



UN-HABITAT

OPERATIONAL ACTIVITIES REPORT 2005



UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME



OPERATIONAL ACTIVITIES REPORT

2005

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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OPERATIONAL ACTIVITIES REPORT, 2005

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

* HSP/GC/20/1





TABLE OF CONTENTS

FOREWORD.....vii

GLOBAL AND INTER-REGIONAL.....1

AFRICA.....15

ARAB STATES.....85

ASIA AND THE PACIFIC.....113

LATIN AMERICA AND THE CARIBBEAN.....183

EUROPE.....207

GLOSSARY.....222



FOREWORD

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

In accordance with its work-programme, UN-HABITAT's operational activities are focused on the following priorities: (i) Promoting shelter for all; (ii) Improving urban governance; (iii) Reducing urban poverty; (iv) Improving the living environment; and (v) Managing disaster mitigation and post-conflict rehabilitation. Acting as a catalyst in the mobilization of technical co-operation, UN-HABITAT is supporting the implementation of the Habitat Agenda at the local, national and regional levels and of the goals of the Millennium Declaration on improving the lives of slum dwellers and improving access to water and sanitation. Lessons learned from operational activities are also being used to formulate global policy options and guidelines, particularly in the framework of the two Global Campaigns for Secure Tenure and Good Urban Governance.

As of the fourth quarter of 2004, UN-HABITAT had 95 technical programmes and projects under execution in 56 countries, of which the vast majority were in the least developed countries. As a direct response to increasing demands from developing country governments, the organization's technical cooperation activities have grown significantly over the last decade from budgets totalling US\$18.7 million in 1988, to US\$161 million in 2004 (annual 2004 budget: US\$77.3 million). Roughly 45 per cent of the financing for these technical co-operation projects in 2004 (excluding the Iraq programme) came from the United Nations Development Programme (UNDP)'s various sources of funds and the balance from government and third-party cost-sharing. It should be noted that the total budgets have been maintained at a relatively high level due to several large programmes in Africa (Chad, Libya), Asia (Afghanistan), the Arab States (Iraq) and Europe (Kosovo and Serbia). These programmes are almost entirely funded by various bi- or multilateral resources, or as in the case of Chad and Libya, through national cost-sharing.

In supporting these operational activities, UN-HABITAT is fully committed to the goals of maximizing the use of national expertise and to supporting both national execution and procurement from developing countries. In 2004, more than 80 per cent of UN-HABITAT's project personnel were national experts.

The present report describes UN-HABITAT's operational activities by providing a short summary of each project. These reference sheets include: the total project or programme cost, partner institutions, background objectives, activities and results. The report is divided into six sections with the first section devoted to global and inter-regional programmes and projects, followed by five sections describing UN-HABITAT's operational activities in each region: Africa; the Arab States, Asia and the Pacific; Latin America and the Caribbean; and Europe.



Anna K. Tibaijuka
Executive Director



GLOBAL AND INTER-REGIONAL



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GLOBAL PROGRAMMES

Urban Management Programme - Phase 4.....	5
Localizing Agenda 21 Programme.....	8
Sustainable Cities Programme (SCP) Phase II.....	11

INTER-REGIONAL PROGRAMMES

Regional Urban Sector Profile Study (RUSPS).....	13
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GLOBAL

Project Title	Urban Management Programme - Phase 4
Project Code	GLO/01/616-GLO/01/U04
Total Cost	US\$7,289,933 for core activities and US\$2,071,877 for parallel activities
Partners	<p>Governments: Governments of Sweden, Switzerland, the United Kingdom.</p> <p>Local Authorities: Approximately 15 cities in low-income countries in each of the Programme operating regions: Africa, Asia and the Pacific, the Arab States, Latin America and the Caribbean.</p> <p>Civil Society: 4 to 7 Regional Anchor Institutions in each of the four regions and Panels of Experts at the regional, sub-regional and country level (a total of 19 in all the regions).</p> <p>International Organizations: UNDP, World Bank, UN-HABITAT</p>
Starting date	January 2002
Completion date	March 2005
Background and Objectives	<p>Initiated in 1986, the Urban Management Programme (UMP) has become one of the largest global technical assistance programmes in the urban sector. The programme was designed to strengthen the capacity of urban local governments and national governments to enhance the contribution that cities and towns in developing countries make toward development of their own human resources, including poverty reduction, the improvement of environmental conditions, improvement in local governance and the management of economic growth. Phase 1 of the UMP (1986-91) focused on land management, municipal finance and administration, infrastructure and urban environment with primary impact at the global level. Phase 2 of the UMP (1992-1996) was aimed at using these frameworks and tools to build capacity at the regional level and extend it to the country and city levels. The alleviation of urban poverty was added to the substantive components in 1992. The main mechanisms used in Phase 2 were the establishment of regional capacity and programme management structure was decentralized with the establishment of four regional offices to carry out these activities. Phase 3 of the Urban Management Programme (1996 – 2002) had strategic focus on City Consultations and Institutional Anchoring. Phase 3 saw concrete activities in 120 cities in 57 developing countries. This was achieved through the programmes' six regional and sub-regional offices, 19 regional anchor institutions and over 40 national and local institutions and other networks of community-based organizations, NGOs and municipal associations.</p>

Now in Phase 4 (2002 - 2005), the programme is working to institutionalize UMP participatory processes, consolidate experiences and deepen knowledge and understanding on urban management. UMP has an explicit focus on activities that impact the living conditions of the poor in cities and towns. The programme continues to develop and apply urban management knowledge in the fields of participatory urban governance, alleviation of urban poverty, urban environmental management and HIV/AIDS. Gender is a cross-cutting theme throughout. A new focus UMP Phase 4 is on “Localizing the Millennium Development Goals (MDGs)”. The strategic objective is to create networks of UMP anchor institutions in each region that will sustain UMP activities.

Activities

The principal activity was the convening of “city consultations” through UMP’s regional offices and partners, and follow-up activities in 120 cities. New activities in Phase 4 focus on a select number of city consultations, in particular those around the HIV/AIDS theme, and MDGs. Capacity-building at the regional level is done through the engagement of regional networks of institutions in city consultations. The goal of institutional anchoring has been to form networks of UMP anchor institutes and assist them to develop their capability to continue urban management technical assistance. During 2002-2004, UMP regional offices have handed over the programme operations to the established networks of UMP Anchor Institutions — ANUMI in Africa, URCAP in Asia, NENA in the Arab states region, and a consortium of UMP anchor institutions in the Latin America and Caribbean region. These networks work with UN-HABITAT regional offices and other partners, through regional networks of local authorities, regional banks, and other bilateral agencies to carry out city consultation activities and participate in regional activities, such as workshops and seminars on emerging regional issues.

During 2002-2004, UMP and its partners have been engaged in parallel activities related to:

- Urban poverty reduction through community empowerment in Colombo, Sri Lanka, (SRL/00/S01),
- City Development Strategies in cities around Lake Victoria (Kisumu, Kampala and Musoma) (GLO/02/S05),
- Developing city responses to the HIV/AIDS epidemic (8 cities) (GLO/03/M04)
- City Community Challenge (C3) Fund in Zambia and Uganda
- Specific activities for the Caribbean
- Scoping studies for Community Led Infrastructure Finance Facility (CLIFF) in Uganda, Zambia, Ethiopia, and Ghana
- Technical Assistance to Government of Ethiopia for National Urban Policy Development

UMP anchor institutions have prepared various reports, based on these activities. UN-HABITAT and its UMP partners conceived transformation of UMP to the “Urban Millennium Partnership - Localizing MDGs”. This partnership was launched at the Second World Urban Forum in

Barcelona (September 2004), and will begin activities from January 2005.

Results

During Phase 3, over 100 city consultations were carried out through regional anchor institutions. The city consultation activities enabled institutionalization of participatory processes. The flexible and demand-driven approach of city consultations has also led to capacity-building of city governments and other stakeholders. The institutional anchoring process has engaged 19 regional anchor institutions.

During 2002-2004, eight new city consultations were initiated on HIV/AIDS, and 4 new city consultations on localizing MDGs. In addition, partners have carried out city consultation activities on poverty, governance and the environment in 20 cities. UMP Anchor Institutions networks have been established and are active in all regions and are carrying out UMP and related activities.

The technical assistance to Ethiopia has resulted in various draft policy documents on slum upgrading, land, local level planning, and exchange visits. The CLIFF scoping studies for four countries in Africa has been completed. The C3 fund in Zambia has supported over 50 projects in Zambia of community infrastructure, skills training, and micro-finance. The C3 fund in Uganda has supported construction of shelter, microfinance, and community infrastructure.

The Urban Millennium Partnership - Localizing MDGs, based on 18 years of UMP experience and knowledge, will further pursue the capacity-building of local governments and other stakeholders in meeting the MDGs at the local level.

GLOBAL

Project Title	Localizing Agenda 21 Programme
Project Code	GLO/03/S22 GLO/04/S03
Total Cost	US\$3,200,000
Partners	Governments: Governments of Belgium and the Netherlands Institutions: The Post-graduate Centre for Human Settlements of the Catholic University of Leuven, Belgium, InWent International Organizations: UNDP, UNEP GEO City programme, ILO, UN-HABITAT
Starting date	January 2003
Completion date	December 2007

Background and Objectives

The programme started in 1995 as a response to Chapter 28 of Agenda 21, which calls on local authorities to undertake participatory processes to develop and implement “Local Agendas 21” for and with their communities. UN-HABITAT’s Localizing Agenda 21 (LA21) Programme offers multi-year support to local authorities and their partners to undertake Local Agenda 21 processes in order to locally contribute to the implementation of Agenda 21 and the Habitat Agenda. Programme support specifically targets secondary cities that very often lack capacities and are usually forgotten by international support programmes. The programme aims to promote good urban governance by supporting the development and implementation of broad-based environmental action plans, focusing on context-specific aspects of municipal planning and management. The programme also enhances the capability of local authorities to integrate these action plans into strategic urban development plans, stimulating inter-sectoral synergy. Through the implementation of the action plans, tangible impact is achieved in low-income communities, especially the urban poor, leading to more sustainable urban development as a response to the challenge of the Millennium Development Goals.

For each town, the programme strategy emphasizes the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. A continuous broad-based participatory process underpins this process. Capacity-building efforts focus on setting priorities for action, targeted human resources development, institutional strengthening, development and adaptation of tools and instruments, encouraging partnerships, mobilization of resources, and promoting exchange between cities facing similar problems.

The Localizing Agenda 21 Programme contributes to the implementation of the Global Campaign on Urban Governance.

Activities

The programme is supporting 30 cities in the following countries:

- Africa: Kenya and Senegal
- Arab States: Morocco
- Asia: Viet nam
- Latin America and the Caribbean: Brazil, Cuba and Peru

Programme activities are as follows:

- Improving urban environmental planning and management processes through: (a) local city demonstration projects supporting the development of Local Agenda 21; (b) replicating demonstration projects in other cities of the country; (c) implementing national programmes and supporting national policies improvement, especially through the creation of National Committees 21; and (d) promoting decentralized cooperation, especially city-to-city cooperation.
- Developing institutional frameworks for environmental planning and management support through: (a) networks of national and regional technical support institutions; (b) technical support through environmental planning and management anchoring institutions; (c) national adaptation of tools; and (d) regional and national training mechanisms.
- Institutionalizing Local Agenda 21 normative functions through: (a) tools developments and documentation of experience; (b) global web site and data base; (c) global meetings of partners; (d) documentation support; (e) integration of approach and experience in UNEP and UN-HABITAT urban environmental policies; and (f) promoting local-global linkages.



Results

- Since the beginning of the programme's new phase, the number of cities supported has grown from four to close to 30.
- Initial demonstration cities served as a basis to launch national replication programmes. For example, the Essaouira LA21 project led to LA21 activities in almost a dozen of cities in Morocco and the Bayamo LA21 project is being replicating in three additional Cuban cities. The Nakuru and Vinh LA21 projects will be replicated in Kenya and Viet Nam respectively.
- New national LA21 programmes have been launched in countries such as Brazil, Peru and Senegal. These programmes benefit from a strong commitment from national government to support local authorities in developing their Local Agendas 21.
- Technical support anchoring institutions have been identified and involved in the various countries. They progressively take the lead in supporting the development of Local Agendas 21. The academic sector is also being involved to ensure that new generations of urban practitioners are being trained to take into consideration LA21 approach and lessons of experience.
- Tools are being translated and adapted to the various national contexts and serve as a basis to create training curricula.

- National mechanisms to sustain support to Local Agendas 21 are being designed and negotiated between key actors.

