives: improve youths' livelihoods by increasing their employability; decreasing their vulnerabilities; and integrating them fully into the economic

and social life of the city. These programmes assist youth to become leaders in their communities and to lead healthy and productive lives.

Over the past nine years, UN-Habitat has established, together with its partners, One-stop Centres in five African cities with plans to expand to Asia and Latin America. Each One-stop is unique in the programmes it delivers, responding to the needs of the local youth population. Core programmes are sports and recreation, job skills and entrepreneurship training, health services such as HIV/AIDs testing and counselling and the support of youth-led governance and planning.

UN-Habitat is able to provide support in establishing the One-stop through the following services: identification and convening of programmatic and financial partners; undertaking of an assessment



with youth to determine their and the communities' needs; sourcing of funding and provision of technical aid in the construction of the One-stop and training of staff in their operation. UN-Habitat has developed an Urban Youth Centre Training Manual series that outlines ways to establish and maintain the One-stop Centre and its training programmes.

The results that can be anticipated from the project include improved occupational skills among the youth; improved employment among the youth; and reduced youth delinquency and crime.

The One-stop Model for Urban Youth Development has three concepts at its core

- (a) that the One-stops are built on the principles of "youth-led development", where youth take the lead role in their own and their communities' development;
- (b) the One-stops utilize an integrated approach to youth development, where all aspects of a youth's life are supported through the One-stop programmes; and
- (c) the One-stops are built on partnerships between UN-Habitat and local government, civil society, youth and the private sector to develop programmes which respond to the needs of the youth.

Vocational training, Windhoek, Namibia.
© World Bank/John Hogg

UN-Habitat has established, together with its partners, **One-stop Centres** in five African cities with plans to expand to Asia and Latin America.





Centre Supports Youth Livelihoods in Kigali, Rwanda

Rwanda has one of the world's youngest populations, with three-quarters of it being under 30 years of age; in Kigali, two-thirds of the residents are youth. Over 1 million youth are unemployed, with an equal number underemployed.

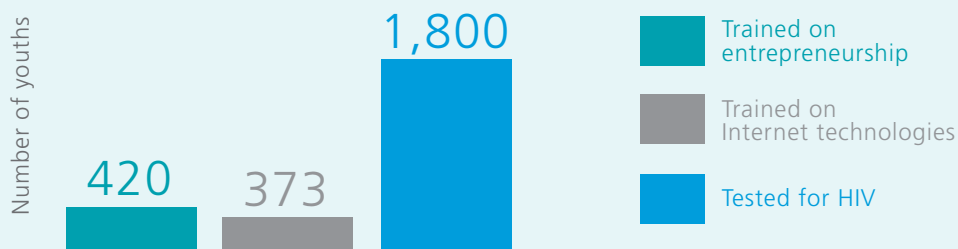
The Kimisagara One-stop Youth Employment and Productive Centre was founded in early 2011 as a way to meet the immediate needs of the youth regarding the promotion of sustainable and healthy livelihoods. The Centre was developed as a partnership between the City of Kigali, the Ministry of Youth, Sports and Culture, the Rwandan National Youth Council and UN-Habitat. UN-Habitat worked with these partners to develop the Centre's work plan, and continues to provide training of youth and youth workers.

The Centre's mission is to provide Kigali youth with opportunities to improve their livelihoods. The Centre serves an average of 1,000 youth per day through training

and information in employment, healthy lifestyles, civic education and information communications technology. Since its inception, the Centre has trained 420 youth in entrepreneurship; 373 in Internet technologies; 100 in tourism-related skills; and tested approximately 1,800 for HIV.

A key role for the Centre in the community is the support it gives to youth-led organizations and activities; the training of youth-led organizations being an intervention developed and promoted by UN-Habitat as a crucial way to engage and improve the livelihoods of youth. One example of this in Kimisagara is their provision of space, training and technical support to the Rwanda Youth Alliance for Climate Actions, a coalition of 40 youth-led environmental initiatives and organizations. The Ministry of Youth and Information Communications is planning to replicate the One-stop Model in 450 locations including at district and sector levels across the country through the YEGO strategy.

KIMISAGARA ONE-STOP YOUTH EMPLOYMENT AND PRODUCTIVE CENTRE





3.7

STRATEGIES FOR INTEGRATION OF YOUTH IN CITIES

” *Youth often grow up in poverty and are excluded from the economic, political and social life of their countries.*

Never have so many young people around the world been so healthy and literate, but the opportunities attached to the unprecedented prosperity of cities keep eluding too many of them. Youth often grow up in poverty and are excluded from the economic, political and social life of their countries. In turn, this breeds disillusionment and hopelessness and upheaval. Indeed, much research has been done on youth violence in the developing world, especially in the Middle East and North Africa. This research has found links between youth unemployment and social exclusion, and suggests that this may lead to political and social instability, possibly violence. Yet violence has not always been the last refuge, with vibrant and peaceful youth-led revolutions taking place, most recently in the Middle East and North Africa.

Some of the greatest challenges facing cities is generating data on the challenges youth encounter, including access to basic services such as education, sanitation and housing; underemployment and unemployment; and exclusion from decision-making. Without this data, city officials are unable to develop strategies, easily, that attend to this exclusion. For example, without local labour market information, it is difficult to plan effective employment training interventions to reduce unemployment.



The objectives of the model project are to work with city, national governments, or both, to

- (a) develop and implement a research programme that allows the city to better understand the challenges faced and the benefits provided by their youth populations; and
- (b) utilize this research to assist governments and city authorities in preparing strategies on ways to meet the needs of youth in the social and economic spheres, with the goal of assisting them in becoming productive and healthy citizens.

On the basis of experience gained through its Urban Youth Research Network (a global network of urban youth experts), UN-Habitat is able to provide a range of research and strategic planning services. The project offers the following specific services:

- (a) national or city-level empirical research on the challenges and opportunities of the urban youth population;
- (b) national or city-level workshops to discuss the results of the research on urban youth;
- (c) participatory formulation of a national or city urban youth strategy encompassing skills development, job creation, sports and recreation.

Uberlandia, Brazil.
© UN-Habitat/Alessandro Scotti





Residents in Johannesburg's inner-city. © IRIN/Mujahid Safodien

An example of work under way for 2012-2013 is UN-Habitat's effort with the four cities – Accra, Ghana; Bangalore, India; Cairo, Egypt; Sao Paulo, Brazil; – on researching urban youth's role in creating prosperous cities. This research will be utilized in UN-Habitat's State of Urban Youth Report, as well as becoming the basis of the programmatic work.

The expected results of the project include

- (a) improved understanding among national city decision-makers of the challenges facing urban youth, as well as of the opportunities available for meeting those challenges;
- (b) adoption of a clear and implementable urban youth strategy; and
- (c) in the medium to long-term, improved occupational skills among the youth as well as improved employment, recreation and sports opportunities.

UN-Habitat will achieve these results by supporting baseline data collection, data analysis and participatory strategic planning on youth issues. UN-Habitat will also provide technical and programme support to governments and cities to implement strategies they develop.



Youth often grow up in poverty and are excluded from the economic, political and social life of their countries. In turn, this **breeds disillusionment and hopelessness** and upheaval.





Increasing Cities' Understanding of the Youth

UN-Habitat is one of the pre-eminent international agencies working on urban youth policy, research and programming. Through its Urban Youth Research Network (a linkage of 15 pre-eminent research agencies focusing on urban youth such as the Children, Youth and Environment Centre and the International Institute for Child Rights and Development), UN-Habitat seeks to enhance the understanding of national and city decision-makers on the challenges facing urban youth, as well as of the opportunities available for dealing with those challenges.

One of UN-Habitat's flagship reports, the State of Urban Youth, is launched biannually as part of the State of the World Cities report. The State of the Urban Youth 2010-2011 edition reports that fairness is a major determinant of equal opportunity. It also says that the "right to the city" is more effective for those who have access to services and education early in life. The 2012-2013 edition will focus on the role of youth in creating prosperity within cities.

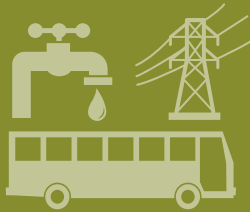
The World Urban Forum Dialogue series on Urban Youth is a [biannual publication](#), launched at the World Urban Forum, which highlights [cutting edge research](#) on urban youth issues.



The World Urban Forum Dialogue series on Urban Youth is a biannual publication, launched at the World Urban Forum, which highlights cutting edge research on urban youth issues. The 2010 version launched in Rio de Janeiro focused on One-stop Youth Centres, provided a case study of one non-governmental organization's experience in integrating youth into its programmes and governance. UN-Habitat's city partners use the Series to develop programmes that engage youth meaningfully and help them to become productive citizens.

UN-Habitat provides researcher services to cities in regards to policy and programming, bringing its networks and extensive experience to produce high-quality products tailored to the needs of cities.





4

URBAN BASIC SERVICES

UN-Habitat has extensive experience in assisting countries deliver basic services. The agency is focused on urban issues and its experience in undertaking **climate change vulnerability assessments** and adaptation planning in urban areas.





4.1

IMPROVING ACCESS TO **URBAN
WATER SUPPLY SERVICES**

“As centres of economic activity, where the workforce, industry and institutions are concentrated, cities offer opportunities for more efficient and cost-effective delivery of water supply services.”

The provision of water in cities has not kept pace with high demand created by rapid urban population growth and increased economic activity, especially in the developing countries.

According to the 2010 World Health Organization and the United Nations Children's Fund Joint Monitoring Programme report, the number of urban dwellers without access to improved water supply had increased by nearly 13 million between 2000 and 2008. As centres of economic activity, where the workforce, industry and institutions are concentrated, cities offer opportunities for more efficient and cost-effective delivery of water supply services. The objective of this model project is to improve access to urban water supply services in order to build productive, healthy and liveable cities.

The project will draw from UN-Habitat's expertise in supporting cities to improve their water supply services through the “Water

for Cities” programmes in Africa, Asia, Latin America and the Caribbean, and the Mekong and Lake Victoria water and sanitation initiatives targeting small towns. The project will also draw on UN-Habitat's expertise in supporting the poorest and most vulnerable urban slum population.

Services offered under the project will comprise

- (a) technical, socioeconomic and environmental assessments;
- (b) development of investment plans;
- (c) assistance in project design;
- (d) institutional support and capacity-building;
- (e) development of innovative financing mechanisms, including private sector support and partnership with financing institutions; and
- (f) policy advice on tariff setting and better targeting of the urban poor.



URBAN
PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
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HOUSING AND
SLUM UPGRADING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT

The project will strengthen the institutional and technical capacity for efficient and sustainable provision of water supply services resulting in vibrant industrial and service sectors, improved health and well-being of city residents and environmental sustainability.

The results will be achieved through partnership with national and local governments to mobilize budgetary support, adoption and replication of the project, partnership with the private sector and financing institutions for investment, and with civil society and local stakeholders for ownership and sustainable management of water supply services.

13

The approximate increase (in millions) of urban dwellers without access to improved water supply between 2000 and 2008.

Girl gathers drinking water
from a community water pipe
© Dominic Sansoni/World Bank





Upscaling Water, Sanitation Provision in Economic Growth Corridors of the Mekong Region

The rapid urbanization in the Greater Mekong Subregion has far outstripped the extension of water supply and sanitation services. 72 per cent of the total population of the Mekong region still lack access to either water or sanitation, or both.

The Mekong Region Water and Sanitation Initiative programme was initiated in 2005 in response to the governments of Cambodia, China (on behalf of Yunnan Province), Lao People's Democratic Republic and Vietnam requests. The initiative assists countries to attain their water and sanitation-related Millennium Development Goals. The initiative is to be completed in 2015 with nearly 1.08 million people benefitting from either improved water or sanitation, or both.

UN-Habitat has conducted an assessment of water sector policies and frameworks in each of the programme countries and undertaken field surveys in a number of towns. Following these assessments, a number of towns were selected for "fast-track" implementation, using relatively small funds from UN-Habitat's Water Supply and Sanitation Trust Fund. Additional funds were mobilized through cooperation agreements UN-Habitat reached with water supply providers.

The first fast-track project was rolled out at the end of 2005 and early in 2006 in Xieng Ngeun, the Lao People's Democratic Republic. These fast-track projects have demonstrated how using participatory and community-based approaches, and with relatively small investments, access to water and sanitation can be improved in 12 to 18 months.

With the increasing demands from the governments to meet targets of the Millennium Development Goals, further request for scaling up the project has been made. Therefore, UN-Habitat is looking towards implementing the roll-out of Phase 2, covering 23 towns and providing around 400,000 people with either improved water or sanitation, or both.

2005

The year in which the Mekong Region Water and Sanitation Initiative programme was initiated in response to the governments of Cambodia, China (on behalf of Yunnan Province), Lao People's Democratic Republic and Vietnam requests.



4.2

PROVIDING BASIC **SANITATION SERVICES** IN CITIES

The world will miss the sanitation target by more than half a billion people if the current trend persists. Between 2000 and 2008, the numbers of urban dwellers lacking improved sanitation had increased by about 134 million.

Provision of basic sanitation services plays an essential part in city planning and management. Without proper approaches, cities risk the growth of more slums and the potential threat of diseases associated with poor sanitation. Convenient, safe and adequate urban sanitation can improve health conditions, reduce gender disparities and make cities more attractive to investors and tourists.

The objective of this model project is to support cities in developing and implementing practical city sanitation plans where on- and off-site sanitation systems work together. The project will draw on UN-Habitat's expertise in helping cities improve their basic sanitation services through the "Water for Cities"

” *The project will furnish cities with practical sanitation options, implementable plans and strengthened institutional capacity.*

programmes in Africa, Asia, Latin America and the Caribbean, as well as the Mekong and Lake Victoria water and sanitation initiatives targeting small towns. Services offered will include

- (a) conducting diagnostic studies on the sanitation situation and identifying future needs and gaps based on current trends;
- (b) development of basic sanitation plans;
- (c) capacity-building and awareness creation;
- (d) promotion of sanitation as a business opportunity;
- (e) advising cities on sanitation options such as decentralized wastewater management; sanitation in informal settlements; innovative financing; and linking sanitation with urban agriculture; and
- (f) providing cities with knowledge that would enable them to learn from each other.



The project will furnish cities with practical sanitation options, implementable plans and strengthened institutional capacity. It will also commit to provide basic sanitation services resulting in cleaner, more liveable and healthier cities.

The results will be achieved through partnership with national and local governments to prioritize sanitation and mobilize budgetary support, and through adoption and replication of the project. They will also give priority to the private sector and financing institutions for investment, as well as to civil society and local stakeholders for ownership and sustainable management of basic sanitation services.



A girl fetching water in latrine. Indonesia.
© UNICEF/NYHQ2006-1846/Estey

Convenient, safe and adequate urban sanitation can **improve health conditions**, **reduce gender disparities** and make cities more attractive to investors and tourists.





Slum Environmental Sanitation Initiative – An Innovative Approach for Water and Sanitation Solutions for the Urban Poor

The Government of Madhya Pradesh State with financing from the Asian Development Bank, is implementing the Urban Water Supply and Environmental Improvement Project. This Project will ensure quality urban infrastructure and municipal service delivery in a sustainable manner and spur economic growth and reduce poverty in Bhopal, Gwalior, Indore and Jabalpur of Madhya Pradesh. The State Government has also accepted the Municipal Action Plan for Poverty Reduction as an instrument to prioritize slums for investment, based on a poverty and environmental infrastructure deficiency matrix, which is founded on citywide poverty mapping.

At the request of State and the municipal government corporations of participating cities, UN-Habitat carried out a citywide Poverty Pocket Situational Analysis in 2005-2006 along with local non-governmental organization Water Aid India. The survey identified poverty pockets with significant city populations, access to piped water supply and access to individual toilets. It also highlighted the water and sanitation problems in the communities and identified water supply sources and sanitation options required for delivering the maximum impact in the shortest possible time.

Based on the outcome of the study, a Slum Environmental Sanitation Initiative was undertaken in 63 poverty pockets in the four project cities. The overall purpose was to demonstrate and develop approaches for slum improvement which could influence investments in these areas and give the urban poor access to services.

Through the resources and expertise from UN-Habitat and its partners, water and sanitation facilities were provided for 20,000 households in poverty pockets of 5,000 households in each city. The project promoted cost-effective and appropriate technologies to ensure water and sanitation facilities for all in the poverty pockets.

Community-owned and managed sanitation facilities based on pay and use systems were also established to cater to the community where construction of household toilets was impossible. The initiatives resulted in significant progress in the lives of slum communities in terms of improving access to safe water and sanitation, adoption of hygiene practices and mobilizing residents for community action.

“At the request of State and the municipal government corporations of participating cities, UN-Habitat carried out a citywide Poverty Pocket Situational Analysis in 2005-2006 along with local non-governmental organization Water Aid India.”



4.3

BOOSTING **URBAN WATER AND SANITATION** OPERATORS' CAPACITY TO DELIVER QUALITY BASIC SERVICES

” *Capacity is broadly recognized as a principle constraint to improved utility management.*

Inefficient municipal water and sanitation service providers are a needless burden on the public purse and hinder cities from securing access to basic services for the urban poor, marring national efforts to achieve the water and sanitation targets of the Millennium Development Goals.

Meeting the main capacity needs of urban utilities helps reduce the financial burden on local authorities and frees money that is crucially needed for other aspects of sustainable urban development. Utilities must be efficient and financially viable if they are to provide water and sanitation services to the public. Utilities also need to be service-oriented, transparent, accountable and technically competent.

Capacity is broadly recognized as a principle constraint to improved utility management. The model project is aimed at strengthening

Water Operators' Partnerships as an efficient and cost-effective approach for capacity development of water and sanitation municipal operators through not-for-profit peer support.

The project will draw from UN-Habitat's expertise in the development of the Global Water Operators' Partnerships Alliance (Global WOPs Alliance) – in operation since 2007 - to scale up peer-to-peer support between water and sanitation operators around the world. Since its foundation, the Alliance has been promoting and enabling effective WOPs for the development of capacity of municipal operators.



Support will be provided to water and sanitation operators to engage in effective partnerships with water operators by assisting them in

- (a) evaluating their strengths and weaknesses through performance and process benchmarking;
- (b) brokering partnerships by identifying appropriate utility and financial assistance;
- (c) designing results-oriented action plans for WOPs and supporting their implementation;
- (d) monitoring and evaluating WOPs; and
- (e) sharing lessons from their implementation for better practice.

The result will be capacity development instrumental in extending water and sanitation services to the urban poor by enhancing municipal utilities' efficiency and access to finance.

The results will be achieved through partnership with national and regional platforms of WOPs to support municipal water and sanitation providers to cooperate in developing and implementing performance improvement plans in water safety planning, energy efficiency, financial management, water losses and in other areas.

**Beneficiaries laying pipes
for a water project. Nepal.**
© UN-Habitat





Adding Value to a Water Operators' Partnerships for Mwanza

Mwanza, on the southern shores of Lake Victoria, is Tanzania's second largest city. A flourishing centre for commerce, trade and education, rapid population growth is putting intense demand on the city's utility services and facilities. In recent years the Mwanza Urban Water & Sewerage Authority (MWAUWASA), has benefited from substantial capital investment to its water supply and sewerage facilities (the European Investment Bank and KfW, GIZ). However, the investments have accorded only limited attention to capacity development so that the physical improvements could be maximized and sustained.

UN-Habitat, through its Global WOPs Alliance, supported MWAUWASA to enter into WOPs to strengthen the utility's capacity to manage performance and investments independently and sustainably for service deliver to all. Through the WOPs, resident and visiting staff from Dunea, a leading public operator in the Netherlands, is providing MWAUWASA with dedicated training and expertise to implement management and operational improvements that will help ensure the sustainability of current investments. The WOPs is also complementing an ongoing programme to attain International Organization for Standardization 9001 certification, which will see MWAUWASA recognized as a fully autonomous and financially viable utility in line with the National Water Policy.

One of the unique aspects of this partnership is its strong emphasis on staff participation, development and satisfaction. The expected results are

- (a) the reduction of non-revenue water from 50 to 25 per cent;
- (b) improvement in revenue collection to 97 per cent;
- (c) improved staff work performance;
- (d) availability of manuals and guidelines in English and Swahili for operation and maintenance of physical infrastructure and the sewerage system;
- (e) employee satisfaction improved;
- (f) customer satisfaction improved; and
- (g) improved financial sustainability.

UN-Habitat's inputs into this project were financially small but catalytic. The Global WOPs Alliance works in a similar fashion with its partners around the world to mobilize the needed human, technical and financial resources to scale up the practice of Water Operators' Partnerships for the sustainable improvement of public operator capacity.

In recent years the Mwanza Urban Water & Sewerage Authority (MWAUWASA), has benefited from **substantial capital investment** to its water supply and sewerage facilities (the European Investment Bank and KfW, GIZ).





4.4

CLIMATE CHANGE ADAPTATION IN CITIES

” *The risk is likely to be more in systems serving the poor who tend to live along river banks, on hillsides and along the waterfronts in coastal areas.*

The world is grappling with a record number of devastating floods, more intense storm surges in coastal areas, droughts and growing water scarcity. The economic development of cities will become increasingly difficult to sustain if the impact of climate change on urban infrastructure and services such as water supply, sanitation, transport networks, drainage and energy facilities are not adequately managed. The risk is likely to be more in systems serving the poor who tend to live along river banks, on hillsides and along the waterfronts in coastal areas. The objective of the model project is support cities in adopting and implementing climate change adaptation measures.

UN-Habitat has extensive experience in assisting countries deliver basic services. The agency is focused on urban issues and its experience in undertaking climate change vulnerability assessments and adaptation planning in urban

areas. These combined attributes position UN-Habitat well to deliver an integrated programme of assistance to local authorities to improve systems aimed at “climate proofing” of urban infrastructure, and to ensure that climate change adaptation becomes a key component of infrastructure design and urban planning. Technical support will be provided to cities in

- (a) climate change vulnerability assessments;
- (b) in development of climate change adaptation plans; and
- (c) in ensuring that the design of infrastructure systems are optimized to reflect climate change effects.



The project will result in strengthened capacity in cities to plan and implement climate change resilient urban infrastructure and services. The results will be achieved through partnership with local governments, the private sector and financing institutions for investment in climate change resilient urban infrastructure and services.

UN-Habitat has extensive experience in assisting countries **deliver basic services**. The agency is focused on urban issues and its experience in undertaking **climate change vulnerability** assessments and adaptation planning in urban areas.



A water utility.

© Victor Zablotskyi/World Bank





Climate Change in the Real Neighbourhoods (Barrios de Verdad) Programme of La Paz, Bolivia

In 2005, the Municipality of La Paz established The Real Neighbourhood Programme to improve living conditions in the poor peri-urban areas on the city's hillsides. New roads, flush toilets and showers, sewerage, community centres and security programmes were provided.

However, with these amenities came new problems. The Municipality identified many ecological risks associated with the increased loss of domestic water, increased water consumption and wastewater disposal. Hillsides were at risk from mudslides due to poor wastewater disposal by residents who maintain their old habits. The implementation of sanitary units in the neighbourhoods also increased the demand for water, thereby causing water stress in the city. The water sources flow is already reduced in La Paz because of the impact of climate change in the Andean region.

In 2010, UN-Habitat and the Municipality started a project in 42 neighbourhoods of the Programme, urging responsible use of water and raising awareness about the impact of climate change on the city. The Municipality is holding workshops, organizing neighbourhood festivals, educational tours, training of young guides on the issues. Local neighbourhood

associations, youth groups and women's associations are involved in these events. Each neighbourhood is designing and building iconography in a public and visible site to represent its conception of climate change, perceptions about the climate change impact on their lives and good water use habits.

The project will end in 2013 and it is expected to benefit 22,000 residents. Beneficiaries are expected to change their behaviour by developing good water use habits, understand the impact of climate change and apply measures for adaptation to climate change with the Municipality.

2010

The year in which UN-Habitat and the Municipality started a project in 42 neighbourhoods of the Programme, urging responsible use of water and raising awareness about the impact of climate change on the city.



4.5

SUPPORTING INNOVATIVE APPROACHES TO
IMPROVE **WASTE MANAGEMENT**
SYSTEMS IN CITIES

” *The entry point will be to conduct diagnostic studies on waste management problems in cities that will form the basis for developing an integrated urban waste management strategy.*

Between 50 and 70 per cent of solid waste generated in cities remain uncollected, especially in developing countries. Inadequate waste collection and poor waste management systems are the cause of serious urban pollution and health hazards. However, with good urban planning, governance and legislation, cleaner cities stand a better chance of attracting tourism and industries.

The model project will assist cities in devising integrated waste management strategies which aim at

- (a) reducing the amount of waste produced;
- (b) promoting resource recovery through recycling and reuse;
- (c) extending the coverage of waste collection; and
- (d) disposal of the remaining unavoidable waste in an environmentally safe manner.

The project will benefit from UN-Habitat's expertise in supporting cities to improve their waste management services within the framework of the Water for Cities, Lake Victoria Water and Sanitation and solid waste management programmes in Asia and Latin America. The entry point will be to conduct diagnostic studies on waste management problems in cities that will form the basis for developing an integrated urban waste management strategy. This strategy will include policy formulation for improved urban wastewater and solid waste management. It will also include modalities for policy application and implementation, including institutional support, capacity-building and awareness-raising for policymakers and the public. It will also provide opportunities for enhanced financing from development banks and



carbon markets, as well as increased revenue, by applying tariffs.

The results will include increased resource and energy recovery from wastes; increased jobs from waste management with minimal occupational health hazards; improved waste collection coverage and sanitary disposal of unavoidable wastes; and increased revenue for the city. Overall, the project will result in cleaner, healthier and more liveable cities that are also attractive to investors and tourism.

The results will be achieved through

- (a) better collection of city-based data on liquid and solid wastes, and resources contained in the waste;
- (b) support evidence-based policy formulation on waste management, including the application of tariffs, eco-labelling, occupational health, sanitary disposal, service regulation;
- (c) support institutional and technical capacity of cities to collect wastes, recover resources and energy through recycling and reuse, and dispose residual wastes in an environmentally sound manner;
- (d) encourage innovative public-private partnerships to leverage investments into waste management;
- (e) create awareness amongst policymakers and the public at large on sound waste management.

A man recycling plastic bags, bottles and used carton boxes in the Dandora dumping site. Nairobi, Kenya.
© UN-Habitat/Julius Mwelu





Integrated Solid Waste Management in Managua, Nicaragua

USD 3,000,000

In Central America, poor solid waste management is one of the most important environmental issues facing urban areas. Usually it is the poorest urban residents who suffer most acutely from these effects, living in areas vulnerable to contamination or where municipal solid waste management services are absent.

Up to 88 per cent of the regions domestic waste can be recycled, made into compost or processed by other waste treatment technologies. However, the vast majority of municipal solid waste management systems are outmoded, consisting of waste collection and direct transportation to waste disposal sites most commonly operated as open dumpsites.

Since November 2008, UN-Habitat has been implementing a programme to assist the Municipal Government of Managua to improve the efficiency of the solid waste management system. The initiative developed new models and tools including a Solid Waste Management Strategic Planning Guide for municipalities and the software, WAGS, designed to advise municipalities on establishing tailor-made, sound and efficient solid waste management systems.

Current solid waste management systems can be characterized by either poorly developed or poorly enforced legal instruments, policies and plans; and inadequate financial planning and investment, limited development and application of cost recovery mechanisms. In response, this programme focuses on normative and policy support. Some of the key outputs include comprehensive characterization studies of household and municipal waste; technical and financial analysis of municipal waste collection, transport and disposal systems and modelling of alternative future scenarios; and sector mapping and elaboration of a strategy for waste recovery/recycling.

Recently, the programme has extended its scope with the aim of providing information and replicating the experience of Managua in other municipalities throughout Nicaragua and the rest of Central America (namely Costa Rica, El Salvador, Guatemala and Honduras).

Since November 2008, UN-Habitat has been implementing a programme to assist the Municipal Government of Managua to **improve the efficiency** of the solid waste management system.





4.6

SUSTAINABLE **URBAN MOBILITY**
PLANS AND INVESTMENT STRATEGIES

In many developing countries and emerging economies, transport-related environmental, social and economic problems are growing as fast and uncontrolled as cities.

However, successful cities across the globe show that effective systems for urban mobility are essential for achieving socioeconomic growth overall. These systems are also vital in ensuring that the positive agglomeration effects and synergies of urban settlements materialize in a way that is sustainable in environmental, social and economic terms.

The objective of the planned model project is to assist national and local governments in the planning and investment process necessary for establishing sustainable mobility systems in metropolitan areas. The aim of the process is to achieve more

equitable access to transportation services, better economic productivity and lower negative environmental impacts.

As the United Nations agency for human settlements, UN-Habitat can offer a comprehensive package of knowledge, advocacy and technical assistance to support national governments and local authorities in the development and implementation of Sustainable Urban Mobility Plans and Investment Strategies.

” *To ensure realistic implementation perspectives, potential financing partners at domestic or international level will be closely incorporated into the process.*



The proposed model project intends to achieve positive impacts in participating cities and countries. These impacts are

- (a) more compact settlement patterns for travel reduction and reduced energy consumption;
- (b) integrated transport policies and planning for better access to housing and employment opportunities;
- (c) mobility management and intermodal network for seamless urban transport systems;
- (d) more accessible and efficient public transport systems; and better infrastructure for pedestrians and cyclists allowing for greater safety and liveability in cities.