GLOBAL

Project Title	Sustainable Cities Programme (SCP) Phase II
Project Code	FS/GLO/02/S23/A GLO/03/S22 GLO/03/S03 GLO/03/I02
Total Cost	US\$8,473,000
Partners	<p>Governments: Governments of Japan and the Netherlands, national governments in countries of operation</p> <p>Local authorities: City authorities in countries of operation</p> <p>Institutions: International Water and Sanitation Centre (IRC), the Netherlands, Institute for Housing and Urban Development Studies (IHS), the Netherlands, national and regional Anchoring Institutions, InWent</p> <p>Civil Society: NGOs supporting Sustainable Cities Programme (SCP) activities</p> <p>International Organizations: ILO, UNDP, UNEP, UNESCO, UN-HABITAT</p>
Starting date	August 2002
Completion date	December 2007
Background and Objectives	<p>The fundamental objective of the Sustainable Cities Programme is to promote environmentally sustainable local development and to more fully realize the vital (and growing) contributions that human settlements make to overall social and economic development. The overall purpose of this programme is to enable municipal authorities to better address priority local environmental issues and to better achieve sustainable urbanization by providing them and their partners with an improved environmental planning and management (EPM) capacity and policy application processes. The broader purpose is to reduce poverty by more efficiently and equitably managing the use of environmental resources and the control of hazards and by promoting employment through improved environmental service delivery.</p>
Activities	<p>Currently, the programme is directly engaged in 16 countries, where the main focus of activities is on environmental planning and management and policy implementation processes. Such initiatives are always conditioned on leveraging minimum matching funds and long-term follow-up, and wherever</p>



opportune, linking these activities with urban governance campaign work, mainly through advocacy and capacity building.

Results

Through the programme, an increasing number of local authorities and their partners have been able to reduce poverty by improving priority urban environmental services. National replications are anchored on sustained “local authority support units”. Lessons learned have been integrated into national policy and legislative frameworks. Environment planning and management (EPM) tools and capacity-building methodologies have been customized and applied locally. A number of national and sub-regional urban institutions have been able to provide sustained EPM technical support to local authorities and promote networking. The programme has promoted strong global partnerships for sustainable urbanization.

INTER-REGIONAL

Project Title	Regional Urban Sector Profile Study (RUSPS)
Project Code	IT-RAF-04-T01/A
Total Cost	US\$390,600
Partners	<p>Governments: National and Local Governments, Governments of Belgium, Italy and the Netherlands</p> <p>Institutions: Institut Africain de Gestion Urbaine (IAGU), Dakar, University College of Land and Architectural Studies (UCLAS), Dar es Salaam, Lebanese Urban Forum</p> <p>International Organization: UN-HABITAT</p>
Starting date	April 2004
Completion date	May 2005
Background and Objectives	<p>In 2002, UN-HABITAT undertook an Urban Sector Profile Study for Somalia that led to follow-up activities in the region funded by the European Commission and UNDP. This project aims to implement a similar study in 25 countries in Africa and the Arab States. It is part of the European Commission's strategy to have a structured approach to define needs and capacity-building gaps at the urban level.</p>
Activities	<ul style="list-style-type: none">• The Urban Sector Profile Study assesses the institutional set-up and existing policy and institutional framework within the urban sector with the involvement of significant stakeholders. It is a rapid profiling that will set forth the opportunities for strategic policy and programmatic interventions to bring about poverty reduction.• The study aims to identify capacity-building gaps and projects, leading to action at three levels: regional, national and local. At the regional level, study findings will be used by UN-HABITAT and development partners to: guide policies; define future work programmes; guide countries in formulating urban policies and enabling them to influence other national policies on poverty reduction; identify areas of technical assistance and interventions to improve the implementation of the Habitat Agenda in the sub-regions; and guide donors in supporting regional, national and local interventions.• At the national and local levels, the study outcomes will aim to: raise awareness about urban issues; catalyze the integration of urban issues into the development agenda; and highlight priority projects for national implementation. Some activities were delayed due to technical problems.

Results

By the third quarter of 2004:

- Agreements had been reached in 15 countries;
- The study was almost finalized in Ghana, Egypt, Kenya, Lebanon and Tanzania;
- Preliminary regional analysis had commenced;
- A regional meeting involving various governments took place at the World Urban Forum, Barcelona in September 2004.

AFRICA



Photo: Nairobi, Kenya. © MAPS geosystems / DigitalGlobe



PROJECTS IN AFRICA

REGIONAL

NEPAD City Programme.....21

REGIONAL

Water for African Cities Phase II.....23

REGIONAL

Implementation of the Habitat Agenda in Selected African Countries.....26

SUB-REGIONAL

Cities Without Slums: Toward Implementing a Support Programme for the Countries and Cities of Western and Central Francophone Africa.....28

SUB-REGIONAL

Cities without Slums Sub-regional Initiative for Eastern and Southern Africa.....30

SUB-REGIONAL

Mashariki Innovations in Local Governance Awards Programme (MILGAP).....32

ANGOLA

Support for the Preparation of Urban Profiles for PRSP.....34

BURKINA FASO

City Development Strategy and Local Poverty Reduction for Local Governments of Bobo-Dioulasso, Banfora and Ouahigouya.....36

BURKINA FASO

Access to Basic Urban Services in Bobo Dioulasso, Burkina Faso.....38

BURUNDI

Rehabilitation of Social Infrastructure in Cankuzo and Karuzi.....39

CAMEROON

Support for Effective Urban Governance in Cameroon.....41

CHAD

Urban Development and Improvement of Housing (Phase I).....44

CÔTE D'IVOIRE

Project on Urban Safety in Abidjan (Projet d'Appui à la Sécurité Urbaine à Abidjan).....46

ETHIOPIA	
Capacity-building for Sustainable Urban Development.....	48
ETHIOPIA	
City Development Strategy for Ethiopia (Addis Ababa).....	49
KENYA	
Kenya Slum Upgrading Project (KENSUP).....	51
KENYA	
Sustainable Neighbourhood Programme.....	53
KENYA	
Safer Cities Nairobi Initiative.....	55
KENYA	
National Capacity Development with Organizations for Anchoring “Sustainable Urban Mobility (SUM)” Expertise.....	57
LIBERIA	
Skills Training and Reintegration of Ex-combatants into the Local Community.....	59
MADAGASCAR	
Integrated Municipal Programmes for Poverty Reduction in Fianarantsoa and Tulear.....	60
MADAGASCAR	
City Development Strategy for Antananarivo, Infrastructure Development, Urban Services Improvement and City Poverty Strategy.....	62
MOZAMBIQUE	
Security of Tenure and Policy Preparation.....	64
MOZAMBIQUE	
Sustainable Land Use Planning for Integrated Land and Water Management for Disaster Preparedness and Vulnerability Reduction in the Lower Limpopo Basin.....	66
MOZAMBIQUE	
Slum Upgrading and Vulnerability Reduction in Flood-prone Cities/Towns in Mozambique.....	68
RWANDA	
Urban Resettlement of Returnees.....	69

SENEGAL	
Joint Ventures Italy-Senegal for Sustainable Urban Development.....	71
SENEGAL	
Support to the preparation of Local Agendas 21 in Senegal.....	73
SOUTH AFRICA	
Capacitation Programme to Support the People’s Housing Process.....	75
SOUTH AFRICA	
Capacity Building for Local Governance.....	77
TANZANIA, UNITED REPUBLIC OF	
Safer Cities Dar es Salaam (Second Phase).....	79
TANZANIA, UNITED REPUBLIC OF	
Experiences and lessons of the implementation of Sustainable Cities Programme in Tanzania.....	81
ZAMBIA	
Sustainable Kitwe Project.....	83



REGIONAL

Project Title	NEPAD City Programme
Project Code	FS-RAF-03-I01/B
Total Cost	US\$125,000
Partners	Governments: Governments of Cameroon, Kenya, Morocco, Nigeria, South Africa and Zambia (Country NEPAD offices) Inter-governmental bodies: NEPAD Secretariat, ECA Local Authorities: Municipalities of Bamako, Douala, Durban, Lagos, Lusaka, Nairobi and Rabat International Organizations: IMO, UNEP, UNFPA, WMO, UN-HABITAT
Starting date	May 2003
Completion date	June 2004
Background and Objectives	<p>As part of its strategy for achieving sustainable development in Africa, the New Partnership for Africa's Development (NEPAD) aims to address urbanization and its consequences in order to make African cities more attractive for economic investment. The UN/NEPAD Cluster on Environment, Population and Urbanization formulated the NEPAD City Programme in February 2003 with UN-HABITAT as the lead agency. A NEPAD City is one that is functional, economically productive, socially inclusive, environmentally sound, safe, healthy and secure. In direct response to the need for regional integration and creation of a critical mass for profitable investment, the NEPAD City is one that has strong rural linkages and a symbiotic relationship with its hinterland and beyond. Seven cities were selected to start off the programme in July 2003: Bamako, Douala, Durban, Lagos, Lusaka, Nairobi and Rabat. Their respective municipalities prepared the profiles of these cities with technical assistance from UN-HABITAT. The profiles were discussed intensively by all mayors of these cities at the First NEPAD City Consultative Forum held in Lagos in May 2004. Depending on the funding situation, these priority areas will form the main focus for development intervention in the second phase of the programme proposed to start in January 2005.</p>
Activities	<p>The first phase of the programme was marked by the following activities:</p> <ul style="list-style-type: none">• Development of a concept and criteria for selection of first seven cities, which were approved by the Heads of State and Governments Implementation Committee of NEPAD;• Establishing contact with the focal ministries in charge of Housing and

Urban Development, Lands, Local Government, Planning, Finance and Foreign Affairs of the seven countries concerned;

- Organizing a roundtable on the programme at the Africities 3 in Yaounde, Cameroon;
- Preparing the terms of reference and recruiting national consultants to support the municipalities in developing their city profiles;
- Conducting a consultative forum of the seven cities in Lagos, Nigeria, and identifying priority areas for intervention in each city;
- Establishing a framework for a NEPAD Cities Award. It is expected that this will form part of the African Peer Review Mechanism;
- Establishing Committee of Mayors to supervise the Award.

Results

- A framework profile of each of the seven cities has been prepared.
- The message of NEPAD is gradually percolating to the municipal and community levels.
- The progress of the NEPAD City Programme was integrated into the Chairman's report to the African Union in July 2004.
- A Committee of NEPAD Mayors has been set up.
- More cities, including Addis Ababa, have requested to join the programme.
- A report of the Lagos Forum marking the end of the first phase of the programme is being published.

REGIONAL

Project Title	Water for African Cities Phase II
Project Code	QXB G031 - XBURT02X01 2004-FWS-5448-W001CAN-2831 2004-FWS-5448-W002NOR-2831 2004-FWS-5448-W003POL-2831
Total Cost	US\$14,364,742 (Total contribution to the Water and Sanitation Trust Fund (as of December 2004) US\$708,510 Water for African Cities-Dar es Salaam
Partners	Governments: <i>First Phase countries:</i> Cote d'Ivoire, Ethiopia, Ghana, Kenya, Senegal, South Africa, United Republic of Tanzania, Zambia <i>Second phase new countries:</i> Burkina Faso, Cameroon, Mali, Mozambique, Uganda International Organizations: Water and Sanitation Trust Fund, UN-HABITAT
Starting date	December 2003
Completion date	2009
Background and Objectives	<p>The Phase II of the Water for African Cities Programme (WAC II) was launched by African Ministers in Addis Ababa in December 2003 during the Pan African Implementation and Partnership Conference on Water, and had the full support of the African Ministers Council on Water (AMCOW). It has also been fully endorsed by the New Partnership for Africa's Development (NEPAD). The following recommended priority areas form the current focus of the WAC II programme:</p> <ul style="list-style-type: none">• Pro-poor water governance and follow-up investment;• Sanitation for the urban poor;• Urban catchment management;• Water demand;• Water education in schools and communities; and• Advocacy, awareness-raising and information exchange.
Activities	<p>A strategic partnership arrangement is being pursued with the African Development Bank (AfDB) to bring loan finance for investments in water and sanitation in those cities where the Programme is running and where the Asian Development Bank has water and sanitation operations in the pipeline, as well as to collaborate on normative activities. Joint missions have been undertaken with the AfDB to Cameroon, Ethiopia and Mozambique, to identify those areas that the WAC II programme could bring added value to investment programmes that they are financing in the urban water and sanitation sector. As a result of these joint missions, programme proposals</p>

are being prepared in Cameroon (Douala, Yaounde and Edea), and Ethiopia (Addis Ababa, Dire Dawa and Harar), for the identified focal areas so that on the ground implementation activities could begin. For Mozambique, a joint assessment study is to be conducted to facilitate the identification of the areas of focus for the programme, in synergy with the AfDB-financed Maputo Water Supply Rehabilitation Project. Individual country proposals for Ethiopia, Burkina Faso and Mali have been formulated and additionally, the normative activities have also begun with a proposed joint gender mainstreaming workshop planned for 2005.