In consultation with partner governments and building on previous engagements and partnerships, UN-Habitat will first initiate

and support a broad consultation process of stakeholders to develop metropolitan mobility strategies that are adapted to local needs and financially and socially feasible with regard to construction, maintenance and operations.

In the context of assisting partners towards drafting strategy documents, UN-Habitat will avail international expertise and best practices. It will also strengthen the technical capacity of local and national governments through training on planning for compact development, institutions and system arrangements for public transport systems, planning better infrastructure for pedestrians and cyclists, and combining different modes of transport in a city. To ensure realistic implementation perspectives, potential financing partners at domestic or international level will be closely incorporated into the process.

The objective of the planned model project is to assist national and local governments in the **planning and investment process** necessary for establishing sustainable mobility systems in metropolitan areas.





URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT



Mass transport in Uberlandia, Brazil.
© UN-Habitat/Alessandro Scotti



Sustainable Transport Solutions for East African Cities

The cities of Addis Ababa, Kampala and Nairobi are experiencing fast and uncontrolled growth of urban motorized traffic. While walking is still the dominant mode in the three cities, its modal share is falling. The majority of urban residents rely on poor public transport while use of non-motorized means of transport becomes increasingly dangerous.

Inefficient urban transport services and management, inadequate infrastructure and high levels of air contaminants are the key challenges currently characterizing the urban transport sector. The demand for public transport is also very high with most buses running over capacity during peak periods. Key drivers for these trends include a poor and inadequate road system; high traffic congestion; and low standards for private and commercial vehicles.

The project "Promoting Sustainable Transport Solutions for East African Cities" aims at reducing private vehicle growth, thus reducing traffic congestion and greenhouse gas emissions in the three capitals. The reduction of greenhouse gas emissions is to be achieved directly (through sustainable infrastructure and clean fuel use) and indirectly (through the development of local management capacities and knowledge on urban mobility). The project, which began in November 2011 and is expected to finish in 2015, is implemented by UN-Habitat in close collaboration with the government and local authorities in the three countries.

UN-Habitat's role includes support in the multi-stakeholder coordination of building pilot Bus Rapid Transit corridors. The International Council on Clean Transportation reviewed the existing and future energy sources, fuel type and quality, vehicle technology and infrastructure available in each project city. Based on this, different options for using clean bus technology will be presented to identify the most appropriate clean technology.

The expected results are a direct reduction of the growth of private motorized vehicles and thus the greenhouse gas emissions; that is 2.53 tons of carbon dioxide directly and indirectly by 5.6 to 11.5 tons by year 2035. UN-Habitat is carrying out a baseline data collection of current greenhouse gas emissions per city, which will be used for analysis of expected numerical impacts of such emissions.



More cities are turning to e-mobility in an effort to reduce their reliance on fossil fuels.
© Adrian Roche



4.7

URBAN ENERGY PLANNING

” *Urban areas that are traditionally considered as big energy consumers could also generate part of their energy needs by utilizing renewable sources of energy and urban energy parks*

Cities globally emit between 50 and 60 per cent of greenhouse gases, which rises to approximately 80 per cent with the indirect emissions generated by urban inhabitants. Cities also consume about 75 per cent of the global (primary) energy, with more than half of the world's population now living in cities. Urban energy planning, especially in conjunction to infrastructure investments, has become a major deficiency in most cities of the developing world.

Huge energy savings could be made, if principles of passive building design would be adopted for new buildings, and if existing building stock would be retrofitted to comply with these principles. There is also a large potential in the production and use of energy efficient building materials. Urban areas that are traditionally considered as big energy consumers could also generate part of their energy needs by utilizing renewable sources of energy and urban energy parks - also using local renewable sources of energy: solar and,

in coastal areas, wind. Additionally, demand- and supply-side management in the energy provision offer important advantages to cities.

The objective of this model project on Urban Energy Planning is to assist national and local governments to develop sustainable energy and climate action plans and implement programmes. The programme looks into different energy resources and needs and develops planning methodologies/strategies for their applications.

UN-Habitat has extensive experience in urban energy and extracts lesson learned that could be adopted by other cities in planning for their sustainable energy, climate change mitigation and adaptation action plans to achieve sustainable urban development.



Important areas of intervention are development of sustainable urban energy plans, strategies, policies and legislation to enable a gradual transition to a low-carbon economy, with environmentally sound urban infrastructure and services. Other outputs include the development of awareness and capacity-building tools on planning sustainable urban energy.

Huge energy savings could be made, if principles of **passive building design** would be adopted for new buildings, and if existing building stock would be **retrofitted** to comply with these principles.



Energy efficient buildings. Hunchun, China.
© UN-Habitat/Alessandro Scotti





Promoting Energy Efficient Building in East Africa

Demand for electricity is increasing more rapidly in East Africa than the supply and generation capacity. Increasingly higher energy prices coincide with a tremendous inefficiency in the use of energy, particularly in the built environment. Energy efficiency in buildings is a largely new topic for practitioners and most importantly for consumers.

The primary energy consumed in buildings accounts for a significant percentage of the national energy used in East Africa (the residential and commercial sector together consume more than 76 per cent of the primary energy sources). Moreover, it is estimated that over 43 per cent of the total electricity generation in the region is used in buildings. Commercial and residential buildings also consume almost as much fossil fuel energy as the industrial sector. Given this situation, UN-Habitat and the governments of Kenya, Uganda, Tanzania, Rwanda and Burundi initiated a project to promote energy buildings in East Africa. This Global Environment Facility-funded project was officially launched in late 2011 in collaboration with the United Nations Environment Programme.

The project will directly influence in the region at least 600,000 housing units, 100 large office buildings as well as numerous hotels, and public institutions. In doing so the project (calculated over a period of 20 years) is going to avoid more than 7 million tons of carbon dioxide due to a reduction in energy consumption, in comparison to the business-as-usual-scenario. This amount is equivalent to ca. 0.23 pro mille of the global carbon dioxide emission of 2006. The mitigation costs based on the project funding are approximately at USD 2.5 per ton.

This project focuses on three levels of intervention: regional (standardization and sharing knowledge in the East African Community); national (amending building codes, regulations and standards); and local (raising awareness, or providing training and support in implementing building standards and by-laws in towns and cities). The project takes an integrated approach, thereby not just focusing on building codes and regulations.

The primary energy consumed in buildings accounts for a significant percentage of the national energy used in East Africa (the residential and commercial sector together consume more than 76 per cent of the primary energy sources)







5

HOUSING AND SLUM UPGRADING

UN-Habitat will coordinate the [Global Housing Strategy](#) worldwide and support least developed countries, in particular, to deal with [housing challenges](#) in an integrated sustainable way.





5.1

GLOBAL HOUSING STRATEGY 2025

URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADE

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT

“The Strategy to 2025 will challenge housing myths and misconceptions. It will also identify those practices that are relevant and could be adapted, correct past errors and tackle challenges.”

The failure of urban planning and the construction sector in matching demand for homes has resulted in a huge housing backlog that has led to the development of slums in a variety of contexts globally.

The Global Strategy on Shelter to the year 2000 called for approaches that would meet the needs for shelter worldwide. The 2000 Strategy supported 150 United Nations Member States with assessments and formulation of indicators, development of policies, strategies and programmes, reforms and the privatization of public housing.

Now, UN-Habitat is developing a Global Housing Strategy to the year 2025, as mandated by the agency's 23rd Governing Council session. This new strategy is to take into account the challenges of providing adequate and sustainable housing and basic infrastructure. In addition, it is to consider the need to integrate housing policies into broader urban planning strategies and governmental actions, aligning them with other social, economic and

environmental policies. This calls for immediate action to formulate a plan and nail down the vital steps required for reaching the new strategy.

The Strategy to 2025 will challenge housing myths and misconceptions. It will also identify those practices that are relevant and could be adapted, correct past errors and tackle challenges. Thus, this strategy will aim to redirect the efforts of all key actors in the housing sector to achieve adequate and sustainable housing for all.

To achieve this goal, the Global Housing Strategy 2025 will undertake a number of measures. These include assessment of the Global Strategy for Shelter to Year 2000; development of the Global Housing Strategy 2025 initiating a paradigm shift and engaging countries to undertake housing reviews and develop their own national housing strategies; engaging UN-Habitat partners, local authorities and national governments, civil society, academia, the private sector and external support agencies worldwide to support the implementation of the Global



Strategy road map; establish and strengthen National Habitat Committees; and formulate a global plan incorporating the Third United Nations Conference on Human Settlements (2016) and the Sixth and Seventh Sessions of the World Urban Forums (2012 and 2014).

Other measures are to produce evidence-based case studies highlighting good practices as well as lessons learned to support countries and cities to unblock obstacles to housing delivery at scale; advocate and consult with key partners at global, regional and national levels on pro-poor housing reforms; and develop guidelines for the roles

of the various key actors in the housing sector integrating the production of housing. Included are also the provision of technical aid to Habitat Agenda partners and all levels of government in developing national housing strategies; update of housing and slum upgrading indicators in line with the new Strategy; implementation of the Strategy at country level; as well as monitoring and reporting on progress of implementation to the UN-Habitat Governing Council and the United Nations General Assembly.

UN-Habitat will coordinate the Global Housing Strategy worldwide and support

least developed countries, in particular, to deal with housing challenges in an integrated sustainable way. This effort should be part of urban planning, urban economic development and legislation advocating for mixed urban uses and medium to high density, ensuring small urban footprints and rationalized mobility patterns.

Overall, the Global Strategy for Shelter to the year 2000 contributed to established local platforms for dialogue at national and city level, engaging with a wide range of partners.



A low income housing project
in Johannesburg, South Africa.
© JOSHCO

“ Now, UN-Habitat is developing a Global Housing Strategy to the year 2025, as mandated by the agency’s 23rd Governing Council session. ”



Ecuador, Social Contract for Housing

In Ecuador, enabling shelter strategies led to the formulation of the Social Contract for Housing. This is a democratic forum for the country's civil society, supporting national dialogue on housing with key stakeholders of the country's housing sector.

The forum is made up of social organizations and non-governmental organizations, the private sector, academia and professionals dealing with the issue of pro-poor housing and the right to the city as well as to adequate housing. This collective space, which UN-Habitat supports, is merging coordinated action and goodwill, without any legal status or funding. Since August 2005, the Social Contract has been lobbying and constantly sharing knowledge among its members and with policymakers, building capacity of the policymakers to implement public policies and tools, and raising awareness on housing issues with media.

The Social Contract has developed at least 180 activities since its creation that served to raise public awareness on the deepening of a common agenda on urban and housing issues.

The Social Contract defends the idea that the sustainability of the recommendations, solutions and public policies depends on the common collective efforts and agreements being built. These elements are being built on the basis of progressive consensus, promoting the participation of various actors in national dialogue, action and monitoring with regard to the fulfilment of the right to adequate housing and to the city, which became a constitutional right in September 2008. This platform of partners participates in the national housing dialogue and in policy formulation.

Since August 2005, the **Social Contract** has been lobbying and constantly sharing knowledge among its members and with policymakers, **building capacity** of the policymakers to implement public policies and tools, and **raising awareness** on housing issues with media.





5.2

SUPPORT TO **NATIONAL
HOUSING** POLICIES

” *The Strategy to 2025 will challenge housing myths and misconceptions. It will also identify those practices that are relevant and could be adapted, correct past errors and tackle challenges.*

For many countries, urban growth has become synonymous with the growth of slums and informal settlements.

Slums are a clear manifestation of a poorly planned and managed urban sector and, in particular, a malfunctioning housing sector. Each day a further 120,000 people are added to the populations of Asian cities, requiring the construction of at least 20,000 new dwellings and supporting infrastructure. In Latin America and the Caribbean current housing needs are estimated at between 42 million and 52 million dwellings, respectively. Estimates concerning total housing needs in Africa have been set at around 4 million units per year with over 60 per cent of the demand required to accommodate urban residents.

The objective of this model project is to support governments to develop national housing policies and strategies designed to maximize

the role of lodging in national economic development and employment generation.

UN-Habitat offers its vast technical expertise in support of governments which wish to embark on broad housing reform. Imperative to the success of this approach is the Housing Profile Tool that has been successfully applied since 2008 in at least 10 countries of Africa, Asia and Latin America. This Tool enables governments and their national and local partners to better understand the constraints hindering access to adequate housing by various segments of society. It also facilitates the design of policy responses to boost housing delivery, improve land and infrastructure supply and mobilize private and public finance for housing and other measures specific to each country's reality.

UN-Habitat offers national and local governments integrated services as part



of a comprehensive overall package for housing sector reforms. These services are an urban profile to identify the development performance covering the key areas of urban planning, legislation, economy and land infrastructure; in-depth local diagnosis of the state of a housing sector; technical support to the formulation of a National Housing Policy, including an implementation strategy; provision of policy advice and technical support to national governments and local authorities in the development and implementation of housing policy reforms; and provision of tailor-made capacity development for all housing sector stakeholders.

A National Housing Policy sustained by reforms in the functioning and structure of the housing sector in a country will create an enabling environment that will increase the supply of affordable housing at scale. This is a central requirement for reducing slum growth and ensuring sustainable urban growth and poverty reduction.

Key stakeholders - such as national government ministries, local government bodies; non-governmental, community-based and grassroots organizations; financial institutions; as well as builders and private sector developers - will have the institutional and operational conditions to support the housing sector more effectively and, in doing so, contribute to the realization of the right to adequate housing for all.



Joyful children outside newly reconstructed houses in Nias, Indonesia.
© UN-Habitat/Veronica Wijaya

The national housing policies and reforms which UN-Habitat supports are evidenced-based, comprehensive. They communicate a clear vision of how a city or country can “house the next generation”, use the housing sector to boost employment and the economy, reduce poverty and improve human development.



Malawi, Evidence-based Housing Sector Reform through Housing Profiling

In 2008, the Government of Malawi, through its Ministry of Lands, Housing and Urban Development, asked UN-Habitat to undertake an Urban Housing Profile to generate a comprehensive understanding of the current housing situation and forecast demand for the coming decades. While Malawi is not heavily urbanized the process is occurring rapidly (6.3 per cent per annum), thereby placing a strain on urban housing supply.

Through a participatory action-research process, UN-Habitat facilitated a team of Malawian and international experts which carried out the profiling research over 11 months. The involved stakeholders were the Ministry of Lands, Housing and Urban Development; the municipalities of Lilongwe, Blantyre and Zomba; academics from the University of Malawi; the private sector, including the Malawi Building Contractors and Allied Trades Association; non-governmental and community-based organizations such as Action Aid Malawi, the Malawi Homeless

People's Federation, Habitat for Humanity; international cooperation agencies such as the United Kingdom's Department for International Development and the German Development Service.

UN-Habitat provided technical support to the profiling process, backstopping local researchers and playing an instrumental role in mobilizing and convening participants at the consultations. The Profile was launched in Lilongwe at the World Habitat Day in 2010. Key obstacles to affordable housing delivery were identified, notably the lack of institutional capacity, land delivery systems and housing finance, and inappropriate infrastructure development for housing. The quantitative analysis found that Malawi needed 21,000 new houses every year until 2020, at an average cost of USD 6,970. Malawi recently formulated of a new draft national housing policy and implementing strategy.

21,000

The number of houses that Malawi needed every year until 2020, at an average cost of USD 6,970.



5.3

DEVELOPING AFFORDABLE HOUSING PROGRAMMES

“The Strategy to 2025 will challenge housing myths and misconceptions. It will also identify those practices that are relevant and could be adapted, correct past errors and tackle challenges.”

The prevalence of informal housing supply systems in developing countries, most clearly manifested in slums, has its roots in insufficient supply of affordable homes. By 2030, about 3 billion people, or about 40 per cent of the world's population, will need housing, basic infrastructure and services. This translates into the need to complete 96,150 housing units per day with serviced documented land from now till 2030. Supply is limited by inadequate governance systems, human resource capacities, as well as institutions and regulations which are either obsolete or lacking in capacity, or are poorly informed.

The continuation of pervasive informal urbanization has severe impacts on the social, economic and environmental sustainability of cities. Therefore, new housing capacities and programmes are urgently needed to reverse the trend of informal, unplanned residential development.

UN-Habitat has considerable expertise in supporting the development of affordable housing programmes and improving local programme delivery capacities. UN-Habitat supports municipalities and countries to develop, implement and monitor new housing programmes through a set of interrelated products. These products include development of policy guides and practical guidelines for policymakers, housing practitioners and decision-makers programme design, which involves reviewing existing housing programmes and the housing sector; programme implementation, including the necessary capacity-building of housing sector stakeholders; and monitor and evaluation of housing plans.

The objective of the model project is to partner local and national governments in formulating and implementing affordable housing and social housing programmes. Programmes



will be developed within the context of the enabling framework in which all stakeholders (such as the private sector, non-governmental and community-based organizations) have a role in increasing housing supply. In conjunction with programme development, UN-Habitat will support policy analysis and policy reforms to remove the key obstacles to housing supply and facilitate implementation of affordable housing programmes as well as support tailored capacity-building activities.

By 2030, about 3 billion people, or about 40 per cent of the world's population, will need **housing, basic infrastructure and services.**



Residential construction along
the Hunchun river shores. China
© UN-Habitat/Alessandro Scotti





Iraq, Improving Housing Delivery to Millions

Erbil, the fourth largest city in Iraq and capital of Iraqi Kurdistan, is growing rapidly. The natural population growth exceeds 5 per cent. Moreover, there has been virtually no housing finance available for the past 20 years. The housing situation has reached a critical point. Unless urgent measures are taken to accelerate housing supply, urban services will breakdown in Erbil. There will also be large-scale proliferation of slums, as well as illegal land and housing construction. Consequently, the quality of life will be eroded.

In 2008, UN-Habitat supported the Ministry of Municipalities and Public Works of the Kurdistan Regional Government in formulating the Erbil Housing Strategy to overcome these challenges. Major elements of the Strategy included access to land, housing and finance.

The current project aims to support the implementation of the Strategy by strengthening the Erbil Governorate's capacity through institutional reforms. It will also enhance slum upgrading and energy efficient housing practices. UN-Habitat and the United Nations Development Programme will implement the project, jointly. The United Nations Development Programme (UNDP) raised awareness of the Governorate and the Erbil Municipality on energy-efficient housing. The UNDP also improved the skills of the municipality's key personnel on management of change.

UN-Habitat carried out an organizational development and capacity-building assessment study of the Governorate. This study eventually led to the formulation of an action plan that includes a capacity development scheme. UN-Habitat also organized periodic meetings with the technical staff of municipal departments for the neighbourhood improvement on matters related to infrastructure, law, financing and land management. The neighbourhood upgrading plan has been completed and delivered to the Governorate office. The Regional Government has set up an additional fund for more neighbourhood upgrades.

The project helped improve local capacity, the regulatory regime and the institutional framework to implement the Erbil Housing Strategy. This plan aims to deliver housing in this city of some 1.3 million inhabitants.

The housing situation has reached a critical point. Unless urgent measures are taken to **accelerate housing supply**, urban services will breakdown in Erbil.





5.4

DESIGNING, IMPLEMENTING
PARTICIPATORY CITYWIDE
SLUM UPGRADING
PROGRAMMES

” *The Strategy to 2025 will challenge housing myths and misconceptions. It will also identify those practices that are relevant and could be adapted, correct past errors and tackle challenges.*

Many countries, city-regions and cities around the world face the serious problem of slums and informal settlements. Slums are vulnerable to natural and human-induced hazards and their presence poses a serious threat to an equitable and sustainable urban future.

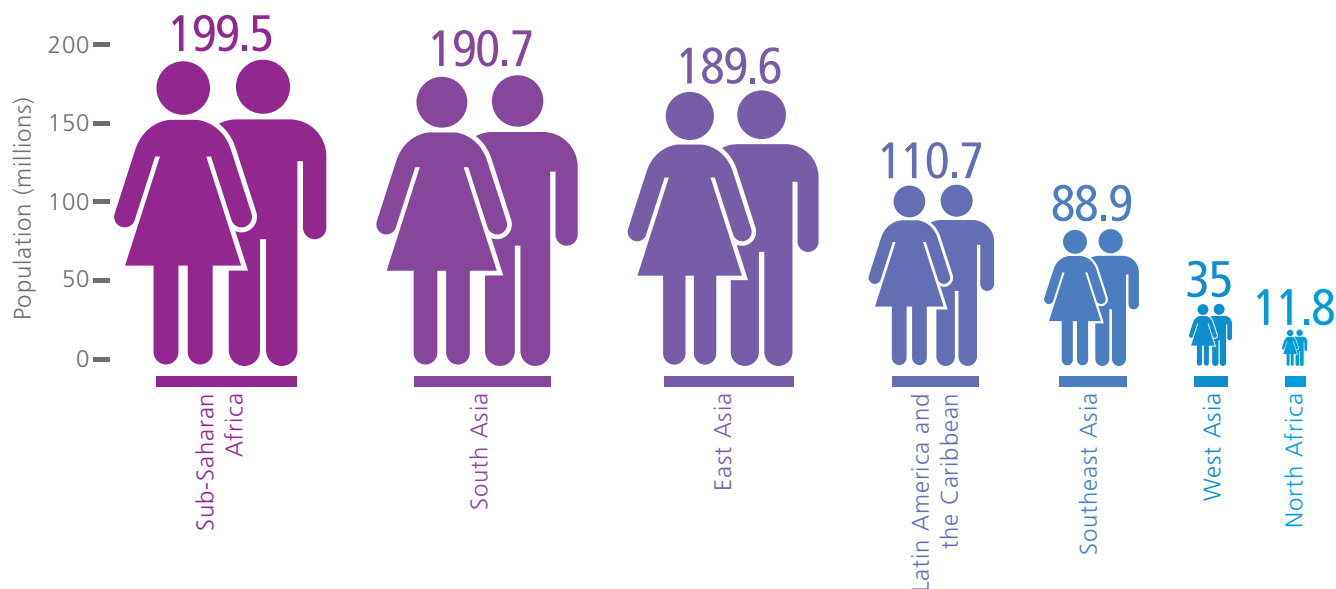
In some cities, up to 80 per cent of the population lives in slums. Fifty-five million new slum dwellers have been added to the global population since 2000. Sub-Saharan Africa has a slum population of 199.5 million, South Asia 190.7 million, East Asia 189.6 million, Latin America and the Caribbean 110.7 million, Southeast Asia 88.9 million, West Asia 35 million and North Africa 11.8 million.

Rapid urbanization places remarkable strain on housing and serviced land supply systems. This suggests that in absolute numbers the total population living in slums will increase, unless robust measures and a twin-track response combining citywide slum upgrading and new housing supply are implemented. By 2030, about 3 billion people, or about 40 per cent of the world's population, will need housing, basic infrastructure and services.

Due to constraints in formal housing and land delivery systems, more and more people who would otherwise qualify for housing programmes are resorting to slum settlements. This increases the complexity and heterogeneity of slums.



GLOBAL SLUM POPULATION



Physical upgrading of slums and spatial planning leading to street networks, and improved infrastructure makes social and economic sense. Socially, upgraded slums improve the physical living conditions, quality of life, and access to services and opportunities in cities. Economically, upgraded slums trigger local economic development, improve urban mobility and bring in an enormous economically productive sphere into the physical and socioeconomic fabric of the wider city. Indeed, smart and productive cities of the future will be those in which slums are turned into vibrant neighbourhoods that are fully integrated into the city's fabric and urban management systems, rather than remaining as vast islands of informality, social exclusion, poor housing and underdevelopment.

The objective of this model project is to assist city authorities or national governments to design and implement participatory citywide slum upgrading programmes. UN-Habitat's experience from over three decades of continuous work on slum upgrading will be at the disposal of city authorities and national governments willing to implement participatory citywide slum upgrading. UN-Habitat has successfully supported such projects around the world. Its experience has been vital for the development of normative tools and knowledge. These can be harnessed for citywide slum upgrading programmes, strengthening institutional building as well as skills development of technical cadre from governments and other stakeholders involved in these urban operations. In this process,

a number of participatory planning tools have been developed. These include tools for enumeration and mapping, programme management guidelines and general guides to support the implementation of complex slum upgrading programmes.

UN-Habitat offers a package of technical aid that has interrelated components. These are assistance to cities and national governments in the design of citywide, phased slum upgrading programmes; assistance in programme implementation; and organizing tailor-made problem-solving training workshops for city officials, ministerial staff, non-governmental and community-based organizations involved in housing and slum upgrading.



Bringing Slum Upgrading to Scale: The Participatory Slum Upgrading Programme

In 2008, UN-Habitat launched the Participatory Slum Upgrading Programme which aims to improve the living conditions of slum dwellers. The Programme's purpose is to strengthen the capacity of local, central, and regional institutions and key stakeholders in settlement and slum improvement by applying good governance and management approaches and pilot projects.

The Programme consists of urban profiling, action planning, a policy review, project formulation, slum upgrading and project implementation. The Programme has the strong financial support of the European Commission and its Intra-ACP Fund. Currently it is targeting 34 countries in Africa, the Caribbean and the Pacific, of which eight have already joined the final phase.

The implementation is done in a participatory manner engaging a wide range of local and national stakeholders. UN-Habitat guides the establishment of country teams that are action-

oriented. These consist of the ministries of Local Government, of Finance or Planning (National Authorising Officer), any other relevant line ministry, the municipal focal points, academia, as well as representatives from non-governmental and community-based organizations. The teams are chaired by the permanent secretary of the Ministry of Local Government. Moreover, there are implementation partners supervised by the Participatory Slum Upgrading Programme's team.

So far, 18 countries have produced either a National Urban Profile or city profiles, or both; 12 have presented slum upgrading project proposals and resource mobilization strategies; and a number of them are starting the implementation phase. The Programme has successfully established teams in 30 countries that work as Habitat Committees. The Programme has built the capacity of 220 urban decision-makers (country team members) in urban governance, city management and slum upgrading since 2009.

The Programme's purpose is to **strengthen the capacity** of local, central, and regional institutions and key stakeholders in settlement and **slum improvement** by applying good governance and management approaches and pilot projects.





5.5

HOUSING SUSTAINABILITY: GREEN BUILDINGS FOR SMART CITIES

“Housing is an opportune and strategic setting with which to achieve the mutually beneficial goals of climate change mitigation and adaptation, as well as of sustainable urban development in general.”

The growing urgency to provide more homes to millions of households in the developing world, and the remarkable rate of illegal construction and housing production processes calls for a paradigm shift in housing policy, urban planning and building practices. This becomes more urgent when the phenomenon of climate change is considered, given that the building sector is responsible for nearly 40 per cent of greenhouse gas emissions in cities. This problem compels national and city governments to attend to design, planning and technology standards and norms that affect the planning of residential areas, housing design and production, and the construction industry. There is an urgent need to develop practical tools, knowledge resources and expertise in designing environmentally sustainable and affordable green building solutions. If new

housing stock fails to be sustainable and energy efficient, cities and countries will for decades be confronted with dangerous energy consumption patterns and predatory forms of urbanization.

Housing is an opportune and strategic setting with which to achieve the mutually beneficial goals of climate change mitigation and adaptation, as well as of sustainable urban development in general. The planning of residential areas, slum upgrading and urban renewal will help reduce the ecological and carbon footprint of cities and the greenhouse gasses of the national building sector. This will leverage an unprecedented gain in the search for the sustainable and smart City of the 21st Century.



The objective of this model project is to assist cities and national governments to identify and implement environmentally sustainable and affordable green housing solutions for formal housing development. The project will also help governments identify and provide solutions for slum upgrading and slum prevention programmes. The search for solutions should be done by participatory housing design, with a specific focus on the dwelling needs and aspirations of the urban poor and vulnerable groups, including women-headed households.

The project provides technical aid to formulate and adopt sustainable housing building codes and revised regulations at country and city levels. It formulates national and cities strategies which synergistically provide reductions in greenhouse gas emissions attributable to housing across their life cycle, climate adaptive capacity through durability and resilience to changing climatic impacts. The strategy simultaneously provides social, cultural and economic benefits in the form of improved quality of life, poverty alleviation, environmental protection and improved health and safety.

Women involved in the reconstruction process in Myanmar.
© UN-Habitat

The project offers a package of knowledge, toolkits, practical guides and technical aid which will lead to

- (a) sustainable housing building codes and revised regulations at country and city levels;
- (b) national and city strategies that lead to reductions in greenhouse gas emissions attributable to the entire housing life cycle;
- (c) strengthened climate change adaptive capacity;
- (d) more durable and resilient housing; and
- (e) creation of green jobs, thus contributing to urban economic development.

To achieve these results, a global network of expertise will support this project for the improved sustainability of housing.



The search for solutions should be done by participatory housing design, with a specific focus on the dwelling needs and aspirations of the urban poor and vulnerable groups, including women-headed households.



Sudan, New Technology for Housing Sustainability

Sudan has the largest population of displaced persons in the world today; nearly 2 million of them are in Darfur. About one-third of Darfur's forests were lost between 1973 and 2006, due to the need to meet the growing housing needs of internally displaced persons.