The Lake Victoria Region Water and Sanitation Initiative (LVRWSI) on Meeting the MDGs in Water and Sanitation in Secondary Urban Centres in the Lake Victoria Region is a concrete step taken to operationalize the WAC II Programme in the Lake Victoria sub-region, involving about 15 to 30 small urban centres bordering the Lake in Tanzania, Kenya and Uganda.

There has been a long-felt need for the improvement of water and sanitation facilities in the secondary urban centres in the Lake Victoria basin and this was brought to the notice of UN-HABITAT by the three East African ministers responsible for water. The objective of the initiative is to address the rehabilitation needs of water and sanitation infrastructure in the secondary urban centres around the lake in order to extend coverage to those currently un-served and in doing so meet the Millennium Development Target for water and sanitation. These secondary urban centres have in the past, often been neglected in national / regional development plans and have received little benefit from the ongoing sector reforms. This initiative presents a real opportunity to improve the situation on the ground by combining physical investments in infrastructure provision with targeted capacity-building, while at the same time protecting the lake environment on which the region depends for survival. The spirit of regional cooperation is under-pinned by the initiative and opportunities for region-wide capacity-building will further enrich the region's ability to manage it. A strategic partnership with some bilateral agencies is being pursued.

Results

- WAC II Framework for collaboration has been developed with Mozambique and Uganda. The framework for Ethiopia is in its final stages.
- WAC Training Programme – Training of middle, senior and top-level water utility managers in water demand management, environmental pollution control and public awareness.
- The Lake Victoria Region Water and Sanitation Initiative – a rapid assessment of investment and capacity-building needs for rehabilitation and extension of water and sanitation infrastructure to extend coverage to communities currently un-served has been carried out. Ministers of Water from the three East African countries launched the initiative in November 2004.
- Political linkages with the African Ministerial Council on Water have been established.

- The second phase of the value-based water and sanitation education has commenced in 9 countries.
- When completed, the Lake Victoria Region Initiative will have improved water and sanitation coverage for approximately one million people who currently lack adequate access to water and sanitation.

REGIONAL

Project Title	Implementation of the Habitat Agenda in Selected African Countries
Project Code	FS-GLO-00-S01/D
Total Cost	US\$422,600
Partners	<p>Government: Government of France</p> <p>Local Authorities: Selected Municipalities (City Development Strategy component)</p> <p>Institutions: Ecole Africaine des Métiers de l'Architecture et de l'Urbanisme (EAMAU), Togo, University College of Lands and Architectural Studies (UCLAS), Tanzania Graduate School of Public and Development Management (GSPDM), University of the Witwatersrand, Republic of South Africa (Reinforcement of Local Capacities component)</p> <p>International Organization: UN-HABITAT</p>
Starting date	April 2000
Completion date	December 2004
Background and Objectives	<p>The purpose of this project is to reflect the support provided by the French Ministry of Foreign Affairs to the implementation of Habitat Agenda in selected African countries. The project promotes good urban governance in some selected pilot cities in Africa, builds the capacity of key training and academic institutions and capitalizes these experiences through regional fora and meetings.</p>
Activities	<p>Project activities focus on three main areas:</p> <ol style="list-style-type: none">1) Supporting the implementation of the Habitat Agenda<ul style="list-style-type: none">• Integrated poverty alleviation programmes in 23 cities (Cameroon) - <i>use of outside resources.</i>• City Development Strategy in Addis Ababa (Ethiopia) - <i>use of outside resources.</i>• Local Agenda 21 in Louga (Senegal)2) Follow-up and capitalization<ul style="list-style-type: none">• Translation into French of <i>Habitat Debate</i> and dissemination in Francophone countries.3) Strengthening local capacities in urban management<ul style="list-style-type: none">• Inventory and analysis of urban-related curricula and training programmes


(gaps, weaknesses and areas for improvement), and development of a capacity-building agenda to strengthen urban capacities in Africa to be presented to development partners.

Results

- In Cameroon, as a result of the pilot phase, funding has been provided by UNDP, the European Union and the Cameroonian Government to replicate the City Consultation process in 20 cities and to help the Government devise a national strategy for poverty reduction in urban areas (ongoing).
- In Senegal, the Localizing Agenda 21 Programme has been supporting the city of Louga since 2001 (Environmental Profile, November 2001; City Consultation focusing on the following issues: Community based solid waste management; Urban mobility and Prevention of HIV-AIDS, March 2002; creation of three Working groups and preparation of issues specific strategies and action plans, July-October 2002; discussion of action plans in community forums, October 2002; presentation of project profiles to a donors round table, March 2003). In May 2004, upon request of the government, LA21 support has been extended to four new Senegalese cities - *use of outside resources*.
- In Ethiopia, a Cities Alliance project aimed at elaborating a City Development Strategy for Addis-Ababa, and involving the French Cooperation, is about to be completed.
- *Habitat Debate* Vol. 10, Nos. 1 and 2 (*A new era of cooperation with local authorities*, March 2004; *Reviving the Habitat Agenda*, June 2004) were translated into French and disseminated in Francophone countries.
- Inventories of urban-related curricula in Africa are completed. A regional seminar aimed at identifying new training needs in the region and proposing new curricula is to be organized.

SUB-REGIONAL

Project Title	Cities Without Slums: Toward Implementing a Support Programme for the Countries and Cities of Western and Central Francophone Africa
Project Code	FS-RAF-04-S01/A
Total Cost	US\$305,000
Partners	Governments: Governments of France and Italy and governments of Francophone West and Central African countries Local Authorities: Municipal Development Partnership (MDP) International Organizations: Cities Alliance, UNEP, UN-HABITAT
Starting date	June 2004
Completion date	December 2006
Background and Objectives	As part of its mandate to coordinate the efforts of the international community to attain Millennium Development Goal 7, Target 11 - "by 2020 to have achieved a significant improvement in the lives of at least 100 million slum dwellers" - and as a follow-up to a request to UN-HABITAT by Member States to provide technical assistance to countries so they can achieve this target, UN-HABITAT is supporting municipalities and countries in Francophone West and Central Africa to prepare project proposals for submission to the Cities Alliance.
Activities	UN-HABITAT will appoint a regional technical adviser specializing in slum upgrading to: <ul style="list-style-type: none">• Support the efforts of the Cities Alliance members, particularly those operating in the countries and cities of the sub-region, to implement an integrated approach to encouraging local development and slum upgrading strategies;• Assist municipalities wishing to propose projects under that approach with formulating their proposals and with the necessary institutional and technical arrangements;• Bring to bear pertinent collective know-how acquired by replicating slum upgrading operations and activities and promoting development strategies that meet the priorities of the Cities Without Slums Action Plan.
Results	A regional technical adviser was recruited in September 2004. Early expected outputs are project proposals and draft budgets prepared by the municipalities and submitted to the Cities Alliance for co-financing, and





documentation of initiatives already launched by the municipalities and their partners in order to improve the living conditions of slum dwellers.

The impact of the project will be commensurate with the intensity of efforts by Cities Alliance members, countries and municipalities in the sub-region to formulate and replicate participatory local urban development and slum upgrading strategies. Progress indicators will include the number and quality of project proposals submitted to the Cities Alliance for co-financing, and the number of countries and cities with specific and precise strategies for attaining Millennium Development Goal 7, Target 11, also known as the “Cities without Slums” target.

SUB-REGIONAL



Project Title	Cities without Slums Sub-regional Initiative for Eastern and Southern Africa
Project Code	FS/RAF/03/S05 IT/RAF/03/T01 FS/RAF/03/S04
Total Cost	US\$1,068,860
Partners	Governments: Governments of Germany, Italy and the Netherlands Local Authorities: Municipalities of Kisumu (Kenya), Addis Ababa (Ethiopia), Lilongwe (Malawi), Maputo (Mozambique), Durban (South Africa), Arusha (Tanzania), Kampala (Uganda), Maseru (Lesotho), Ndola (Zambia) International Organizations: UN-HABITAT
Starting date	June 2003
Completion date	March 2005
Background and Objectives	<p>This programme was initiated in response to increasing urban poverty in Eastern and Southern Africa. Unplanned settlements, which host between 40% and 60% of the total urban population in the region, lack basic services and infrastructure, including adequate water, sanitation and roads. This sub-regional initiative was specifically debated during a parallel event during the World Urban Forum that took place from 29 April - 3 May 2002 where an opportunity was given to Member States and development partners to contribute to the development of the programme.</p> <p>The programme seeks to assist Member States in the sub-region to realize Millennium Development Goal 7, Target 11, also known as the “Cities without Slums” target, by:</p> <ul style="list-style-type: none">• Strengthening institutional arrangements;• Building partnerships;• Supporting improvement of conditions of people living and working in slums in select cities in Eastern and Southern Africa.
Activities	The inception phase will analyse and document the situation in slums and build consensus with a view to adopting an action plan for the implementation of the subsequent comprehensive slum upgrading phases.
Results	The programme, drawing on UN-HABITAT’s Global Campaigns for Secure Tenure and Urban Governance, has undertaken a number of situation analyses



in several cities, including Addis Ababa and Maputo, under the coordination of steering committees comprising representatives of all stakeholders. Consultations with partners have taken place, first, among them slum dwellers themselves, to agree on action plans and create ownership of the process. These action plans will be refined and implemented during the next phases of the programme.

SUB-REGIONAL

Project Title	Mashariki Innovations in Local Governance Awards Programme (MILGAP)
Project Code	FS-RAF-03-S01/B
Total Cost	US\$350,000
Partners	Institutions: The Ford Foundation, National Institutes of Management International Organization: UN-HABITAT
Starting date	January 2003
Completion date	November 2004
Background and Objectives	<p>The Mashariki Innovations in Local Governance Awards Programme (MILGAP) is a biennial national and sub-regional awards programme to recognize, support and encourage innovative practices in local governance in East Africa. MILGAP aims to contribute to the alleviation of poverty in the sub-region by rewarding innovative practices aimed at enhancing local democracy and decentralization. Thus significant projects that tackle poverty in the three East African countries in creative and effective ways are highlighted and identified. In so doing, it is hoped that achievers will receive the recognition they deserve, and that innovative ideas will reach a wider audience. In the process, UN-HABITAT seeks to inform its global partners through its Global Campaign on Urban Governance of the valuable work being done at the local level to improve the living conditions of low-income groups.</p>
Activities	<p>Working with national and sub-regional steering committees, the main activities of the MILGAP are:</p> <ul style="list-style-type: none">• Identifying and documenting innovations in local governance and decentralization in the sub-region;• National and sub-regional awards ceremony to recognize, support and encourage innovation in local governance in the sub-region;• Capacity-building activities of local institutions to support and encourage good urban governance and decentralization efforts in their countries;• Networking workshops for exchange of ideas on local governance and decentralization in the sub-region.
Results	<ul style="list-style-type: none">• An “Innovations in Local Governance Awards Programme” at the national and sub-region level.• A database on “innovative practices in local governance” in the sub-region.

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- Capacity-building for national institutions.
 - Tools and guidelines for local authorities and civil society organizations that are aimed at improving local governance and accelerating decentralization.
 - A network of stakeholders on improved governance in region.
 - A forum for exchange of good governance experiences in region.
 - Institutionalization of principles of good governance in key national institutions.

The participating projects have gained capacity in documenting and presenting case studies on local governance and poverty eradication. The project has generated a database of best practices accessible globally.

ANGOLA

Total population: 13.6 million
Percentage urban: 35.7
Annual urban growth rate: 5.4%

Project Title	Support for the Preparation of Urban Profiles for PRSP
Project Code	AS-ANG-02-003/HSP-ANG-03-008/B
Total Cost	US\$131,843
Partners	Governments: Governments of Angola and Norway International Organizations: UNDP, UN-HABITAT
Starting date	September 2003
Completion date	December 2004
Background and Objectives	<p>After two successive drafts of the Interim-Poverty Reduction Strategy Paper (I-PRSP) were prepared by the Government of Angola and presented for comments to civil society and the international community, several data gaps were noted. Therefore, the Government decided to prepare a set of provincial profiles in order to obtain qualitative and quantitative information on rural areas, with UNDP and donor support. Further, the Government admitted that the issues of urban poverty and urban employment were not adequately analyzed nor addressed by the policy recommendations of the I-PRSP and sought to improve data regarding urban poverty.</p> <p>The objective of the project was to:</p> <ul style="list-style-type: none">• Prepare 9 city profiles, including informal settlements in Luanda Benguela, Huambo, Cabinda, Namibe, Lubango [Huila], Dundo [Lunda Norte], Ondjiva [Cunene] and Malange;• Prepare a consolidated analysis and prioritization of interventions with alternative solutions; and• Prepare an outline of a human settlement strategy to reduce poverty.
Activities	<p>The following activities were undertaken:</p> <ul style="list-style-type: none">• Identification of major human settlement topics to be considered in the reduction of poverty in urban and semi-urban areas, especially in informal settlements (consideration was given to the Millennium Development Goals, the Habitat Agenda and other major nationally- and internationally-recognized strategies and policies);• Identification and preparation of a methodology of intervention to prepare the urban profiles. Community participation and mainstreaming gender aspects was explicit in the methodology;• Together with the Ministry of Urbanism and Environment and the Ministry of Planning, the key provincial cities and informal settlements to be studied

were identified. A minimum of 8 provinces plus Luanda were included. Criteria for the selection was clearly defined;

- Preparation of the required tools (surveys, guidelines for interviews, list of key interviewees, etc.) to be used in the collection of field data;
- Field surveys based on the identified methodology and survey tools;
- Preparation of urban profiles based on the field surveys;
- Analysis of the information, including comparisons between cities/informal settlements in the country. The analysis leading to the identification of priorities for intervention and alternative measures;
- Preparation of an outline human settlement strategy for reducing poverty in cities and informal settlements;
- After final approval by all partners, layout and printing of the final report.