UN-Habitat's activities in Darfur since 2006 have contributed to raising awareness and building consensus on the adoption of alternative building technologies. The aim is to lay the foundation for a sustainable recovery process and sound land management following the return and reintegration of 400,000 internally displaced families in Darfur. The sustainable housing programme is helping to protect some 16 million mature trees from being felled by the displaced families who need to rebuild their homes. Traditionally, people here used wood as the main structural element in building homes. Now, fired bricks would be the recommended alternative.

UN-Habitat identified and promoted the use of stabilized soil blocks as the most viable alternative building material for the returning Darfur population. In 2008 and 2009, the project facilitated the introduction of a new building technology which did not need firewood and structural timber in buildings. Water consumption using this technology is 60 per cent less than that used in producing fired bricks.

UN-Habitat facilitated the introduction of the new technology through the import of machinery, construction of pilot buildings and provision of various training programmes sponsored by the British and Japanese governments. The Office of the United Nations High Commissioner for Refugees, emphasizes the considerable potential of the stabilized soil block technology to promote labour intensive and environmentally friendly construction practices. In addition, it drew attention to the opportunity to establish a building materials production and a construction training centre to enhance technical capacities, housing construction, support slum upgrading initiatives, stimulate local employment and entrepreneurship, and favour social reintegration of internally displaced persons and ex-militias.

Sudan has the **largest population of displaced persons** in the world today; nearly 2 million of them are in Darfur.





5.6

SUPPORT TO PROGRESSIVE
HOUSING LEGISLATION

” *An enabling regulatory environment is crucial if cities are to progress, generate prosperity and expand opportunities for individuals and households to access adequate housing.*

UN-Habitat has a long-standing commitment to and a history of supporting progressive housing policy, legislation and regulatory reforms, since the adoption of the Habitat Agenda in 1996. In spite of these sustained efforts, United Nations Member States have not fully implemented some fundamental elements of the Vancouver (1976) and Istanbul (1996) Plans of Action and the Millennium Declaration (2000).

The Habitat Agenda, inter alia, recommends the formulation of enabling legislation and the promotion of the progressive realization of the right to adequate housing. So far, more than 100 countries have defined an institutional and legal framework for the housing sector, including the adoption of legislation that regulates access to adequate housing and defines the rights and responsibilities of the state and civil society. However, policy implementation has not always followed

improvements in the regulatory frameworks. UN-Habitat has played an important role in the adoption of progressive housing legislation in many countries, for example Ecuador, El Salvador and South Africa.

An enabling regulatory environment is crucial if cities are to progress, generate prosperity and expand opportunities for individuals and households to access adequate housing. Inadequate knowledge about the role of progressive housing legislation has hindered innovation, often resulting in policies which are socially exclusive as well as environmentally and culturally unsustainable.

The objective of the model project is to assist Habitat Agenda partners and all levels of government in formulating and implementing progressive housing legislation that contributes to the creation of inclusive and sustainable cities, and which complies with international



law related to the right to adequate housing. UN-Habitat provides expertise to support sound analysis of the housing sector and, in particular, the review of key legislation affecting affordable housing provision.

Substantive technical advice on the content of new or revised progressive housing legislation will help national governments to create an enabling environment for the progressive realization of the right to adequate housing.

UN-Habitat offers a package of technical aid comprising a review and analysis of current local, regional and national legislation related to the right to adequate housing covering laws, decrees, standards of adequacy and building codes; a review and analysis of the policy implications of progressive realization of the right to adequate housing; convening national and local stakeholders to international expert meetings to discuss national and local analyses related to the right to adequate housing.

” *UN-Habitat has a long-standing commitment to and a history of supporting progressive housing policy, legislation and regulatory reforms, since the adoption of the Habitat Agenda in 1996.*

Simeulue, Indonesia.
© UN-Habitat/Veronica Vijawa

The results of this model project include

- (a) improved understanding among national and local officials of the right to adequate housing;
- (b) new or improved progressive national housing legislation;
- (c) improved compliance with international law on the right to adequate housing; and
- (d) in the medium to long-term, development of more inclusive housing options for the vulnerable segments of the population.





A Rights-based Approach to Sustainable Development

UN-Habitat is advocating concrete ways to institute a rights-based approach to sustainable urban development. This is done through its Urban Development Policy Programme. Moreover, UN-Habitat has - in collaboration with the United Nations Office of the High Commissioner for Human Rights, under the United Nations Housing Rights Programme - developed a number of normative tools and knowledge products related to the right to adequate housing. In particular, knowledge and tools on urban indigenous peoples and on alternatives to forced evictions have been advanced.

The Urban Sector Housing Profiles incorporate an element related to the right to adequate housing. The experience with these Profiles in Ecuador, El-Salvador, Ghana, Malawi, Nepal, Senegal, Uganda, Viet Nam and Zambia have shown how action-oriented research point to critical bottlenecks that hinder access to affordable and adequate housing, particularly for the urban poor.

These reviews of policies, programmes and practices – against the backdrop of enabling and rights-based housing legislation – together constitute the experience that UN-Habitat will bring to support contextualized and specific measures of support to progressive housing legislation.

UN-Habitat has - in collaboration with the United Nations Office of the High Commissioner for Human Rights, under the United Nations Housing Rights Programme - developed a number of **normative tools and knowledge products** related to the right to adequate housing.





5.7

COMMUNITY DEVELOPMENT: A PEOPLE'S PROCESS APPROACH

” *UN-Habitat has a strong longstanding experience in accompanying local and national governments to partner with all the key actors in housing, slum upgrading, reconstruction and vulnerability reduction interventions.*

The provision of adequate housing for all in urban areas has been an unresolved issue. The consequence of low housing delivery has most often resulted in the rampant growth of slums, where poor urban communities often establish themselves in fragile environments particularly susceptible to natural or man-made hazards, both of which are likely to increase in frequency and severity with climate change.

Governments alone cannot tackle problems of urban poverty, inadequate housing, slums and vulnerability. Rather, governments need partnership with a wide range of actors whereby, besides leading the decision-making and implementation processes, governments act as enablers. Those actors include the private sector, civil society organizations and communities. While the private sector can contribute through its dynamism and financial resources, the communities bring knowledge of their needs and understanding of the reality

on the ground. Because of that communities are able to monitor and contribute to the effectiveness of interventions leading towards the achievement of the Millennium Development Goals and equitable, inclusive, as well as sustainable development.

Local participation can be turned into a powerful instrument to mobilize low-income communities around the planning, management and governance issues of their city neighbourhoods; provided that their participation is meaningful, empowers them and improves their daily lives. For this reason, participation is often most effective when initiated at the neighbourhood level through individual or community projects which are relatively limited in scale and developed progressively with outcomes which are achieved in the short, medium and long terms.



Inclusion of women in community development.
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UN-Habitat has a strong longstanding experience in accompanying local and national governments to partner with all the key actors in housing, slum upgrading, reconstruction and vulnerability reduction interventions. The interventions are made using a participatory approach whereby the potential for poor communities to become key partners in achieving the Millennium Goals can be tapped, nurtured and organized through an appropriate enabling environment.

Governments alone cannot tackle problems of **urban poverty, inadequate housing, slums and vulnerability**. Rather, governments need partnership with a wide range of actors whereby, besides leading the decision-making and implementation processes, governments act as enablers.





A residential area in
Tetouan city, Morocco.
© UN-Habitat/Alessandro Scotti

UN-Habitat will guide local and national governments in ensuring that such enabling environments support communities in identifying their problems and establishing their priorities. UN-Habitat will also provide specific capacity-building and technical aid. Additionally, it will support the resource mobilization process and the establishment of a sound management framework for communities. Finally, building upon the

best practices and the lessons learned, UN-Habitat will support the scaling up of those interventions, converting them into strategies, programmes and policies at broader local and national levels.

“While the private sector can contribute through its dynamism and financial resources, the communities bring knowledge of their needs and understanding of the reality on the ground. reconstruction and vulnerability reduction interventions.”



Kabul, Empowering Communities in Afghanistan

Since 1992, UN-Habitat has been working closely with the Government of Afghanistan to provide local governments and communities basic services and skills training.

UN-Habitat developed the concept of community forums that formed the basis for the National Solidarity Programme. UN-Habitat is still the largest facilitating partner to the Programme which serves thousands of rural communities. UN-Habitat is currently active in eight cities and works closely with the municipal administration and the Independent Directorate for Local Governance.

A recent example of UN-Habitat's support is the Kabul Solidarity Programme that the Kabul Municipality initiated in early 2011. The Municipality's vision is to reach out to all settlements and households in the city. The Programme places emphasis on the "people's process" approach seeking community mobilization and engagement in settlement planning, management and upgrading. Communities identify priorities whose implementation UN-Habitat and the Municipality supervised.

The Programme has succeeded in establishing 6 Gozar Development Councils and 27 Neighbourhood Development Councils in three districts. These have enhanced the capacities of relevant municipal staff and communities in developing strategic action plans. The Programme has contributed to improving infrastructure and basic services of 8,418 households (103,700 people); created city level jobs for at least the same number of people; enabled the construction of roads, community footpaths, drainage and culverts.

Community contributions and the Government of Japan invested into the Programme. With the experience of the 2011 Programme pilot scheme, UN-Habitat seeks to support the expansion of the upgrading and service delivery to all settlements and the Programme's continuation.

A recent example of UN-Habitat's support is the **Kabul Solidarity Programme** that the Kabul Municipality initiated in early 2011. The Municipality's vision is to reach out to all settlements and households in the city.







6

RISK REDUCTION AND REHABILITATION

Globally, 80 per cent of the largest cities are **vulnerable to severe impacts** of earthquakes, 60 per cent are at risk from storm surges and tsunamis - all face new impacts of climate change.





6.1

EMERGENCY URBAN RESPONSE

“The normative framework for UN-Habitat’s work in this arena is its Strategic Policy on Human Settlements and Crisis, together with the Sustainable Relief and Reconstruction Framework. These apply across all thematic

UN-Habitat’s responsibilities in emergencies, humanitarian and post-crisis response are to support national governments, local authorities and civil society in strengthening their capacity for managing human-made and natural disasters affecting human settlements. Experience has shown that the potential for development gain is highest in the immediate aftermath of a crisis, and this is a key principle underlying UN-Habitat’s efforts to deploy at the earliest opportunity following a disaster. It is able to draw on its expertise in long-term development programming to support the earliest efforts at recovery and reconstruction and reduce the periods of emergency demand.

Unsurprisingly, as technology develops, media and communications are more accessible and the number of disasters reported has increased. According to the International Disasters Database of the Office of the United States Foreign Disaster Assistance and the Centre for Research on the Epidemiology of Disasters, there has been an averaged 800

per cent increase in the number of reported disasters from the mid-1970s to 2010. Over the same period of time, the damage caused by disasters has increased a similar amount and the urban population from an estimated 1.5 billion to 3.4 billion. There is an obvious correlation between the population at risk, cost and frequency. UN-Habitat is prepared to act.

The normative framework for UN-Habitat’s work in this arena is its Strategic Policy on Human Settlements and Crisis, together with the Sustainable Relief and Reconstruction Framework. These apply across all thematic and cross-cutting units within UN-Habitat and comprise an integrated urban response strategy. The objective of the Emergency Urban Response Model Project is to strengthen the rapid response capacity of national, local and external institutions in order to build foundations for sustainable urban recovery and reconstruction.



Services provided through this project include

- (a) undertaking urban aspects of multi-agency post-conflict/post-disaster needs assessments, including housing, land, planning and urban environment;
- (b) preparing project and programme proposals for recovery and reconstruction of housing and basic services, restoration of critical urban infrastructure, land and property loss and resettlement, rubble management and clean-up, livelihoods and urban economies;
- (c) providing aid to partners, notably the International Federation of the Red Cross and Red Crescent Societies, on transforming emergency shelter to permanent housing; the Office of the United Nations High Commissioner for Refugees, on determining solutions for displaced families; the United Nations Children's Fund, on the provision of essential infrastructure; the United Nations Environment Programme, on environmental remediation efforts; and the International Labour Organization (and others) on developing early options for livelihoods and jobs.

The primary results of this project include

- (a) clear dimensioning of human settlements requirements for recovery and reconstruction following disasters;
- (b) better coordination of emergency humanitarian support to victims of disasters within urban areas;
- (c) shorter transition times between humanitarian and recovery programming;
- (d) strengthened partnerships with existing and new humanitarian partners;
- (e) increased capacity of international aid agencies to implement strategic urban crisis response programming and urban reconstruction and rehabilitation activities; and
- (f) establishment of key starting points for longer-term and more sustainable urban reconstruction.

This project is implemented by the roster of UN-Habitat experts drawn from experienced field and headquarters personnel in collaboration with humanitarian partners, as well as local and national counterparts. It is spearheaded by UN-Habitat's Rapid Response Facility, enabling quick deployment, urgent procurement and recruitment, and immediate engagement with partners, implementing agencies and government counterparts.

“There is an obvious correlation between the population at risk, cost and frequency. UN-Habitat is prepared to act.”

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UN-Habitat Response to Haiti Earthquake

The earthquake that hit Haiti and its capital city, Port-au-Prince, on 12 January 2010 was described as the largest urban disaster in recent humanitarian history. Some 3 million people were victims, among them about 1.5 million made homeless in Port-au-Prince. Over 293,383 houses were either badly damaged or destroyed by the quake.

Immediately the earthquake struck, UN-Habitat deployed its senior urban experts in support of the humanitarian community, the Government and municipalities to devise an urban reconstruction and safe return strategy. Two years after the earthquake, UN-Habitat is still providing significant policy and technical support for the urban emergency response, recovery and reconstruction process.

Port-au Prince was proliferating with camps and congestion. UN-Habitat launched a safe return initiative for the population from 6 camps to 16 neighbourhoods of the city and gave the national and the municipal governments integrated urban technical aid, including economic revival and recovery as well as housing reconstruction.

At the neighbourhood level, the concept of the Community Resource Centre helps to provide technical expertise in housing and reconstruction; foster the institutions; and develop dialogue between communities, municipalities and leaders. UN-Habitat provides assessments, planning and monitoring support for reconstruction of neighbourhoods and informal settlements. Disaster risk mitigation and reducing vulnerability to future crises is a fundamental cornerstone of all interventions. In addition, UN-Habitat is providing technical urban expertise to its partners (multilateral, bilateral, decentralized cooperation, non-governmental organizations and the private sector) to develop a coherent framework, share experience and expertise. UN-Habitat is supporting the central and municipal governments with appropriate capacity to estimate, coordinate, respond and monitor shelter and human settlement needs and gaps in the affected areas, to facilitate rapid recovery.

UN-Habitat provides **assessments, planning and monitoring support** for reconstruction of neighbourhoods and informal settlements. Disaster risk mitigation and reducing **vulnerability to future crises** is a fundamental cornerstone of all interventions.