Results

The survey was undertaken and analysis of the data has been completed. The human settlement strategy is currently being prepared.

BURKINA FASO

Total population: 13 million
Percentage urban: 17.8
Annual urban growth rate: 5%

Project Title	City Development Strategy and Local Poverty Reduction for Local Governments of Bobo-Dioulasso, Banfora and Ouahigouya
Project Code	FS-BKF-03-S01/B
Total Cost	US\$58,000
Partners	Local Authorities: Municipal Development Partnership (MDP), Municipalities of Banfora, Bobo-Dioulasso and Ouahigouya, National Association of Local Authorities, Training Institutions International Organizations: Cities Alliance, UNDP, UN-HABITAT
Starting date	February 2003
Completion date	December 2004
Background and Objectives	In partnership with Municipal Development Partnership (MDP) West, UN-HABITAT is implementing a Cities Alliance project aiming at drawing up a City Development Strategy and a local Poverty Reduction Strategy Paper (PRSP) for three medium- sized cities (Banfora, Bobo-Dioulasso and Ouahigouya), based on ECOLOC, a programme jointly launched by Club du Sahel and Partnership for Municipal Development (PDM) to assist local authorities to boost their local finance and economy. UN-HABITAT's technical assistance is aimed at strengthening the capacities of the three municipalities to formulate and implement poverty alleviation programmes at the local level. While MDP is implementing a component on the local economy, UN-HABITAT is responsible for the training of local leaders using manuals developed by UN-HABITAT's Training and Capacity-building Branch. The main objective of this joint project is to strengthen the capacities of local authorities and to develop a national training strategy.
Activities	<ul style="list-style-type: none">• Training of trainers using the manuals developed by UN-HABITAT.• Pilot workshop to evaluate the trainees.• Training of municipal leaders and technicians in the three cities of Banfora, Bobo-Dioulasso and Ouahigouya.• Developing and adapting the manuals to the national context for subsequent training sessions within a national training strategy for local leaders.
Results	<ul style="list-style-type: none">• Training institutions has been assessed in order to prepare the launching of the training component.

- ENDA Tiers Monde has been selected to prepare training sessions followed by a pilot workshop to test the new capacity of the trainees, while AGEDECOM, a national training and capacity-building institution, has been contracted to conduct the training sessions for local leaders and technician of the three municipalities.

As a result:

- 14 trainers have been trained.
- 60 councillors and technicians in total have been trained (24 from the municipality of Bobo-Dioulasso; 18 from the municipality of Banfora; 18 from the municipality of Ouahigouya).

BURKINA FASO

Project Title	Access to Basic Urban Services in Bobo Dioulasso, Burkina Faso
Project Code	FS/GLO/02/S23/A (WW090403)
Total Cost	US\$86,000
Partners	Governments: Governments of Burkina Faso and the Netherlands Local Authority: Municipality of Bobo Dioulasso Institutions: International Water and Sanitation Centre (IRC), the Netherlands, CREPA International Organization: UN-HABITAT
Starting date	August 2003
Completion date	December 2005
Background and Objectives	This initiative will develop a demonstration project in one sector of the city of Bobo Dioulasso. The project will focus on the involvement and ownership of the community in organizing, delivering and maintaining basic urban services related to water and sanitation. It will serve as a basis for preparing a municipal strategy on basic urban services and will be replicated in other cities in Burkina Faso.
Activities	The project aims to find innovative responses to better access to basic urban services (water and sanitation) for the low-income population of one crowded settlement within the city. The main activities will be carried out by local NGOs and the Municipality of Bobo Dioulasso and will include, among others, preparation of a basic urban services profile for one sector, involvement through neighbourhood consultations, project documentation, implementation, follow-up and monitoring of the demonstration project, training on public-private partnerships for basic urban services, and development of a municipal strategy on basic urban services.
Results	<ul style="list-style-type: none">• A sustainable basic urban services strategy and action plan has been established.• A system for application of EPM in basic urban services has been institutionalised.• A long-term strategy on how to support local authorities to apply EPM in sustainable basic urban services has been developed.

BURUNDI

Total population: 6.8 million
Percentage urban: 9.9
Annual urban growth rate: 6.5%

Project Title **Rehabilitation of Social Infrastructure in Cankuzo and Karuzi**

Project Code DF-BDI-99-C01/IIP-BDI-99-012/LIP-BDI-04-001/A

Total Cost US\$1,587,430

Partners **Governments:** Governments of Burundi and Germany

Local Authorities: Provinces and municipalities of Cankuzo and Karuzi
CBOs and NGOs

International Organizations: UNCDF, UNDP, UN-HABITAT

Starting date January 1999

Completion date December 2004

Background and Objectives For several years, Burundi has been experiencing internal strife and civil war, which have severely affected people's access to basic services, especially in Cankuzo and Karuzi, the two poorest provinces in the country. In order to improve the living conditions of the people affected by the war, and to contribute to peace-building in these two regions, the Government of Burundi requested the United Nations to assist in formulating and implementing a programme which would help improve the living conditions and strengthen the capacities of local authorities, CBOs and NGOs in the provinces of Cankuzo and Karuzi and their capitals. The main objectives of the project are to:

- Rehabilitate social infrastructure, such as schools and health centres, in Cankuzo and Karuzi;
- Improve the living conditions of the poor through access to basic infrastructure;
- Provide employment opportunities in low-income urban communities through the rehabilitation of social infrastructure and micro-credit; and
- Assist the Government and the municipalities to develop and implement programmes addressing urban poverty alleviation involving the poor, non-governmental organizations (NGOs), community-based organizations (CBOs), the private sector, municipalities and governmental institutions.

Activities

- Consultations with stakeholders to formulate a provincial action plan.
- On-the-job training of nationals and local administration staff.
- Sensitization of NGOs and CBOs on their role as key partners.
- Preparation of biddings documents.

- Selection of companies and qualified NGOs for the construction of basic infrastructure.
- Fund-raising.

Results

Due to the political and institutional instability in the country, the poor security at the two sites of the project and financial constraints, UNCDF has reduced its contribution by 90%. This means that only 2 schools and 2 health centres can be completed, as opposed to the 6 schools and 6 health centres initially planned. Fund-raising efforts by UN-HABITAT, UNDP and the Government of Burundi have been successful in getting GTZ, Germany's international development cooperation agency, to contribute US\$304,463 towards the construction of 2 schools and 2 health centres (one school and one health centre in each of the two provinces). Using participatory approaches, an action plan and an investment plan were prepared and approved. The provision of a new school and a health centre in each of the two provinces has contributed to improving people's access to education and health in the region. Due to their involvement in the project, the capacity of local NGOs and the private sector in the provinces has also improved.

CAMEROON

Total population: 16 million
Percentage urban: 51.4
Annual urban growth rate: 3.4%

Project Title	Support for Effective Urban Governance in Cameroon
Project Code	IP-CMR-03-006/A
Total Cost	US\$1,500,000
Partners	Government: Government of Cameroon Intergovernmental body: PACDDU (Programme d'Appui aux Capacités Décentralisées de Développement Urbain - European Union) Local Authorities: 22 Municipalities, Communautés Urbaines of Yaoundé and Douala Institutions: FEICOM (Special Support Fund for Local Authorities), CEFAM (Training Centre for Municipal Administration) International Organizations: UNDP, UN-HABITAT
Starting date	June 2003
Completion date	December 2004

Background and Objectives Following the 1996 second United Nations Conference on Human Settlements (Habitat II), the Government of Cameroon requested UNDP and UN-HABITAT to assist local authorities in the country to prepare city development strategies to combat poverty in low-income settlements and to prevent crime and fear of crime. As part of a pilot phase (2001), UN-HABITAT supported the formulation of integrated municipal programmes for urban poverty reduction through partnerships and participatory approaches in Yaoundé 6, Limbé and Bertoua, and the development of a local appraisal of the crime situation in the city of Yaoundé (SP-CMR-00-008). Additional funding was mobilized in 2002 with the aim of consolidating previous results (AS-CMR-01-001 and IP-CMR-102-M01). After the initial phase, UN-HABITAT formulated a programme entitled, "Support for Urban Governance in Cameroon", that was approved in November 2003.

The Programme for Urban Governance has three components:

- City Consultations: An integrated poverty alleviation programme in 22 cities.
- Safer Cities: Development of local strategies for crime prevention in Yaoundé and Douala.
- Local Leadership Training Programme: To strengthen capacities of elected

leaders within a decentralization framework.

The Programme aims to: (a) reinforce the capacity of local authorities and their partners in formulating and implementing participatory programmes for poverty reduction and crime prevention; (b) help the Government devise a national strategy for poverty reduction in urban areas; and (c) provide special training to councillors.

Activities

The City Consultation component included:

- Elaboration of participatory programmes for poverty alleviation in 22 cities, which are to converge towards a national strategy;
- Development of local governance mechanisms in order to ensure a wide consultation — involving beneficiaries — on urban development and poverty reduction issues;
- Capacity-building of local institutions; and
- Capacity-building of local stakeholders in order to formulate action plans and mobilize resources.

The Safer Cities component included:

- Implementation of pilot projects and of the overall crime prevention strategy in Yaoundé, focusing on gender violence, youth-at-risk and local policing;
- Establishment of a coordinating team in Douala and elaboration of a diagnosis of insecurity in Douala;
- Preparation of a crime prevention strategy in Douala and initiation of pilot projects on groups at risk;
- Capacity-building of local actors and local teams in urban crime prevention in both cities.

The Local Leadership Training component included:

- Training replication in the 10 Cameroonian Provinces;
- Evaluation and capitalization of lessons learned;
- Training of trainers and of members of the National Steering Committee on supervision and monitoring tools;
- Formulation and validation of a national strategy for local leaders training.

Results

The City Consultation component led to the development of a consultative process and mechanism in 12 cities that brought together local stakeholders and led to the following main achievements:

- Local assessments on poverty;
- A Municipal Action Plan for local development and poverty alleviation;
- The establishment of Local Steering Committees and the strengthening of local capacities in view of implementing integrated and participatory development processes and executing Action Plans;
- A national strategy for poverty reduction is under formulation;
- A high-level thematic meeting of donors on urban governance with the aim of mobilizing resources to implement urban poverty reduction projects has been identified at the local level and is under preparation.

The Safer Cities component resulted in:

- A crime prevention strategy document endorsed by local actors in Yaounde. The document identifies areas in which the physical environment can be improved, social actions targeting youth and women at risk, as well as the improvements needed in policing and law enforcement;
- A diagnosis of insecurity report on Douala, endorsed by local actors and based on resident surveys. The report identifies high prevalence of petty crime and a number of hot-spots in the city, and proposes some priorities for intervention;
- Establishment of mechanisms in each of the 11 municipalities in Douala and Yaounde for consultation with civil society and other actors on issues of crime prevention;
- A draft crime prevention strategy for Douala and an Action Plan are being finalized, including pilot initiatives to assist children at risk;
- Increased capacities of local teams and local stakeholders to identify and formulate priority actions for crime prevention, with about 300 representative of different groups trained;

The Local Leadership Training component resulted in:

- Training tools suited to Cameroonian requirements and to the specific needs of local authorities. The official presentation of the adapted handbooks on Elected Leadership Training (French and English) and of complementary handbooks has taken place;
- Training replication has been completed in 3 Provinces and 333 locally elected leaders have been trained. More effective participation of locally-elected leaders in the urban development processes at the local level and promotion of good urban governance are now expected.