6.2

URBAN VULNERABILITY MAPPING AND ASSESSMENT

” *The key challenge from all disaster events lies in ensuring functional continuity of local government through the disaster cycle.*

Inadequate urban planning, unregulated urban density, inadequate infrastructure and basic services, poor local capacities and systemic economic marginalization all contribute to increasing vulnerability to crises. Rapid urbanization, poor quality construction, unregulated expansion of urban settlements, weak governance capacities and climate change impacts are increasing cities' exposure to hazards.

Globally, 80 per cent of the largest cities are vulnerable to severe impacts of earthquakes, 60 per cent are at risk from storm surges and tsunamis - all face new impacts of climate change. The key challenge from all disaster events lies in ensuring functional continuity of local government through the disaster cycle. This includes planning for disasters based on hazard-vulnerability mapping to ensure that transport infrastructure can maintain access

by emergency services and egress by urban populations, that strategic critical water supply and sanitation systems are protected, and that medical and emergency services are functional and sufficiently resourced.

UN-Habitat provides technical aid, in terms of prevention and response, to cities at risk and those affected by crisis. The objective of the Urban Vulnerability Model Project is to assist local governments to prepare hazard mapping and analysis, then urban risk and vulnerability assessments so that comprehensive preparedness, response and recovery plans can be made. In response to requests by United Nations Member States, together with partners and counterparts, this project involves deployment of specialized expertise to support planning, engineering, security and the public works departments of local authorities in risk-prone cities. UN-Habitat's work in Kathmandu,



Nepal; Maputo, Mozambique; and Tijuana, Mexico are a sample of cities where this kind of work has been done.

Services provided through this project include

- (a) assisting city governments and partners to develop comprehensive multi-hazard risk and vulnerability assessments as a baseline for urban preparedness and contingency plans;
- (b) improving urban coordination in the formulation and financing of urban preparedness plans by facilitating and building innovative partnerships among stakeholders, including urban planners, national and local housing and infrastructure departments, disaster response focal points, city officials and municipal service providers, the private sector and community-based organizations; and
- (c) working with stakeholders to produce climate change impact and vulnerability assessments necessary for reducing vulnerability through adaptation action plans.

**Reconstruction work
in Afghanistan.**
© UN-Habitat

The primary result of delivering these services is comprehensive multi-hazard mapping and analysis. This is a crucial precondition for developing adaptation and preparedness planning for any urban risk reduction programme, and comprises one element of the Urban Risk Reduction and Rehabilitation Model Project and is associated with the City Climate Change Mitigation and Adaptation

Model Project. The project is primarily implemented through local authorities and supported by partner agencies, notably the International Strategy for Disaster Reduction and civil society organizations, in collaboration with professional and technical networks as well as the private sector. The primary clients are the national and local governments.





Strengthening Urban Risk Assessment, Disaster Preparedness for Tijuana

The city of Tijuana, with its 1.8 million inhabitants, sits in a seismically active region on the boundary of the North American and Pacific plates. Future earthquakes represent risk mostly to low-income earners living in areas of high density, characterized by poorly built houses on high risk land.

The objective of this model project was to improve understanding of earthquake risk and provide technical aid to the municipality and other levels of government to prepare for a potential disaster. Interventions included strategic response plans in shelters after an earthquake; a Strategic Plan Response in Shelters for Tijuana; and training of local personnel. Other interventions were guidelines for a large-scale urban disaster response; strengthen coordination in cities to improve city recovery and preparedness effort; preparation of a long-term strategy to be repeated in other cities; and increase in knowledge and awareness of the present risk with the use of the method, in regards to government and humanitarian professionals.

In 2009, UN-Habitat, with International Federation of the Red Cross and Red Crescent Societies, ProVention Consortium, the Global Risk Identification Project and the Emergency Shelter Cluster of which UN-Habitat is a member, and the municipality of Tijuana, became part of a global pilot project for disaster risk reduction and pre-disaster preparedness, and city level planning. The project has been also implemented in two other cities that are highly vulnerable to urban disasters: Kathmandu in Nepal and Maputo in Mozambique.

As a result of the project, the city of Tijuana developed a disaster plan of action in case of an earthquake. In 2010, the city passed a new civil protection law that further backs disaster risk reduction by involving civil society and academia in the process. In order to keep the shelter plan and know-how of all different parties up to date, the city regularly revises the plan and organizes emergency response simulations based on it. After completion of the project, mayors of the five major cities in the State of Baja California and its Government signed an agreement to replicate Tijuana's experience Statewide. The programme is being considered by federal authorities for national roll-out.

The city of Tijuana developed a **disaster plan of action** in case of an earthquake. In 2010, the city passed a new civil protection law that further backs **disaster risk reduction** by involving civil society and academia in the process.





6.3

URBAN PREPAREDNESS AND RISK REDUCTION

” *The Urban Preparedness and Risk Reduction Model Project is primarily implemented through local authorities with the support of partner agencies and civil society organizations.*

Inadequate urban planning, infrastructure and basic services; unregulated urban expansion and density; poor local governance capacities; the impact of climate change; and systemic economic marginalization all contribute to increasing vulnerability to crises.

Globally, 80 per cent of the largest cities are vulnerable to severe impacts of earthquakes, 60 per cent are at risk from storm surges and tsunamis, and all face new impacts of climate change.

UN-Habitat provides prevention and response scenarios to cities at risk and those affected by crisis. The Urban Preparedness and Risk Reduction Model Project is applied in high risk cities before disasters and conflicts occur, and is a critical driver for “building back better” in post-crisis urban interventions.

The objective of this project is to strengthen the preparedness of cities through urban risk and vulnerability assessments, urban hazard mapping and analysis, and preparation of urban recovery and response plans.

In response to requesting United Nations Member States, UN-Habitat would deploy urban experts to attend to critical elements of urban preparedness and risk reduction. The agency assumes this responsibility together with partners and counterparts, notably in support of the International Strategy for Disaster Reduction and its global “Making Cities Resilient” campaign. UN-Habitat’s intervention in Kathmandu, Nepal; Maputo, Mozambique; and Tijuana, Mexico; are just some cities where UN-Habitat has intervened in this way.

In response to requesting United Nations Member States, UN-Habitat would deploy **urban experts** to attend to critical elements of **urban preparedness** and risk reduction.

Services provided through this project include assisting city governments and partners to develop comprehensive multi-hazard risk and vulnerability assessments as a baseline for urban preparedness and contingency plans; improvement of urban coordination; technical advice on preparation of crisis management plans; preparation of built environment analysis consisting of risk profiles and retrofitting requirements for safer buildings programmes. Other services are spatial planning analysis identifying at risk land-use and preparing urban renewal strategies, plans and indicative budgets; urban governance capacity review for city/ council staff, security, emergency and medical response systems, community groups and other stakeholders; and policy and regulatory assessment to determine requirements for ensuring sustainability of urban preparedness (and response) programmes.

Results expected from project include

- (a) strengthened city level preparedness for minimizing impacts of natural or human-made catastrophes;
- (b) plans and budgets for rehabilitating critical urban infrastructure to ensure functional continuity after disasters; and
- (c) making crisis management programmes (ensuring protection of housing, land, critical emergency facilities, hospitals and medical facilities, safe havens, water and basic sanitation systems, communications and energy supply) known to all urban residents. Others are
- (d) improved regulatory systems for governance and coordination of urban disaster management; and
- (e) improved capacity of local level government staff, institutions, civil society and private sector stakeholders to support preparedness and risk reduction.



The Urban Preparedness and Risk Reduction Model Project is primarily implemented through local authorities with the support of partner agencies and civil society organizations. It is also in collaboration with academia, professional and technical networks and the private sector. The primary clients are national and local governments.

Community Action Planning by Community Development Councils (CDC) in Afghanistan.
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URBAN PLANNING
AND DESIGN

URBAN LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRAIDING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT



Building Disaster Resilient Cities in Sri Lanka

Sri Lanka is urbanizing rapidly, with at least 50 per cent of its projected 22 million population expected to be living in urban local authorities by 2020. Around 70 per cent of this population and 80 per cent of national economic infrastructure is concentrated in coastal cities and cities in disaster-prone hilly areas. These cities are highly vulnerable to salination of water resources, storm surges, floods, landslides and malaria/dengue epidemics, all of which negatively impact human settlements, city productivity and service delivery – especially for the poor.

The primary goal of the project is to establish sustainable disaster resilient cities and townships and improve preparedness before the next disaster strikes. It is being implemented in four municipal council/local authorities in Sri Lanka. The project improves the capacity of the implementing cities by embedding expertise in departments to understand and attend to urban risk reduction and build urban resilience. UN-Habitat and its partners are implementing the project. UN-Habitat is also working closely with the University of Moratuwa in providing technical inputs in the areas of disaster risk assessments and settlement planning.

Citywide and community-specific vulnerability and disaster risk assessments have been conducted in four cities; Disaster Risk Reduction and Preparedness plans have been drawn up for the four selected local authorities/municipal councils and integrated into building guidelines and aligned to city land use and development schemes. Other results are the establishment of a City Disaster Preparedness Committee in each municipal council/local authority; the establishment of community-based Disaster Response Teams; the implementation of Disaster Mitigation Pilot Projects in each municipal council/local authority; and the dissemination of lessons learnt and good practices in the selected municipal councils/local authorities in local and international forums.

Sri Lanka is **urbanizing rapidly**, with at least 50 per cent of its projected 22 million population expected to be living in **urban local authorities** by 2020.





6.4

POPULATION DISPLACEMENT AND RETURN

” Typically, when families are forced to move, other parties acquire their land, housing and other property left behind, setting the stage for inevitable conflict or dispute when conditions are right for return.

With over 27 million people displaced within their own countries and 15 million forced outside them, the prospects of managing return, resettlement and relocation are daunting. UN-Habitat's experience in several countries confirms the view of the Office of the United Nations High Commissioner for Refugees that while 26 per cent of displaced populations are in serviced refugee camps, today up to 20 per cent are in urban areas essentially unsupported. The rest are “dispersed” in rural areas, again on their own.

Without access to land and livelihoods, fleeing ongoing conflict in rural areas, shunned by local communities for ethnic reasons, unable to access land or property left behind, displaced families inevitably seek security, work and shelter in cities, often settling in slums and forced into the informal economy to survive.

Typically, when families are forced to move, other parties acquire their land, housing and other property left behind, setting the stage for inevitable conflict or dispute when conditions are right for return. The primary objective of the Population Displacement and Return Model Project is to provide sustainable solutions for families and communities uprooted and displaced by crisis.

UN-Habitat's expertise, tools and experience gained in several post-crisis countries in sorting out land and property based grievances, facilitating livelihoods generation, urban extension and planning, basic service provision and conflict mediation are key to reducing conflict, integrating resettled families and reducing dependence on aid.



Services related to this project include

- (a) legal and regulatory assessment related to land tenure, legal frameworks, grievances as well as location of displaced persons and stakeholder institutions;
- (b) scaling and scoping assessments to determine the number and typology of grievances or disputes;
- (c) institutional capacity assessment of national and local institutions responsible for land administration and;
- (d) urban (or rural) extension planning to acquire rights of use and occupancy on land for resettled displaced families. Other services are
- (e) developing of integrated strategies and programmes for restoration of lost land and property rights through involuntary displacement, including restitution, compensation, or relocation and resettlement;
- (f) technical support to local governments for planning, servicing and management of newly settled areas; and
- (g) integrating skills training and transfer for livelihoods, jobs and business.

Results of this project include

- (a) increased legal and institutional capacity within national land administration institutions for impartial resolution of disputes and grievances over lost land and property rights, leading to permanent solutions for victims of involuntary displacement;
- (b) increased capacity within local land government institutions (e.g. planning, public works, taxation and revenue and regulatory departments within local authorities) as well as customary bodies to manage sustainable integration of resettled populations;
- (c) better coordination of stakeholders engaged in developing and implementing sustainable resettlement programmes; and
- (d) resettlement of vulnerable families, with improved access to land, services, security and livelihood opportunities.

The project is implemented through a multi-stakeholder group, including partner agencies, donors and civil society organizations, in collaboration with academia, professional and technical networks and the private sector. The primary clients are national and local governments, host communities and displaced families.

Without access to land and livelihoods, fleeing ongoing **conflict in rural areas**, shunned by local communities for ethnic reasons, unable to access land or property left behind, displaced families inevitably seek **security**, work and shelter in cities, often settling in slums and forced into the **informal economy** to survive.





IDP, Refugee Return and Reintegration through Land Conflict Mediation in Eastern Congo

Conflict in eastern Democratic Republic of Congo has displaced 1 million people internally in that part of the country and sent over 440,000 Congolese fleeing into neighbouring Burundi, Rwanda and Uganda.

A tripartite agreement has been signed between the Office of the United Nations High Commissioner for Refugees (UNHCR), the Congo, Rwanda and Uganda for the return of refugees to eastern Congo. The United Nations Organization Mission in the Democratic Republic of Congo (MONUC) developed an international strategy for security, stability and support. Since 2009, UN-Habitat has been the technical lead agency in the country coordinating the land sector, mediation and resolution of disputes in partnership with UNHCR and the United Nations Stabilization Mission in the Democratic Republic of Congo, MONUC's successor.

1,000,000

The number of people displaced internally following the conflict in eastern Democratic Republic of Congo after which 440,000 Congolese flee into neighbouring Burundi, Rwanda and Uganda.

The Programme has three objectives: first, create conditions for the return of internally displaced persons and refugees; second, support national governments to develop a sustainable policy and legislation and build national and local capacity as part of national land reform; and third, improve land sector coordination at community, provincial and national levels.

As a result of programme intervention, land issues are a main priority in the international strategy for security, stability and support. The Programme has expanded to Ituri District, in the northeast of the country, and to South Kivu Province, in the east. Land mediation centres and land coordination groups set up and 1,890 households have acquired secure land rights.

UN-Habitat is developing similar land conflict mediation, dispute resolution and policy reform programmes in Cote d'Ivoire, Liberia and South Sudan. It is also embarking on a Great Lakes Regional programme to restore the land and property rights of internally displaced persons and of refugees in Burundi, Democratic Republic of Congo and Rwanda.



6.5

FRAGILE STATES: STRENGTHENING URBAN MANAGEMENT AND GOVERNANCE SYSTEMS

” *UN-Habitat's wide experience in over 20 of the states defined by the OECD as fragile focuses primarily on urban governance.*

Fragile states are those which face particularly extreme poverty and development challenges and are at high risk of further decline, or even failure. Typically, government and state structures lack the capacity to provide public safety and security, apply principles and practices of sound governance or promote economic growth that benefits all.