CHAD

Total population: 8.6 million
Percentage urban: 24.9
Annual urban growth rate: 4.6%

Project Title Urban Development and Improvement of Housing (Phase I)

Project Code IP-CHD-04-001/A

Total Cost US\$13,873,351

Partners **Government:** Government of Chad

Local Authority: Municipality of N'Djamena

International Organizations: UNDP, UN-HABITAT

Starting date May 2004

Completion date May 2007

Background and Objectives

In the past decade, the Government of Chad has undertaken numerous efforts to improve urban development and housing conditions in the country, including the preparation of Urban Development Plans (PUR) for the capital city N'Djamena and several secondary cities, the formulation and adoption of the National Housing Strategy in 1998/99 and the formulation of the National Poverty Reduction Strategy in 2002. In line with the President's official declaration in 2003 to provide all citizens of the country with a decent home, this project reflects the Government's willingness to use a significant part of the country's oil revenues to improve the living and housing conditions of the poor. In that context, and in order to implement its national urban development and housing policy, the Government has decided to undertake major related project activities that cover three phases of three years each. The present Phase I of the project focuses on land development in new settlement areas, rehabilitation and renovation of inner-urban areas, housing construction, urban planning, and related capacity-building for involved government and private sector institutions and agents. This project will contribute to the Millennium Development Goals and Targets, particularly Goal 7, *Target 11: "Achieve significant improvement in lives of at least 100 millions slum dwellers, by 2020"*.

Activities

- Production of serviced plots in N'Djamena during the first year of the project's execution and the production of an increasing number of plots in N'Djamena and secondary cities in the following years.
- Development of registered and rehabilitated plots in an existing inner-urban area of N'Djamena, and the extension of the programme in the following years within the capital city and to secondary cities.
- Establishment of credit facilities for house construction activities for low-

income families, linked to a supply mechanism for building materials and introduction of credit facilities for house improvement and renovation activities.

- Capacity-building through staff reinforcement and training at central and local government institutions, as well as at NGOs and CBOs.
- Revision and up-dating of urban planning and housing-related legislation and introduction of new institutional mechanisms such as the PROVITHAS (provider of serviced plots) and the FPHS (provider of housing financing credits).
- Establishment of a priority list for urgent urban investments.

Results

- 960 serviced plots in the first year of the project's execution in N'Djamena; 2000 plots in the second year; 3000 plots in the third year
- 350 registered and rehabilitated plots in the first year of the project's execution in N'Djamena; 1500 plots in the second year; 3000 plots in the third year.
- 600 credit facilities for low-income families established during the first year (others to be established in the following years by the newly founded FPHS).
- 262 credit facilities in the first year of project's execution for the renovation of the existing housing stock; 1027 in the second year; 2608 in the third year.
- Staff trained at central and local levels of administration, including on-the-job training, workshops, seminars and study tours.
- Key legislation and planning tools up-dated.
- Institutional mechanisms PROVITHAS and FPHS created.
- Urban priority investments identified and undertaken.

CÔTE D'IVOIRE

Total population: 16.6 million
Percentage urban: 44.9
Annual urban growth rate: 2.6%

Project Title **Project on Urban Safety in Abidjan (Projet d'Appui à la Sécurité Urbaine à Abidjan)**

Project Code AS-IVC-02-010/F

Total Cost US\$434,504

Partners **Governments:** Governments of Belgium and Côte d'Ivoire

Institutions: International Centre for the Prevention of Crime (ICPC), European Forum for Urban Safety

International Organizations: UNDP, UN-HABITAT

Starting date January 2004

Completion date June 2007

Background and Objectives

The project is a continuation of the Safer Cities pilot project in Abidjan in the three municipalities of Adjamé, Treichville and Yopougon from 1998-2001, with the financial support of UNDP. This pilot initiative resulted in the development of a culture of prevention among the population, local authorities and key stakeholders, the development of a new field of expertise in Côte d'Ivoire and the development of social prevention practices. However, the first phase also showed that the impact of prevention would be more significant if addressed from the metropolitan angle, (the relationship between the police and the population, for example) and those good results need to be replicated in other municipalities of Abidjan. The project, in its initial phase, also played an important role in peaceful conflict resolution in the three municipalities covered. This was significant considering the difficult political and social conditions experienced by Côte d'Ivoire since 2001. It is within this context that Belgian Technical Cooperation and UNDP have given their support to the continuation of the project to the Metropolitan area of Abidjan (13 municipalities). The objectives of the project are to:

- Reinforce the capacities of the municipalities of Abidjan to prevent insecurity and crime;
- Reduce delinquency, violence and crime in Abidjan; and
- Reduce the fear of crime among the inhabitants of the city.

Activities

The project's approach and methodology will include the following 5 main Phases:

1. The development of technical expertise to conduct the project;

2. The development of participatory diagnoses in the municipalities, completed by the conducting of a city-wide victimization survey;
3. The setting-up of a City-wide Safety Coalition which will design a concerted plan of action;
4. The implementation of this plan of action with prevention policies addressing the causes of insecurity;
5. The institutionalization, at the Metropolitan level, of an observatory of insecurity and monitoring and evaluation mechanism.

Results

Progress in all activities is proceeding slower than anticipated due to the political situation in Côte d'Ivoire. However, the following has been achieved so far:

- Recruitment of a team of 20 persons to manage the project;
- Training of the project's team (national coordinator, 3 municipal coordinators and 13 assistants) on overall crime prevention approaches by two international experts;
- Launching of the project at the metropolitan level and at the level of the municipality; and
- Initiation of the diagnosis of insecurity in each municipality.

ETHIOPIA

Total population: 70.7 million
Percentage urban: 15.6
Annual urban growth rate: 4.1%

Project Title	Capacity-building for Sustainable Urban Development
Project Code	SP-ETH-98-006
Total Cost	US\$169,034
Partners	Government: Government of Ethiopia Local Authority: Addis Ababa City Council Institutions: Ethiopian Civil Service College International Organizations: UNDP, UN-HABITAT
Starting date	January 1999
Completion date	December 2004
Background and Objectives	The Ethiopian Ministry of Works and Urban Development prepared this project in close collaboration with UN-HABITAT. The main objective of the project was to assist the Government of Ethiopia to develop a well-coordinated urban development strategy and operational guidelines for regional and local municipalities, focusing on urban management issues.
Activities	This project aims to build the capacity of local authorities in selected regions (assess capacity-building needs, conduct training-of-trainers activities and propose an action plan and a strategy of intervention). The project also contributes to the Poverty Reduction Programme for Addis Ababa, through the preparation of a poverty profile for the city, the conducting of a city consultation, and the development of an action plan for poverty reduction.
Results	Training of trainers for regional focal points was carried out in the city. Six reports on institutional capacity assessment were prepared for the following regions: Amhara, Gambella, Dire Dawa, Oromiya, Southern Nations and Tigray. UN-HABITAT's training manuals have also been translated into Amharic, which makes them more accessible to municipal staff.

ETHIOPIA

Project Title	City Development Strategy for Ethiopia (Addis Ababa)
Project Code	FS-ETH-02-S01/C
Total Cost	US\$249,000
Partners	Governments: Governments of Ethiopia and France Local Authority: City Council of Addis Ababa International Organizations: Cities Alliance, World Bank, UNDP, UN-HABITAT
Starting date	June 2002
Completion date	September 2004
Background and Objectives	The overall goal of this project is to reduce and prevent urban poverty in Ethiopia's capital city Addis Ababa by building the capacity of the City Council of Addis Ababa to provide services to low-income groups and to ensure that the urban poor participate in urban development. The objective is to enable stakeholders in urban development – particularly the City Council – to effectively address critical urban development issues, to promote equitable economic growth, to prevent and alleviate urban poverty, to develop affordable and participatory options for upgrading, and to manage the city's resources and environment for sustainability.
Activities	The following activities were undertaken: <ul style="list-style-type: none">• A City Conference to discuss the draft of the Strategic Development Framework, as well as the Structure Plan with all stakeholder groups was held. A critical output the City Conference was an agreement on participatory / consultative mechanisms for strategic urban development decision-making;• Through work on one pilot project, a city-wide model approach for the upgrading of tertiary market areas was developed;• Through work on two local development plans, a methodology for local plan development was established within the City Government's planning department;• A 10-year financing strategy and the basic elements of a strategic financial planning mechanism for public investments was developed;• A collaborative network for upgrading and urban service delivery was developed through training and sensitization of top administrators and representatives of civil society (Woreda and Kebele Councils, NGO and CBO);

- A two-year programme was initiated to develop human resources, which are most critical for the implementation of the Structure Plan and the Strategic Development Framework.

Results

The project has completed most of its activities even though some activities were delayed due to the closing of the government office that was handling the implementation of the project. However, measures were taken to transfer the remaining activities to a new capable local institution, which enabled the project to be completed on schedule in September 2004.

KENYA

Total population: 32 million
Percentage urban: 39.4
Annual urban growth rate: 4.4%

Project Title	Kenya Slum Upgrading Project (KENSUP)
Project Code	FS-KEN-02-S01/B
Total Cost	US\$300,000
Partners	Government: Government of Kenya Local Authority: Nairobi City Council International Organizations: Cities Alliance, UN-HABITAT
Starting date	September 2002
Completion date	June 2004
Background and Objectives	<p>Kenya's capital city Nairobi has some of the most dense, unsanitary and insecure slums in the world. Almost half of the city's population lives in over 100 slums and squatter settlements within the city, with little or inadequate access to safe water and sanitation. Housing conditions in slums are deplorable and most residents have no form of secure tenure. The Kenya Slum Upgrading Programme (KENSUP) is the result of a meeting in November 2000 between the then President of Kenya and the Executive Director of UN-HABITAT at which the Executive Director offered to spearhead a slum upgrading programme for Kenya starting with Nairobi's largest slum, Kibera. The UN-HABITAT/World Bank Cities Alliance and the Government of Kenya jointly funded the programme. The Grant agreement was signed in July 2002. A Memorandum of Understanding was signed between the Minister of Roads, Public Works and Housing and UN-HABITAT's Executive Director on 15 January 2003. This marked the starting point of the Preparatory Phase of the programme, which is jointly funded by the Government of Kenya and the Cities Alliance. The objective of the programme is to improve the overall livelihoods of people living and working in slums through targeted interventions to address shelter, infrastructure services, land tenure and employment issues, as well as the impact of HIV/AIDS in slum settlements. The process started with the preparation of programme documents, which outlined the elements of the programme, institutional arrangements and a logical framework for implementation.</p>
Activities and Results	<p>i) Institutional arrangements for implementation - The following institutional structures have been established:</p> <ul style="list-style-type: none">• Inter-Agency Coordination Committee (IACC) with membership of the

Ministry of Roads, Public Works and Housing, the Ministry of Lands and Settlement, the Ministry of Local Government, the Ministry of Water and the Nairobi City Council;

- A national KENSUP Secretariat at the Ministry of Roads, Public Works and Housing;
- Programme Implementation (PIU) at the Housing Development Department of the Nairobi City Council;
- Settlement Programme Implementation Unit (SPIU) to be based in each of the settlements;
- A Settlement Executive Committee (SEC) made up of community members in each settlement.

ii) Social and Economic mapping - The Social and Economic mapping exercise has resulted in:

- An Actors Survey that has documented the various actors in the 12 villages in Kibera slum;
- Social Mobilization activities that have been undertaken through numerous meetings to sensitize the communities on slum upgrading;
- A Communication/Media Strategy to ensure that all aspects of the Programme are effectively communicated to all stakeholders operating in Kibera;
- A Social and Economic Profile of Kibera documented by Research International, an international consulting firm.

iii) Physical Mapping – A digitized base map of Kibera features:

- Detailed information showing the physical features of the 12 villages comprising the slum;
- Detailed information on structures in Kibera, describing ownership, use and type of structure (permanent or temporary);
- A typical layout for Kibera-Soweto showing the rearrangement of structures to lessen density and provide services.

iv) Decanting site - A decanting site, provided by the Government, is being prepared. The decanting site will house the residents of Kibera who will have to be moved to make way for upgraded infrastructure and services.

KENYA

Project Title	Sustainable Neighbourhood Programme
Project Code	FS-GLO-03-S19/B
Total Cost	US\$930,000
Partners	Governments: Governments of Finland and Kenya Local authorities: Mavoko Municipal Council Civil Society: Industrialists in Mavoko International Organizations: UN-HABITAT
Starting date	June 2003
Completion date	June 2005

Background and Objectives Mavoko, situated some 20 km. southeast of the capital city Nairobi, is currently the fastest growing municipality in Kenya, as the capital city's industrial activities are expanding in the direction of Athi River along the Nairobi-Mombasa highway corridor. Real and perceived employment opportunities in this expanding industrial area have drawn people from all over the country without a commensurate housing development scheme in place. As a result, some 25 rapidly expanding informal settlements have emerged in and around Mavoko over recent years. UN-HABITAT is facilitating the Sustainable Neighbourhood Programme, funded by the Government of Finland, by linking slum upgrading activities with capacity-building and income generation through a self-help construction project relocating the slum dwellers to a piece of land in Athi River made available by the Government of Kenya. The Programme aims to strengthen the capacities of communities, the private sector and local authorities for the provision of housing, infrastructure and services. The process will be carried out with the full engagement of the residents of slums and informal settlements who will be empowered to be able to contribute ideas and resources for the achievement of strategies to improve their living conditions. The officials of the relevant public institutions will be capacitated to create an enabling environment for a people-driven, low-income settlement process, and to plan for the rapid population expansion of the Nairobi metropolitan region in the long-term.