All fragile states differ and many factors contribute to their situation. However, features they all share are weak governance, failing public institutions and instability or conflict, all of which contribute to dismal growth prospects. People living in fragile states are more likely to die early or suffer from chronic illnesses. In addition, they are less likely to receive a basic education or essential health services. The regional and international spillover effects from these

countries include violent conflict, instability, organized crime, forced migration, human trafficking and deteriorating public health. These countries account for one-sixth of the world's population of 6.5 billion, but for half of the world's infant deaths and one-third of all people surviving on less than USD 1 a day. World Bank estimates show that 35 countries considered fragile in 1979 were still in that condition in 2009; the Organization for Economic Cooperation and Development (OECD) monitors 48 countries considered fragile.

UN-Habitat's wide experience in over 20 of the states defined by the OECD as fragile focuses primarily on urban governance. UN-Habitat's largest fragile states programmes are in Haiti, Afghanistan, Pakistan, Somalia, South Sudan and the eastern part of the Democratic



Republic of Congo. The priority objective of The Fragile States Model Project is supporting nascent or re-emerging government structures at national, regional or local levels to put in place sustainable urban management and governance systems.

Services associated with the Fragile States Model Project include

- (a) capacity-building and technical advice in urban planning and management, infrastructure and public services development, land administration, municipal taxation and local revenue management;
- (b) technical advice, design and implementation of multi-stakeholder urban crime reduction action plans;
- (c) support to marginalized and vulnerable populations for community-local dialogue on urban development, slum upgrading, housing and basic services, and local economic development; and
- (d) support to all stakeholders for local-national dialogue on enabling legal and regulatory systems for decentralization, transparency and urban management.

Results of the project include

- (a) better managed urban systems;
- (b) safer communities;
- (c) more accountable local government; and
- (d) a new policy and regulations empowering decentralized local government.

People living in **fragile states** are more likely to die early or suffer from chronic illnesses.



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Fragile states are in that condition primarily due to deterioration or, in the case of conflict situations, complete loss of capacity to govern. Consequently, this project is often implemented entirely by UN-Habitat project teams deployed to support its primary clients in local and national government agencies.

World Bank estimates show that **35 countries considered fragile** in 1979 were still in that condition in 2009; the Organization for Economic Cooperation and Development (OECD) monitors 48 countries considered fragile.



Afghanistan. © UN-Habitat





Afghanistan: Integrated Urban Reconstruction in Informal Settlements

UN-Habitat has been providing the national, provincial and local governments of Afghanistan with technical support on an expanding number of urban reconstruction and long-term sustainable development programmes in cities and urban areas.

Kandahar, Afghanistan's third largest city, is struggling due to the migration and influx of internally displaced persons, with unplanned growth and the increase in informal settlements lacking basic infrastructure, services, tenure security and stability.

UN-Habitat assisted the city in settlements upgrading, through an integrated approach to develop a City Profile and Strategic Municipal Action Plan utilizing a participatory process. Key priorities are Community Action Plans - drawn up by Development Council - to identify priorities in each community and improved revenues through land and financial management and the levying of property taxes.

These highly inter-related activities aimed to achieve a settlement regularization process in which the inhabitants will benefit through increased levels of service provision, a sense of belonging to the area through active Community Development Councils and obtain land titles. The programme is being implemented in Kandahar's District 9 and consists of approximately 14,000 parcels of land.

Each land parcel is visited and property is verified with communities and the municipality. Upon agreement the land parcel is registered under the occupant's name and recorded in the municipality's database. Occupants pay property tax and are issued with a registration booklet. The increase in the security of tenure has already resulted in considerable dwelling improvements by residents and new constructions on previous vacant plots. Through this process, UN-Habitat, with funding from the Canadian International Development Agency, contributes to settlements regularization affecting around 100,000 in District 9.





7

URBAN RESEARCH AND CAPACITY DEVELOPMENT

The degree to which public institutions are efficient greatly affects a city's performance of increased profits and effective use of resources (i.e. their bottom line).





7.1

BETTER INFORMATION FOR BETTER CITIES

“Cities require an efficient system that collects, analyzes and disseminates data and other information at the neighbourhood, city and national levels.”

Rapid urbanization presents opportunities and challenges to cities in the developing world. As cities grow, they need adequate urban indicators to support decision-making.

However, most of these cities lack such indicators, which hinder their capacity to develop sound policies and provide efficient, basic services to their residents. Access to accurate, timely and updated information is crucial for “Better Cities”. Cities require an efficient system that collects, analyzes and disseminates data and other information at the neighbourhood, city and national levels.

This model project aims to strengthen capacities of local and national authorities to establish information systems that can produce facts on city trends and conditions as well as disaggregated data on gender and age on various social, economic, environmental indicators which are, as

much as possible, georeferenced. It will also produce city trends and conditions.

The establishment of this information system and its further operationalization will involve the participation of local and national authorities, civil society, the private sector, academic and research institutes. UN-Habitat has implemented this approach in more than 155 cities of Africa, Asia and Latin America and Caribbean countries. The system is a cost-effective project because UN-Habitat has already developed, tested and widely implemented the information system and related tools.



A shopping street in Naples, Italy.
© Alessanra Pirera

Services related to this project include the customized application of

- (a) urban inequality surveys;
- (b) an urban indicator programme;
- (c) an urban information system;
- (d) urban development impact assessments; and
- (e) a city/human development index. This wealth of information can be brought together into a Local/National Urban Observatory that UN-Habitat can help set up.

This project will enable the city decision-makers to formulate informed policies and programmes. This critical mass of information that is well-systematized can have a direct impact on investments and the overall development of the city.

Access to accurate, timely and **updated information** is crucial for “Better Cities”.



Creating Capacities to Collect City Data

UN-Habitat is the world's pioneer organization in the collection of urban indicators. In 1991, it initiated the Housing Indicators Programme, which focuses on monitoring housing conditions and related policies. In order to expand to a larger range of urban issues, the Programme evolved in 1993 into the Urban Indicators Programme.

Since then, the expanded Programme has produced two main databases: respectively the Global Urban Indicators Database I and II, in 1996 and 2001. They were presented at the Habitat II and Istanbul +5 conferences), which helped establish regional trends in key urban issues. In 2005, UN-Habitat produced the Global Urban Indicators Database, collecting information on the key issues of the Habitat Agenda. The database also provides information on the Millennium Development Goals, particularly the slum target data.

UN-Habitat has extensive know-how in assisting countries and cities to collect and analyze urban indicators using different sources: national censuses, demographic and health surveys, multiple indicator cluster surveys, national household surveys and other sources. UN-Habitat has also designed and implemented its own monitoring tool called the "Urban Inequities Surveys", which has been used in more than 25 cities across the developing world.

UN-Habitat, through the Global Urban Observatory, has the knowledge, experience and technical capacity to organize local and regional workshops to train personnel of statistical offices and local authorities in the collection, analysis and dissemination of city indicators. This effort reinforces local and national capacities to produce evidence-based policies.

UN-Habitat has also supported cities and national governments to establish local and national urban observatories that serve as a platform to collect and analyze indicators in a more sustainable manner. Recently, UN-Habitat has received more than 35 requests from different countries for technical support to establish such observatories and to train experts from these countries.

UN-Habitat has extensive know-how in assisting countries and cities to **collect and analyze urban indicators** using different sources: national censuses, demographic and health surveys, multiple indicator cluster surveys, national household surveys and other sources.





7.2

"CITY PROSPERITY INDEX": MEASURING PROGRESS

” *some cities may be well advanced in infrastructure development but may need to put more effort into improving quality of life or environmental sustainability*

Cities are increasingly confronted with different development challenges such as poverty, inequalities, poor access to basic services and adequate housing, and environmental pollution. They lack adequate means to measure their state of health, wealth and other indicators that express a city's state of prosperity.

As a response to a specific request from countries and cities, UN-Habitat has developed a "City Prosperity Index". This is a composite index based on productivity, infrastructure development, quality of life, equity and social inclusion, and environmental sustainability. The Index provides a single measure that indicates the degree of prosperity of a city.

UN-Habitat has extensive experience in developing urban indicators and indices as well as assisting local authorities to integrate them in city measurement tools for the

development of policy and practices. In 2002, UN-Habitat developed a method to estimate slum dwellers at country level that is today used in more than 80 nations. The Index is cost-effective because UN-Habitat has already invested resources to develop the tool; cities and countries are expected to cover the cost of adaptation.

This model project aims to assist local authorities and national governments to adapt and apply the Index and to train relevant technical and professional staff in its use.

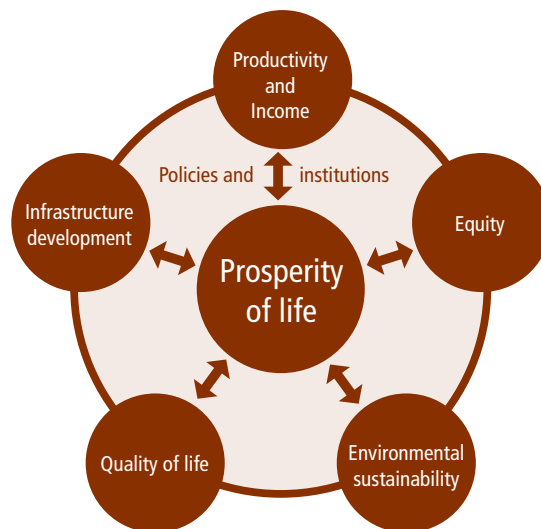
The Index provides a ratio that can be used to measure city performance, identify positive development and areas of prosperity where the city is lagging. For example, some cities may be well advanced in infrastructure development but may need to put more effort into improving quality of life or environmental sustainability. The Index can also be used to compare cities.



UN-Habitat can train and develop capacity to customize the Index to meet the specific needs of cities, according to the availability of data; support local and central authorities to identify policy orientations based on the Index to make cities more prosperous; assist decision-makers to identify the specific dimensions of prosperity that need to be targeted and help local/national authorities to set up local monitoring mechanisms that would enable them to check progress in their action plans for more prosperous cities.

” *UN-Habitat developed a method to estimate slum dwellers at country level that is today used in more than 80 nations.*

CONCEPTUAL FRAMEWORK: THE PROSPERITY OF CITIES



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Adapting the City Prosperity Index

The City Prosperity Index has raised a lot of expectations and drawn positive responses from countries and cities. The Index has been tested in over 100 cities worldwide. In April 2012, the Index was presented at the Well-being African conference organized by the Organization for Economic Co-operation and Development in Rabat, Morocco. The conference was attended by over 40 African countries, 20 of which have expressed interest in applying the Index to assess prosperity in their own cities. For example, Senegal, has expressed interest in adapting the Index to measure prosperity in various cities.

Different cities can take different paths to prosperity, and prosperity indices enable decision-makers to identify any untapped method or resource that may have remained during the pursuit of wealth. The Index focuses on factors crucial to city managers in the process of developing prosperity-oriented policies. In Teheran, Iran, city authorities expressed interest to integrate this Index to their current work on Social Justice and the Urban Heart Project.

The Index is not a static set of elements. Rather, it embraces other analytical tools and concepts that are relevant for each city or that could evolve in the future.

The Index allows for a rich variety of information and analyses related to different aspects of prosperity. It has been developed incrementally. The first two components of the index, productivity and quality of life, correspond to the components of the Human Development Index. Beyond the human development as measured in the United Nations Development's Human Development Report, there are other dimensions which are relevant for cities to be prosperous. Such dimensions include infrastructure and the environment. Finally, the Index includes different variables, classified into five different dimensions identified as foundations (pillars) of prosperity: productivity; quality of life; infrastructure development; environmental sustainability; and equity and social inclusiveness. UN-Habitat is drawing up an action plan to respond to the numerous requests from countries and cities to use the Index in different development contexts.

Different cities can take different paths to **prosperity**, and prosperity indexes enable decision-makers to identify any **untapped method** or resource that may have remained during the **pursuit of wealth**.





7.3

STATE OF A COUNTRY'S CITIES

” *Countries can receive UN-Habitat's help on the design and use of urban indicators, the formulation of messages and findings, and the best way policy orientations are to be prepared to support the formulating of local and national action plans.*

While rapid urbanization comes with several challenges, the process provides vital opportunities for development. Most of a country's wealth is created in its cities, which in turn account for about 70 per cent of global gross domestic product. Cities contribute to the development of institutions, enhanced quality of life and improvement of the natural environment. The need for comprehensive, comparable and reliable information on cities is crucial within the context of a rapidly urbanizing world. It is also needed in cities that are facing population decline and deterioration of the economic base.

This evidence-based information obtained through the timely collection and analysis of data and policy evidence is necessary to overcome the challenges of urbanization and promote sustainable development for better cities.

The general objective of this model project is to assist national governments to prepare a well-informed and policy-oriented report

on the state of their cities. The State of the Country's Cities Report provides a quantitative and qualitative city-based data and conducts analyses of key urban development issues. As such, it is an excellent basis for formulating better informed urban policies and contributes to highlighting urban issues in the national development agenda.

UN-Habitat has developed a methodology and a specific approach that can be used to carry out similar studies at country level. Countries can receive UN-Habitat's help on the design and use of urban indicators, the formulation of messages and findings, and the best way policy orientations are to be prepared to support the formulating of local and national action plans.

The State of the World's Cities Report has proven to be a useful advocacy tool for strengthening the ability of governments, local authorities, non-governmental organizations and the media to gain access to and make use of up-to-date information to formulate effective urban policies.



The Report is an excellent vehicle with which to monitor urbanization, produce and disseminate knowledge and best practices, as well as develop capacity on emerging and strategic issues of the urban agenda such as poverty, inequality, economic development and social inclusion. The Report also encourages the establishment and expansion of tailored databases to promote enhanced decision-making processes and serves as an excellent basis with which to compare cities.

One of the long-term benefits of the project is to assist mayors, policymakers, municipalities, federal government bodies and civil society to make evidence-based decisions in order to improve their understanding of the functioning and importance of urban areas.

Most of a country's wealth is created in its cities, which in turn account for about 70 per cent of global **gross domestic product**.



A supermarket in Tetouan. Morocco.
© UN-Habitat/Alessandro Scotti





"BRICS", Data, Ideas and Policies: A success story of State of National Cities Reports

UN-Habitat, with support from various partners, has been helping various governments across the globe, successfully, in the production of national State of Cities Reports.

Since the end of the 1990s, UN-Habitat has assisted the Russian Government in the establishment of local urban observatories in various cities. These observatories generated a critical mass of data and information that was used to produce the first State of the Russian Cities in 2002. More recently, UN-Habitat partnered with the China Science Centre of International Eurasian Academy of Science and the China Association of Mayors, to produce the first State of China's Cities 2010/2011: Better City-Better Life in accordance with the theme of the Shanghai World Expo. The report presents the latest urban developments, recalling the achievements in the last six decades since the founding of the New China. UN-Habitat was also instrumental in brokering a coalition of partners to produce the India State of the Cities Report, which is currently produced by the National Institute of Urban Affairs and funded by the Cities Alliance. UN-Habitat has been invited to join the coordination team that is reviewing the State of the Brazilian Cities Report.