UN-HABITAT, in collaboration with the Government of Finland, will provide technical support to the programme. A Chief Technical Adviser provided by UN-HABITAT will lead the Sustainable Neighbourhood Programme technical support team, which will be responsible for the design of the programme in collaboration with the Government of Kenya. During the design phase, the support team will also identify beneficiaries from among

the target group and capacitate the same to contribute to the realization of the programme's objectives as outlined in the programme document.

Activities

- i) Institutional arrangements for implementation: Establishment of a team in UN-HABITAT led by a Chief Technical Adviser. The team includes a Programme Manager and a Community Mobilization Manager. The Programme is conceived as part of the Kenya Slum Upgrading Programme (KENSUP) and, therefore, technically and politically guided by the Joint Programme Planning Team created for KENSUP.
- ii) Thematic clusters have been established to lead analysis and conceptualization of 8 agreed themes for the programme.
- iii) Situation Analysis: This was the first activity undertaken to establish the site conditions in Mavoko Municipality and the anticipated Nairobi metropolitan region development up to the year 2030.
- iv) Social Mobilization: This has been going on to establish the situation of the inadequately housed in Mavoko, where there are about 25 informal settlements. It involves building a socio-economic profile of the target population, training community mobilizers and engaging stakeholders by sensitizing them about the programme.
- v) Planning and design: The agreement with the Government of Kenya is that under the programme, a master plan should be prepared for 100 hectares and that some 22 hectares will be detailed for the Sustainable Neighbourhood pilot Programme where a large share of the informal settlers will be relocated. Planning and design include:
 - Digitized mapping;
 - Layout design and introduction of new urban development aspects;
 - Investigation of appropriate materials;
 - Solution to services – water supply, sanitation; and
 - Preparation of house-types.

Results

- Mavoko Municipal Council has now incorporated slum upgrading and redevelopment in its development agenda and budgeting.
- Collaboration with the private sector is now being developed through their engagement as full partners in the programme.
- The Government of Finland funding is expected to leverage funding for construction, especially from the private sector and the Government, as well as seed funding for micro-credit for low-income, self-help housing.
- Communities are aware of the support they can get once they are organized. Local community saving schemes have been initiated.
- The programme is developing an under-developed, semi-arid area that would have in the future become a slum or squatter settlement.

KENYA

Project Title	Safer Cities Nairobi Initiative
Project Code	IP-KEN-04-208/A
Total Cost	US\$138,000
Partners	Government: Government of Kenya and the Kenya Police Local Authorities: Nairobi City Council Civil Society: Intermediate Technology Development Group (ITDG)/ East Africa, local NGOs active in Nairobi International Organizations: UNDP, UN-HABITAT
Starting date	January 2000
Completion date	December 2004
Background and Objectives	<p>Escalating crime and insecurity in the city of Nairobi are hindering social and economic development in the city and severely eroding the city's reputation internationally. A 2002 citywide victim survey commissioned by this project found that 37% of Nairobi residents had been a victim of robbery and 22% a victim of theft at least once the previous year. The causes of crime in the city are very often linked to institutional weaknesses in formal and informal sectors of society, including the police and justice systems. Following a request for technical assistance submitted in 1999, UN-HABITAT's Safer Cities Programme has established a Safer Nairobi Initiative, implemented by the Nairobi City Council, which focuses on the development and implementation of a local citywide crime prevention strategy. The project provides the Nairobi City Council (NCC) with the support to formulate a citywide crime prevention strategy and to develop a local coalition. The project is a continuation of the victimization survey and diagnosis activities undertaken under KEN/00/010 and KEN/02/S01, and the initial strategy formulation conducted under KEN/99/100. A diagnosis phase, consisting of several surveys on victimization, gender violence and youth at risk set the basis for the identification of priorities and strategic areas of intervention. The project is part of the Safer Cities network of cities that are developing crime prevention initiatives and participating in exchanges and mutual learning activities of the network. Nairobi is also participating in the Safer Cities Toolkit Development.</p>
Activities	<p>The capacity of local actors, in particular, councillors and officers at the Nairobi City Council has been built, especially on urban crime prevention tools and issues. Institutional mechanisms for project implementation at Council level, including an interdepartmental committee and establishment</p>

of an office and a local team, have been established. Support to strategy formulation through facilitation of consultation with stakeholders, including the Kenya police, the national government, association of residents, NGOs and the private sector has been provided. Support to the implementation of a media strategy, production of information materials and dissemination of NCC crime prevention strategy has been provided.

Support to citywide convention on urban crime prevention leading to a plan of action and formation of a coalition and to selected crime prevention initiatives has been provided. Nairobi Victimization Survey has been completed and its results have been published and disseminated.

Results

- A more comprehensive project proposal has been developed in support of strategy implementation to be implemented in 2004 with UNDP funding.
- A draft crime prevention strategy has been prepared by the Nairobi City Council.
- A Council institutional framework has been established, including a senior officer as the Safer Nairobi Liaison and an Interdepartmental Committee on Urban Safety.
- A Council-based Safer Nairobi Coordinating Office has been set up (to be staffed through secondments and project support).
- A citywide partners group has been established to steer the process.
- Public awareness campaigns have been conducted, including a Safer Nairobi video and promotional folder, as well as mass media spots and features on the crime survey. Results of the 2002 Nairobi Victimization Survey have been widely disseminated.
- Constituency level consultations, as well as stakeholder group consultations on the NCC draft strategy.
- A City-wide Convention has been held to discuss strategy and adopt a plan of action.
- A Safer Nairobi Initiative has been included in medium-term plans of the Law and Justice Sector Reform Programme.
- Additional outcomes include the development of a framework for the metropolitan police, identification of pilot areas for demonstration, increased dialogue between the various stakeholders initiatives in the city, commitment of the Ministry to establish a National Safer Cities Coordinating Centre and requests for assistance from Nakuru town and the Association of Local Government Authorities in Kenya (ALGAK).
- The project has helped the Nairobi City Council identify and prioritize its contribution to crime prevention and has established channels of consultation between the Council and other stakeholders. Several initiatives undertaken in relation to the project have improved the physical environment in the City Centre and increased awareness of residents' and the authorities' role in crime prevention and in local governance. The project has provided tools to the Nairobi City Council to address insecurity in the city. The project has also contributed to the ongoing debate on Police Reform and on the establishment of Metropolitan Police.

KENYA

Project Title National Capacity Development with Organizations for Anchoring “Sustainable Urban Mobility (SUM)” Expertise

Project Code FS/GLO/02/S23/A

Total Cost US\$250,000

Partners **Governments:** Governments of Kenya and the Netherlands

Local Authorities: Kisumu City Council

Civil Society: Intermediate Technology Development Group (ITDG)

International Organizations: UNEP, UNESCO, UN-HABITAT

Starting date September 2003

Completion date December 2005

Background and Objectives Boda bodas (bicycle taxis) are a common phenomenon in Kisumu, Kenya. They are cheap, relatively fast and stop wherever the passenger wants to get off. However, they are not always safe, mainly because of the missing corresponding infrastructure and ignorance of road regulations among various road users. This was one of the reasons for the selection of Kisumu as the first Sustainable Urban Mobility (SUM) Demonstration City. The SUM initiative is aimed at strengthening the technical knowledge of sustainable urban mobility of local authorities and their partners and to institutionalize it through the Sustainable Cities Programme/Environmental Planning and Management (SCP/EPM) process. In this way, local authorities will learn how to deal with environmental management with emphasis on urban mobility issues. The support will focus on improving the readiness and ability of local authorities to allocate financial and human resources towards enhancing sustainable urban mobility with a strong focus on poverty reduction and low-cost, sustainable transportation.

Activities SUM activities in Kisumu are carried out mainly by the Intermediate Technology Development Group (ITDG) and UNESCO-IHE and will include, among others:

- Selection of the demonstration cities;
- Documentation of key sustainable urban mobility issues;
- Integration of the sustainable urban mobility project in environmental planning and management of transportation targeted towards poverty reduction;
- Sensitization of local authorities and stakeholders;
- Organization of stakeholder meetings and city consultations;
- Preparation of Environmental / Sustainable Urban Mobility Profiles;

- Development of a strategy for institutionalizing the SCP/EPM process;
- Implementation and follow-up of demonstration projects.

After Kisumu, the SUM project will be replicated and implemented in other cities.

Results

- A sustainable urban mobility strategy and action plan has been established.
- A system for application of environmental planning and management has been institutionalized.
- A long-term strategy on how to support local authorities to apply environmental planning and management in sustainable urban mobility has been developed.

LIBERIA

Total population: 3.4 million
Percentage urban: 46.7
Annual urban growth rate: 5.3%

Project Title	Skills Training and Reintegration of Ex-combatants into the Local Community
Project Code	AS-LIR-04-001/A
Total Cost	US\$508,650
Partners	Government: National Transitional Government of Liberia International Organizations: UNDP, UN-HABITAT
Starting date	June 2004
Completion date	January 2005
Background and Objectives	<p>The signing of the Comprehensive Peace Agreement on 18 August 2003 by the previous Government of Liberia and the rebel movements led to the establishment of the National Transitional Government of Liberia (NTGL) and brought to an end 14 years of civil conflict. This project forms part of a UN-HABITAT /UNDP/ NTGL proposal in partnership with other International Organizations to jumpstart the recovery of Liberia by facilitating shelter delivery and employment creation through the establishment of County Resources Centres and an employment creation programme. The objectives of the project are to:</p> <ul style="list-style-type: none">• Rehabilitate Montserrado County Resource Centre and make it appropriate for training large numbers of ex-combatants;• Provide skills training in building materials production and construction technology for de-mobilized ex-combatants and local communities and to facilitate establishment of income generating micro-enterprises; and• Support the peace process by effective reintegration of ex-combatants into local communities by providing skills that will help them to create employment opportunities through labour-based infrastructure rehabilitation and shelter construction.
Activities	<ul style="list-style-type: none">• Rehabilitation of Montserrado County Resource Centre.• Skills training for 640 ex-combatants on a series of construction skills i.e. carpentry, masonry, electricity, plumbing and others.• Psychosocial counselling and trauma healing.• Participation in reconstruction work, housing construction and income-generating enterprise development.
Results	The project was initiated in July 2004 and training is currently underway for 640 ex-combatants. Reintegration of ex-combatants into their communities is taking place.

MADAGASCAR

Total population: 17.4 million
Percentage urban: 26.5
Annual urban growth rate: 3.6%

Project Title	Integrated Municipal Programmes for Poverty Reduction in Fianarantsoa and Tulear
Project Code	AS-MAG-97-008/T
Total Cost	US\$575,703
Partners	Local Authorities: Municipalities of Fianarantsoa and Tulear International Organizations: UNDP, UN-HABITAT
Starting date	January 1998
Completion date	December 2004
Background and Objectives	UN-HABITAT is implementing the Urban Component of the umbrella UNDP support project to Madagascar's National Poverty Reduction Programme for two regions. This project is a follow-up to the national action plan prepared for the 1996 second United Nations Conference on Human Settlements (Habitat II) and will help to reinforce local capacities to design and implement integrated municipal programmes for urban poverty reduction through partnerships and participatory approaches.
Activities	The main activities include: <ul style="list-style-type: none">• Preparation of action plans for improving access to housing, basic urban services, revenue and employment, and social integration of vulnerable groups;• Building of municipal and local capacities for strategic participatory planning and operational partnerships;• Development of priority and demonstration actions through mobilization of financial facilities and partner resources; and• Use of tested methodologies.
Results	The main results include: <ul style="list-style-type: none">• Two integrated municipal plans for urban poverty alleviation have been prepared.• Training sessions and capacity building activities at local level on project formulation, mobilization of resources, monitoring and evaluation, etc. have been conducted.• There is permanent support to Municipalities for participatory strategic planning and project formulation/development on issues related to poverty reduction, including low-income settlement upgrading and land tenure regularization.

- The pilot operation of land tenure regularization (7ha18) in Fianarantsoa is almost complete; such an operation will be undertaken in Tulear as a priority of the municipal development plan. A national capitalization workshop is organized at the end of 2004 and a brochure devoted to land regularization will be published.

MADAGASCAR

Project Title **City Development Strategy for Antananarivo, Infrastructure Development, Urban Services Improvement and City Poverty Strategy**

Project Code FS-MAG-01-S01/B

Total Cost US\$286,000 (US\$83,000 implemented by UN-HABITAT)

Partners **Local Authorities:** Municipality of Antananarivo

Funding Institution: Cities Alliance

International Organizations: Cities Alliance, UN-HABITAT

Starting date January 2001

Completion date December 2004.

Background and Objectives

The project includes four components:

- Component 1 - Urban Infrastructure;
- Component 2 - Poverty Reduction in Poor Neighbourhoods;
- Component 3 - Urban Safety and Crime Prevention; and
- Component 4 - Formulation of Institutional and Fiscal Framework for the Metropolitan Area.

The objective of Component 1 is to provide decision-makers and financing institutions with a medium- and long-term vision of metropolitan development and a strategic framework for short- and medium-term projects for water drainage, waste water and solid waste management. The objective of Component 2 is to develop neighbourhood strategic plans for basic services and infrastructure and for socio-economic integration of disadvantaged and vulnerable groups. The objective of Component 3 is to coordinate and develop activities taking place under the existing strategic and action plan for urban safety. There is no specific budget for this component, which benefits from Component 2 inputs and coordination by the project manager. The objective of Component 4 is to provide decision-makers with comparative and substantive elements to prepare the new institutional and fiscal framework of the metropolitan area.

Activities

The main activities under Component 1 were:

- Evaluation of existing plans and projects and formulation of metropolitan strategy with different scenarios.
- Identification of priority action plan.

The main activities under Component 2 were:

- Support to formulation and establishment of metropolitan poverty observatory.
- Support to formulation of municipal strategy for poverty reduction and improvement of basic services.
- Participatory formulation of priority action plans in 16 neighbourhoods.

The main activities under Component 4 were:

- Situation assessment and proposition of different scenarios for metropolitan institutional organization
- Support to preparation of legislative reform.

Cross-component activities: Capacity-building with international study tours (South Africa and China) and local seminars.

Results

The strategy and action plan for Component 1 have been adopted. Institutional arrangements for implementation are being considered. This component originally included the formulation of a metropolitan strategy for transport but another donor supported this activity. In Component 2, the framework for the observatory has been adopted. 16 neighbourhoods have strategic plans and the Municipality has adopted the methodology and the framework for replication. A new municipal department for support to “local and partner initiatives” has been created. Additional activities to be completed: Preparation of recommendations for the municipal strategy for housing and land tenure regularization. In Component 4, the scenario has been adopted by stakeholders and is being discussed at the highest levels. Legislative reform not yet completed.

MOZAMBIQUE

Total population: 18.9 million
Percentage urban: 35.6
Annual urban growth rate: 5.1%

Project Title	Security of Tenure and Policy Preparation
Project Code	IT-MOZ-03-T01/B
Total Cost	US\$100,000
Partners	Governments: Governments of Italy and Mozambique International Organizations: FAO and UN-HABITAT
Starting date	September 2003
Completion date	June 2004
Background and Objectives	<p>In its post-disaster and reconstruction efforts, the Government of Mozambique is looking towards a sustainable medium- and long-term approach to addressing the needs of urban, semi-urban and rural communities with adequate policies complementing the existing Land Law and the Autarchic (municipality empowerment) Law. Therefore efforts are undergoing to prepare a territorial planning policy and a housing policy addressing national community demands and covering critical human settlements aspects and environmental requirements. The overall objective of the project is to assist the Government of Mozambique to study and prepare relevant human settlements and environmental policies. The specific objectives are to:</p> <ul style="list-style-type: none">• Understand the land tenure and the land market situation in cities after the land law and the land regulation was approved, especially addressing gender issues and the institutional and resource framework to implement the law;• Assist in preparing a housing policy addressing specific solutions to poverty and informal settlements in the country;• Assist in preparing a territorial planning policy addressing integrated solutions linking urban and rural settlements and promoting equitable distribution of resources and urbanization of the country;• Provide complementary means to facilitate the exchange of information with civil society and stakeholders during the preparation of the territorial and the housing policies.
Activities	<p>The following activities were undertaken:</p> <ul style="list-style-type: none">• Implementation of the study on urban land tenure, with specific reference to gender;• Collection and analysis of existing policies, laws (including the land law) and regulations relevant to the preparation of the housing policy and the

territorial planning policy;

- Consultations at provincial, regional and national level in order to build a stronger base and a larger consensus around the formulation of the policies;
- Preparing and conducting workshops to discuss key issues regarding the policies;
- Preparing a housing policy and a territorial planning policy for discussion and approval;

Translation and/or publication of relevant documents.

Results

National consultants have been recruited and an agreement of cooperation has been prepared. The territorial planning policy was completed and discussed in different national forums. The land market study is undergoing and the housing policy is close to completion.

MOZAMBIQUE

Project Title	Sustainable Land Use Planning for Integrated Land and Water Management for Disaster Preparedness and Vulnerability Reduction in the Lower Limpopo Basin
Project Code	FS-RAF-04-E01/A
Total Cost	US\$970,000
Partners	Governments: Governments of Mozambique, South Africa and Zimbabwe International Organizations: UNEP, UN-HABITAT
Starting date	August 2004
Completion date	July 2006
Background and Objectives	<p>Countries comprising the Southern African Development Community (SADC), including South Africa and Zimbabwe, have shown interest in addressing the problems caused by frequent flooding of the lower Limpopo River Basin. Recently, the Government of Mozambique, the country most affected by the floods due to its downstream location, formulated a request for assistance in addressing these problems, which include environmental degradation and displacement of communities. UN-HABITAT prepared this project in close collaboration with UNEP's Global Environmental Facility (GEF). The project will focus on disaster preparedness and vulnerability reduction through an integrated approach of land and water management for sustainable development in the lower Limpopo River Basin. The objectives of the project are to:</p> <ul style="list-style-type: none">• Mitigate environmental and economic losses and reduce the risk of loss of life and damage to bio-diversity in future floods or other extreme weather conditions through a regional action plan.• Reduce the vulnerability of communities living in flood-prone areas.• Preserve bio-diversity through planning for sustainable environmental land use.
Activities	<ul style="list-style-type: none">• Improvement of the reliability of flood forecasting and warning systems linked to national disaster management programmes and specific responses at community level.• Preparation of plans for community-based environmental land use and for the management of natural resources.• Development of national action plans for reducing the effects of the floods on the environment through awareness campaigns.• Capacity-building activities to strengthen institutional capacities for more efficient environmental management and policy formulation.

- Development of an integrated approach to the conservation of ecosystems in flood-prone areas.
- Setting up of a mapping system at the regional level.

Results

The project was recently approved by UNEP-GEF. Actions have already been initiated in the field and a first regional workshop took place in September 2004.

MOZAMBIQUE

Project Title	Slum Upgrading and Vulnerability Reduction in Flood-prone Cities/Towns in Mozambique
Project Code	FS-MOZ-02-S01/E
Total Cost	US\$615,000
Partners	Government: Government of Mozambique International Organizations: Cities Alliance, UNDP, UN-HABITAT
Starting date	September 2002
Completion date	September 2004
Background and Objectives	Mozambique is prone to floods that occur naturally or as a result of human activity. Within the Cities Alliance initiative, municipalities and the Ministry of Environment prepared a project proposal in close collaboration with UN-HABITAT to enable the municipalities and stakeholders to reduce the vulnerability of communities living in flood-prone areas. This will be done through planning for sustainable environmental land use and strategies for basic service upgrading, focusing on integrated, people-centred participatory approaches, stressing mitigation-preparedness techniques.
Activities	<ul style="list-style-type: none">• Preparation of community-based planning for environmental land use and management of natural resources.• Formulation of a strategy to upgrade basic services, adapting them to flood-prone areas.• Development of contingency plans.• Revision/adaptation of policy and legal frameworks for disaster preparedness and vulnerability reduction.• Preparation of a strategy to improve legal property rights of poor communities in flood-prone areas.
Results	The project has completed all studies and fieldwork with the communities and municipalities. Training material was produced and published. A second edition for distribution to other provinces is under preparation. Most training sessions and workshops have also been held. Regarding key operational activities, the project is in its final implementation stage. Government commitment is very high and the intention is to repeat the methodology used in other projects.

RWANDA

Total population: 8.4 million
Percentage urban: 18.3
Annual urban growth rate: 11.6%

Project Title	Urban Resettlement of Returnees
Project Code	XD-RWA-95-B22/N
Total Cost	US\$10,546,237
Partners	Governments: Governments of Belgium, Japan, the Netherlands and Rwanda Local authorities: City of Kigali and Six Prefectures International Organizations: UNDP, UN-HABITAT
Starting date	January 1996
Completion date	June 2004
Background and Objectives	<p>In September 1994, at the end of the hostilities in Rwanda, UN-HABITAT and the United Nations Environment Programme (UNEP) undertook a joint programme identification mission. The mission prepared an umbrella project to support government reconstruction of infrastructure and buildings destroyed during the genocide and to contribute to peace building. Because funds available for the execution of the umbrella project were reduced, activities concentrated on logistical support to the Ministry of Rehabilitation and Social Integration and the Municipality of Kigali. The support included general cleansing operations, followed by the repair of a car and lorry park damaged by the war, the provision of petrol and spare parts and the rehabilitation of the former parliament building (Assemblée Nationale de Transition) and some key ministries in Kigali. In addition, other proposals for the improvement of public buildings and the production of serviced plots for returnees resulted in two sub-projects, RWA/95/B20 and RWA/95/B22, being carried out under the umbrella project. The overall objectives of the project were to provide support to the Government in the following areas:</p> <ul style="list-style-type: none">• Institutional support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality• Rehabilitation of public buildings in Kigali and other urban centres• Site development in Kigali and other urban centres for the resettlement of displaced people and returnees• Repair of war-damaged houses and construction of houses in urban areas for displaced people and returnees.
Activities	<ul style="list-style-type: none">• Logistical support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality (general cleaning operations, repair of vehicles

damaged by the war, provision of petrol and spare parts for garbage collection vehicles).

- Rehabilitation of the badly damaged former parliament building (Assemblée Nationale de Transition) and the Amahoro Stadium, Kigali.
- Strengthening of institutions at the community level through countrywide rehabilitation and equipping of offices and accommodation facilities for community officials and mayors.
- Rehabilitation of the former (Assemblée Nationale de Transition) and some key ministries in Kigali.
- Development of sites, roads, drainage systems, water and electricity supply, and construction of houses for the settlement of displaced people and returnees in Kigali and Butare.
- Feasibility studies for the development of new sites in Kigali and Butare: Gisozi (25 hectares), Gaculiro (150 hectares) and Kibagabaga (150 hectares); Butare: Tumba-Rango (150 hectares), Rwabuye (200 hectares), and Sahera (300 hectares).
- Strengthening the capacity and developing human resources at the Ministry of Housing and the Municipality of Kigali through institutional reforms and the training of staff and setting-up a replication mechanism using revolving funds.
- Advisory services to the Ministry of Lands on new land and property rights legislation.

Results

- The programme assisted in the cleaning of the city of Kigali.
- The National Assembly and other ministerial buildings were rehabilitated, thereby contributing to the functioning of the administration.
- 110 communal buildings country-wide were rehabilitated and equipped, contributing to the functioning of local institutions and to peace-building;
- 5,260 serviced plots were developed (road and drainage systems and water and electricity supply) and 130 houses were constructed for the resettlement of displaced people and returnees in Kigali and Butare.
- Feasibility studies were carried out for new resettlement sites in Kigali and Butare: Gisozi (25 hectares), Gaculiro (150 hectares) and Kibagabaga (150 hectares); Butare: Tumba-Rango (150 hectares), Rwabuye (200 hectares), and Sahera (300 hectares).
- Capacity-building and human resources development at the Ministry of Housing and the Municipality of Kigali were strengthened through institutional reforms and the training of staff
- A cost recovery mechanism was set up.
- The National Assembly adopted a new Land and Property Act.

SENEGAL

Total population: 10 million
Percentage urban: 49.6
Annual urban growth rate: 3.9%

Project Title **Joint Ventures Italy-Senegal for Sustainable Urban Development**

Project Code IT-SEN-03-T01/B

Total Cost US\$100,000

Partners **Governments:** Government of Italy and Senegal

Institutions: Institut Africain de Gestion Urbaine (IAGU), Dakar

International Organization: UN-HABITAT

Starting date November 2003

Completion date December 2004

Background and Objectives The project document for this initiative forms the basis of preparing a final project proposal aimed at testing an innovative approach to development assistance and strategic partnerships between developed and developing countries by transforming savings from Senegalese migrants in Italy into viable small investments in housing projects in Senegal. In the long run, and in line with the national economic development agenda (“Economic and Social Programme 2000-2004”), and Senegal’s Poverty Reduction Strategy Paper (PRSP), the project intends to add value to the remittance process of transnational migrations, in order to contribute to the economic and social development of Senegal. More specifically, the project will test the following aspects:

- Overseeing the organization and formation of joint savings and remittance units among Senegalese workers within Italy and subsequent investment in housing to better living conditions by promoting access to shelter and basic services.
- Initiate, promote and finance, in line with the government’s objective of increasing private sector activities, provision of affordable housing in selected urban areas in Senegal.
- Promote continued mobility approach among migrants by creating investment and employment opportunities in housing projects and related activities.