This important support to the BRICS countries (Brazil, Russia, India and China), which today represent 42 per cent of the world's population, is a major contribution to the understanding of urbanization and the role that cities can play in developing these emerging countries.

UN-Habitat has also supported other emerging economies such as South Africa, the Philippines, Mexico and Iraq in producing their reports. In 2012, the African City Centre invited UN-Habitat to assist in the production of four African reports: for Botswana, Ethiopia, Ghana and Tanzania – all funded by Cities Alliance. New requests for assistance in producing similar reports have been received from Colombia, Jordan, Kuwait, Lebanon and Nigeria.

More recently, UN-Habitat partnered with the China Science Centre of International Eurasian Academy of Science and the China Association of Mayors, to produce **the first State of China's Cities 2010/2011: Better City-Better Life** in accordance with the theme of the Shanghai World Expo.





7.4

BUILDING **INTER-MUNICIPAL**
COOPERATION

” *cities are often comprised of several administrative units with their own institutions, structures and associated costs*

Large cities have expanded rapidly and often span multiple political and administrative boundaries. As a result, cities are often comprised of several administrative units with their own institutions, structures and associated costs. At the same time secondary cities, where the majority of urban growth is occurring, often do not have a large enough tax base or other financial means for the provision of quality services.

Inter-municipal cooperation is an urban management approach that could be scaled up. This project focuses on strengthening institutions to engage in the formal, larger-scale cooperation of this sort. The objective of this model project is to strengthen the capacities of institutions in two or more neighbouring municipalities to work together in performing administrative tasks, providing service delivery and promoting local development.

UN-Habitat's capacity development approach focuses on improving the endogenous individual and institutional capacities.

UN-Habitat has engaged significantly this way in areas that are integral to inter-municipal cooperation (such as leadership, local economic development and financial management). Drawing on these factors, UN-Habitat will offer a number of services beneficial to inter-municipal cooperation. These include quick institutional capacity assessments and feasibility studies to understand the potential gains that inter-municipal cooperation offers; strengthening institutions through advisory services and facilitation of the restructuring of the municipal administrations, business process re-engineering, business case analysis and development, and other activities to allow for inter-municipal cooperation, as well as supporting the design of joint management structures; training for officials



Capacity building.

© UN-Habitat

to build enabling and technical skills for inter-municipal cooperation. Others are peer-to-peer learning with countries such as Spain with their mancomunidades and France with their communautés urbaines and communautés d'agglomération – all of which are free associations of inter-municipal cooperation; capacity development for the enabling environment (policy and legislation), including supporting legal reforms and assisting municipalities in complying with inter-municipal cooperation legislation and the consequent drafting of local agreements, contracts and statutes.

The project will draw on UN-Habitat networks of partners to support municipalities in undertaking feasibility studies for institutional municipal cooperation, developing capacities of the institutions to perform the key functions, and monitor the performance of inter-municipal cooperation agreements. Such peer-to-peer exchanges can be valuable approaches to developing institutional capacity.

Various entry points exist for inter-municipal cooperation but typically they include basic service provision (but could also include economic development or other areas). Regardless of thematic entry point, a participatory diagnostic will be undertaken. It will examine the feasibility of cooperation

from the perspective of a cost-savings/efficiency perspective and, importantly, from that of the institutional capacities to cooperate and deliver services in such a fashion.

Results expected from the model project are (a) significant service delivery cost reduction for the institutions engaging in inter-municipal cooperation; institutional capacity developed to forge and implement inter-municipal cooperation arrangements – including better trained staff, rationale organizational structures, stronger contracting and procurement processes and the like; improved service delivery capacity of the institutions involved; and an improved spatial and urban coordination.



Capacity Development for Effective Service Delivery in Liberia (2008-2011)

Since 2008, UN-Habitat has been supporting the development of skills and know-how of local government personnel in Liberia. UN-Habitat's programme "Strengthening County Institutional Capacity for Service Delivery" aims to boost local management and institutional capacities for improved service delivery and better development planning in the country's 15 counties. This will enable the effective implementation of County Development Agendas and the country's Poverty Reduction Strategy.

Once training needs had been assessed, the programme focused on institutional development plans, training design and delivery to develop leadership competencies, local economic development planning and implementation, and financial management. These were identified as important new technical skills to be developed and strengthened amongst the government's workforce. This programme is fully aligned with the policies of the Government of Liberia, responding to its decentralization policies and devolution of power to regions and other local levels.

UN-Habitat was instrumental in developing and implementing a capacity-building strategy for the Ministry of Internal Affairs, which resulted in the establishment of a pool of over 50 national trainers in all of Liberia's counties to support and sustain the roll-out of UN-Habitat's training programmes.

Individual skills and policies on financial management and strategic planning for local economic development have been strengthened. For the first time, a local economic development strategy has been tried out in Grand Bassa, Lofa and Nimba counties. Nearly 3,000 participants have been trained, a measure which has been contributing to the tremendous progress that Liberia has made towards economic recovery, sustainable development and decentralization.

An independent external evaluation carried out in early 2012 assessed the programme positively. This report resulted in the United Nations Council for Science and Technology asking UN-Habitat to continue capacity-building within Liberia's government.

2008



The year since which UN-Habitat has been supporting the development of skills and know-how of local government personnel in Liberia.



7.5

THE BOTTOM LINE: **SAVING MONEY** FOR CITIES

” *UN-Habitat has gained significant expertise in making public institutions more efficient and cost conscious across numerous sectors.*

The global financial crisis that hit in 2008 has severely impacted cities, with some facing at least a 50 per cent decrease in revenue and many scaling back services.

However, between efforts to increase revenue and to cut expenditure lies an overlooked source of savings: the efficiency of a city's public institutions.

The degree to which public institutions are efficient greatly affects a city's performance of increased profits and effective use of resources (i.e. their bottom line). Simply put, efficiency is the ratio of produced outputs (or value) to the resources used for their creation. The effects of improved efficiency extend beyond obvious cost-saving factors to include increased legitimacy of government in the eyes of the public, as well as potential gains in revenue generation.

This model project's objective is to save public institutions money and improve their bottom line by making them more efficient and cost conscious. This objective will be achieved through rigorous diagnostics and an internal change process that continually focuses reforms to improve both the bottom line and the underlying institutional capacity that creates an efficient institution.

UN-Habitat has gained significant expertise in making public institutions more efficient and cost conscious across numerous sectors. Given this expertise, UN-Habitat offers services to national and local authorities which are trying to reduce costs (and in some cases increase revenues) in their institutions – regardless of the thematic focus.



These services are

- (a) institutional efficiency diagnostics, which centres on identifying and understanding the political, strategic and operational hurdles to efficiency and helping define where to focus and what kinds of programmatic responses to put in place; and
- (b) facilitation and execution of change for a better bottom line. This service area includes supporting city leaders and managers in setting a strategy for change, and applying business process re-engineering, restructuring, mandate clarification, administrative improvement and other techniques to realize the cost benefits.

UN-Habitat offers services to national and local authorities which are trying to **reduce costs** (and in some cases increase revenues) in their institutions – regardless of the **thematic focus**.

UN-Habitat can also help city leaders and managers in communicating the success of the changes introduced, both to staff of the institutions and to residents.

Results expected from this project are

- (a) significant improvement in the efficiency of the institutions;
- (b) improved public perception of city institution as a result of efforts to reduce costs; and
- (c) improvement in the skills of senior and middle level managers to work with the concepts of cost-benefit analysis, value for money and other related principles as part of their decision-making and planning processes.

Institutions will become more efficient through a participatory diagnostic and change process that will focus on aligning organizational structures to the mandate (to reduce overlapping roles and responsibilities); streamlining business processes (by reducing the number of days to complete tasks or people required to approve); and improving the policy formulation process (by involving more stakeholders throughout the process). The project will draw on the UN-Habitat change team that is skilled in driving cost-saving and efficiency in institutions and can manage complex change processes. A pre- and post-assessment will illustrate the cost savings and thus provide a clear indicator of success.



Empowering Citizenship through Participatory Budgeting in Africa

From 2007 to March 2012, UN-Habitat undertook the programme “Capacity-building for Local Participatory Planning, Budgeting and Gender Mainstreaming” in eight municipalities across the Democratic Republic of Congo, Mozambique and Senegal.

The goal of the programme was to develop skills and strengthen the capacity of municipal stakeholders such as local councillors, municipal staff and local authority officials, non-governmental, community-based organizations and local training institutions. The programme developed and applied participatory planning tools and participatory budgeting instruments that provided opportunities for civil society participation at the city level. It also provided technical aid to local government authorities in the management of participatory planning and budgeting cycles.

Through the project, UN-Habitat strengthened the capacity of national and local institutions such as the Université Catholique du Congo, the Universidade Politécnica (Mozambique) and Enda Tiers Monde/Ecopop (Senegal) with the aim of maximizing impact, secure continuous in-country

support and achieve sustainability and multiplication of the approach to other municipalities in the countries.

Cities participating in the programme have acknowledged the importance of participatory budgeting as a tool for greater civil society participation to decide on priorities for resource allocation and public investment. Participatory budgeting is now law in Senegal.

The programme has confirmed that participatory budgeting empowers the municipal team in conducting daily operations and planning of financial and investment plans. At the completion of the programme, the countries requested additional training of municipal staff to sustain the process. Best practices and successful experiences within the region are disseminated systematically.

The programme made it possible to fund infrastructure projects such as improvement of the electricity network in Senegal; provision of markets, bridges and toilets in Congo; and the construction of health facilities for Mozambique.

UN-Habitat **strengthened the capacity** of national and local institutions such as the Université Catholique du Congo, the Universidade Politécnica (Mozambique) and Enda Tiers Monde/Ecopop (Senegal) with the aim of **maximizing impact**, secure continuous in-country support





7.6

SMART DECISIONS FOR URBAN DEVELOPMENT

” *UN-Habitat will partner key local universities with well-suited ones from other countries and engage them in demand-driven research, policy and technical advice in a critical thematic or policy area identified with the city.*

Given the pace of change in cities, decision-makers often lack timely and relevant data and a thorough understanding of the issues their urban centres face. One entry point would be to bring together the significant capacity existing in universities and local governments to support decision-making.

Good practices of university and city partnerships exist. Interesting lessons can be learned from an initiative of almost 100 higher education institutions in the United States for an “Urban Sustainability Extension Service Programme” or the “Local Urban Knowledge Arena” hosted by Uganda’s Makerere University. The Makerere venture aims to, inter alia, provide a clearing house and knowledge management hub for urban research in Kampala, the Ugandan capital.

The objective of this mode; project is to strengthen the capacities of local and national governments

to respond to urban challenges through targeted research, analysis and policy advice provided by local and international universities.

Building on the strength of the Habitat Partner University Initiative and its members, UN-Habitat will set up urban university platforms that will provide local and national governments with urban research and provide advice in areas such as urban policy and planning legislation. UN-Habitat - in partnership with universities – will also provide demand-driven research and knowledge to cities in areas such as urban planning, economy and finance, land or other topics. The agency will further provide complementary capacity development services for local government officials (training, mentoring and advice) to enhance the planning and management capacities of cities and to support local policy development



and implementation. In order to ensure the sustainability of the above, capacity development of local and national universities to respond to urban issues will be provided

The results expected from the project are

- (a) the establishment of Local Urban Knowledge Arenas and Urban Action Laboratories. This would make such cities innovators in smart urbanization that is multifunctional and where economies of agglomeration are maximized; and where economic efficiency, equality and resilience are in harmony;
- (b) cities and national governments would have access to cutting edge research and analytical capacity to better understand the complex issues they face;
- (c) cities would have access to better educated and continuously trained staff;
- (d) cities would better document their good urban practices which, in turn, would support national urban policy frameworks; and
- (e) acknowledgement that universities in the developing world have the capacity to engage with cities and provide the relevant research and data to assist in the resolution of pressing urban issues.

These results can be achieved by tapping and leveraging on UN-Habitat's expanding network of Habitat Partner Universities Initiative which is committed to promoting sustainable urban development through problem solving, collaborative learning and applied research. UN-Habitat will partner key local universities with well-suited ones from other countries and engage them in demand-driven research, policy and technical advice in a critical thematic or policy area identified with the city. Customized professional and mid-carrier capacity development for city practitioners and urban managers will also be provided to ensure effective implementation of policies and decisions coming out of the initiative.

Building on the strength of the Habitat Partner University Initiative and its members, UN-Habitat will set up **urban university platforms** that will provide local and national governments with urban research and provide advice in areas such as urban policy and **planning legislation**.

“Interesting lessons can be learned from an initiative of almost 100 higher education institutions in the United States for an “Urban Sustainability Extension Service Programme” or the “Local Urban Knowledge Arena” hosted by Uganda’s Makerere University.



URBAN
PLANNING
AND DESIGN

URBAN
LEGISLATION, LAND
AND GOVERNANCE

URBAN
ECONOMY

URBAN BASIC
SERVICES

HOUSING AND
SLUM UPGRADING

RISK REDUCTION AND
REHABILITATION

URBAN RESEARCH AND
CAPACITY DEVELOPMENT



Community involvement in monitoring and evaluation of projects. Afghanistan.
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Engaging Universities to Provide Demand-driven Support to Local Governments

University charters around the globe stress the importance of education, research and service to the community. However, most find it difficult to adjust their curricula to serve local needs and to develop relevant research agendas. Good practices do exist, and an increasing number of universities with urban planning, management or development courses are willing to support local governments in evidence-based decision-making.

UN-Habitat, in partnership with its university network, has been supporting universities in providing demand driven support to local governments.

Through this network, Makerere University has signed an agreement with UN-Habitat to provide a Local Urban Knowledge Arena as a platform for knowledge generation on urban matters in Kampala. The Arena will also serve as an exchange platform for all urban actors with the objective of providing better advice to the Kampala Capital City Authority. The Urban Action Laboratory of the Local Urban Knowledge Arena seeks to harness research conducted by other universities such as the Norwegian University of Science and Technology.

Similarly, Sri Lanka's Moratuwa University has collaborated with UN-Habitat and numerous city councils in providing urban planning and design advice.

A number of additional partnerships are in the pipeline under this initiative. The Federal University of Technology Minna, in Nigeria's Niger State, has asked UN-Habitat and the Habitat Partner University Initiative to support the review of its Master Level programme. It also seeks help in setting up a course for local government training (certificate and diploma programmes), and to set up a facility for targeted research, as well as technical and policy advice for municipalities in the State. An initiative of almost 100 higher education institutions in the United States with an Urban Sustainability Extension Service programme have also approached UN-Habitat to support the programme's replication in other countries.

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A library in Uberlandia, Brazil.
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