The development of this concept and subsequent achievement of the objectives will follow several consultative forums both in Italy and in Senegal.

Activities

- Set up a national steering committee comprising relevant government ministries, local authorities, trade unions and key national institutions to co-ordinate the preparation of the project both in Senegal and in Italy.
- Conduct surveys and prepare ad hoc baseline studies in Italy to evaluate the number of Senegalese migrants interested in having access to the housing scheme and to the skill development programme; identify the best mechanisms to implement the programme in Senegal (i.e. negotiate land allocation and identify appropriate sites for housing projects, establish partnership with Senegal Housing Bank and social and private sector entrepreneurs).
- Assess the training needs for developing joint ventures enterprises.
- Conduct in Italy three sub-regional consultations with stakeholders and partners (municipalities, unions and the private sector) to facilitate collaboration and support for the project.
- Conduct, in collaboration with both governments and the stakeholders, a national consultation in each country to review and validate the medium- and long-term objective of the project.
- Prepare a report on the consultation and the findings of the key issues described above.
- Prepare a project proposal to be submitted to both governments and agreed upon with UN-HABITAT.

Results

- Production of a situation analysis report highlighting urban poverty issues, such as housing needs, land and basic services delivery and related (un)employment activities.
- Assessment of financial capacities (saving and remittances) of transnational migrants to invest in their country in different regions and towns and in different sectors.
- Organization of two foras (one in Rome held in May 2004) to present the situation analysis and discuss the way forward and the second in Dakar to present an action plan and a project proposal between the Governments of Senegal and Italy and UN-HABITAT.
- Promotion of joint venture activities (small enterprises) in the housing and related sectors, involving the private sector, migrant organizations and networks and the governments of both countries at the local and central levels.

SENEGAL

Project Title	Support to the preparation of Local Agendas 21 in Senegal
Project Code	GLO/04/S03
Total Cost	US\$440,000
Partners	Governments: Governments of Belgium and Senegal Local Authorities: Municipal Councils of Saint Louis, Louga, Matam, Guedawaye and Tivaoune Institutions: Institut Africain de Gestion Urbaine (IAGU – African Institute of Urban Management), Association des Maires du Senegal International Organization: UN-HABITAT
Starting date	May 2004
Completion date	June 2006
Background and Objectives	The project supports the cities of Saint Louis, Matam, Guedawaye and Tivaoune to develop and implement Local Agendas 21 and the city of Louga to consolidate its Local Agenda 21, which was developed with support from a previous project. Local teams are located within Municipal Councils and comprise a Local Coordinator, a Municipal focal point and a Technical Assistant. The project aims at mobilizing local, national and international partners to jointly address key urban environmental problems to contribute to urban poverty alleviation. The project will benefit the population of the cities, especially the urban poor who have limited access to natural resources and basic urban services and are the most vulnerable to environmental hazards.
Activities	Based on the experience acquired through the Louga Local Agenda 21, the project is currently supporting the preparation of Urban Environmental Profiles, which will provide an overview of the relation between urban development and the environment and analyse existing mechanisms for managing the urban environment. These profiles will offer a common information base for all actors involved in the project. They will also serve as a basis to identify priority urban environmental issues, which will be discussed during City Consultations to be held at the end of 2004, and the beginning of 2005. These Consultations which will bring together key local and regional actors will lead to the creation of intersectoral working groups around selected priority issues. These working groups will prepare issue-specific strategies and action plans and will initiate their implementation through small-scale demonstration projects.



Results

- Local teams have been set-up and agreements have been signed with local authorities, which will benefit from project support.
- Local actors have been sensitized to the Local Agenda 21 approach and political support from regional and local authorities has been mobilized.
- Urban environmental profiles are being prepared, drawing information from a very large number of local and regional actors.

SOUTH AFRICA

Total population: 45 million
Percentage urban: 56.9
Annual urban growth rate: 1.4%

Project Title	Capacitation Programme to Support the People's Housing Process
Project Code	IP-SAF-96-001/H
Total Cost	US\$2,750,000
Partners	Governments: Governments of South Africa and the United States of America (USAID) International Organizations: UNDP, UN-HABITAT
Starting date	April 1996
Completion date	December 2004
Background and Objectives	<p>Prior to the 1994 democratic elections in South Africa, there was no housing market for all South Africans and no coherent national housing policy. During the struggle for liberation and majority rule, housing became a political rallying point and a top priority of the new Government. The Department of Housing in the new government was, therefore, and still continues to be, one of the most important nodes of development. The Department set out to produce one of the first policy documents in the new government and within one year outlined a National Housing Strategy. UN-HABITAT began engaging with the Department immediately after the elections and participated in the historical Botshabelo Housing Summit. The engagement resulted in the Capacitation Programme to Support People's Housing Process to assist people who are poor, homeless or inadequately housed and not provided for in policy and practice. The programme, which has funding from UNDP and USAID and is executed by UN-HABITAT, aims to develop support mechanisms for building capacity at all levels to enable people to address their own housing needs. It has now been mainstreamed in all provinces and several local authorities.</p>
Activities	<p>The following activities were undertaken:</p> <ul style="list-style-type: none">• Establishing linkages between national policies and sub-national and community-level structures;• Establishing facilities and operating procedures, including the creation of a People's Housing Partnership Trust;• Contributing to the national policy on housing in general• Carrying out of an advocacy campaign to inform officials of public and private institutions and communities about the People's Housing Process

and to commit them to supporting the process;

- Developing supportive skills for the process at all levels, including mobilization of savings, development of organizational skills and actual planning;
- Engaging in housing activities, such as mobilization of savings, with officials and communities and developing skills in planning, design and construction of houses;
- Developing community networks of NGOs, locally and internationally, and community-based organizations for the exchange of experience and ideas on mobilizing communities to produce their own housing.

Results

- The National Policy on housing to support the People's Housing Process (PHP) has been enacted.
- People's Housing Process Units in Provincial Departments of Housing have been established.
- Skills in community organization and training in house modelling have been developed.
- Savings schemes and linkage with uTshani Fund have been established.
- Exchange programmes to share information and experience have been facilitated.
- People's Housing Process activities through which people access subsidies and produce their housing have been developed.
- The People's Housing Process is accepted as the means of meeting housing needs of the majority, thus achieving the status of a national mass movement. Provincial People's Housing Process units have been established in all provinces. Communities have developed housing through the process. Provincial and local governments have committed subsidies to the People's Housing Process, with the result that housing subsidies have spread out to more poor communities than they would have otherwise reached. Local and international networking for the homeless and inadequately housed has been established.

SOUTH AFRICA

Project Title	Capacity Building for Local Governance
Project Code	AS-SAF-99-001/E
Total Cost	US\$972,000
Partners	Governments: Government of South Africa Local Authorities: Selected municipalities, SALGA and its Provincial Structures in the two Provinces International Organizations: UN-DESA, UNDP, UN-HABITAT
Starting date	September 1999
Completion date	31 December 2004
Background and Objectives	<p>The United Nations Department of Economic and Social Affairs (UN-DESA) and UN-HABITAT jointly developed the Capacity-Building for Local Governance (CBLG) Programme for the then Department of Provincial Affairs and Constitutional Development with funding support from UNDP. The overall objective of the Programme was to assist the Government of South Africa to implement the Local Government Transformation Programme launched in early 1999, which was designed to address issues of capacity-building in pilot local authorities in two provinces: North West and Northern Province (now Limpopo Province) through support to the transformation process. The Programme had the following three components: improvement in service delivery; institutional capacity building; and integrating the rights approach to development. On the whole, the programme seeks to contribute towards achieving sound developmental local governance by enhancing the capacity for integrated development planning, local economic development, performance management systems, financial viability and management, project management and a culture of collective civic responsibility.</p>
Activities	<ul style="list-style-type: none">• Strategic advisory services to senior management at municipal, provincial and national level to strengthen their operational capacity.• Building capacity on financial management and on competence to respond to the demand placed on local government as a development agency.• On-the-job training of officials and councillors on local government administration.• Advocacy and raising awareness among councillors, officials and members of community development committees on crosscutting issues: “Rights approach to development”, gender, environment, HIV/Aids, and the relationship between traditional leaders and elected officials.

- Building capacity on appropriate Information Systems and Technologies to enhance financial sustainability of local governance institutions.
- Establishment of representative ward committees for community empowerment.

Results

- A CBLG team was established under UN-DESA management. UN-HABITAT provided technical inputs for the review of the Integrated Development Planning process and Local Economic Development components.
- Three municipalities have established capacity-building teams and prepared situation analyses to inform the design and implementation of the capacity-building strategy.
- Provincial Local Government Departments of North West and Limpopo have been involved in the Programme's activities.
- A National Capacity-building Strategy was drafted for consideration nationally.
- The new Department of Provincial and Local Government has called for the redesign of the programme to take into account the changes in Local Government in South Africa, which were highlighted in the implementation of the programme designed in 1999. The role of local municipal governments in capacity- building should be clarified in the programme, which is being re-designed.

TANZANIA, UNITED REPUBLIC OF

Total population: 37 million
Percentage urban: 35.4
Annual urban growth rate: 4.9%

Project Title	Safer Cities Dar es Salaam (Second Phase)
Project Code	XB-URT-01-X01/G
Total Cost	US\$559,490
Partners	Governments: Governments of Sweden and the United Republic of Tanzania and the Tanzanian National Police Institutions: International Centre for the Prevention of Crime (ICPC), Institute of Security Studies (ISS), The Legal & Human Rights Centre (Tanzania) International Organizations: UNDP, UN-HABITAT
Starting date	July 2001
Completion date	December 2004
Background and Objectives	A 2000 study of the crime situation in Tanzania's capital city Dar es Salaam, conducted through interviews and by analysing police records, showed that the city recorded the highest criminal incidents in the country (close to 30%). Thereafter, stakeholder consultation workshops were held to prioritize action needed to reduce and prevent crime. The Safer Cities Dar es Salaam Project covers the City of Dar es Salaam and the Municipalities of Ilala, Kinondoni and Temeke. The project is aimed at developing and implementing local crime prevention strategies, building on the local culture and institutions and achieving community mobilization and institutional reform in relation to urban crime prevention. The initiative benefits an estimated 3 million people in the Greater Dar es Salaam area (directly and indirectly). Specifically, it focuses on groups at risk (women, children and the youth) to bring down victimization rates.
Activities	The second phase of the Safer Cities Dar es Salaam has mainly focused on: <ul style="list-style-type: none">• Institutional capacity-building and technical assistance at municipal level in developing crime prevention initiatives;• Supporting community crime prevention initiatives with special emphasis on the security of women and children and engagement/skills training of youth at risk from becoming involved in delinquent activities;• Strengthening law enforcement (community policing and problem-oriented policing) and easy access to justice at the community level (re-

- establishment of the ward tribunals);
- Supporting the replication of the good practices to other cities in Tanzania, and
- Strengthening good governance through the integration of youth in Dar es Salaam local authorities.

Results

- Sensitization and awareness-creating workshops were held regularly with city residents and resulted in the establishment of several community crime prevention initiatives. Several income generating initiatives and job creation activities focused on vulnerable groups, such as youth and women who are now involved in making batik, processing food, delivering water (covering a population of 9,100), selling maize, delivering charcoal and selling second-hand clothing (direct involvement of 70 women and youth). Members of the income-generating projects were trained in basic business skills in September 2004 (85 people trained).
- A second victimization survey (interviewing 1,100 households) was conducted in Greater Dar es Salaam and the key findings were presented to key stakeholders in early 2004.
- Women's Safety Audits were implemented in three areas.
- The framework for the integration of youth issues into the local authority decision-making processes has been developed and passed through full council. Local elections for the youth council will now take place in the second half of 2004.
- The evaluation and review of the ward tribunals, Income Generating Projects and the Sungusungu (neighbourhood watch) were conducted and a feedback workshop held in March 2004 with city and municipal technical officers (Heads of Department), ward and sub-ward leaders, key stakeholders, including NGO's, various institutions, community representatives and religious institutions.
- A replication workshop on rolling out the Safer Cities to other cities and towns in Tanzania discussing possible modalities was held in March 2004, with three representatives from each municipality (Mayor, City Director, Technical Officer) from Mwanza, Tanga, Mbeya, Arusha, Moshi and Dodoma. Modalities for the rolling-out of Safer Cities were developed.
- Ward tribunal members in Ilala have been trained (April 2004) in conducting, recording and reporting ward tribunal activities, understanding the Tribunal Act, its basic requirements and operations.
- Training and strengthening of the capacity of ward tribunal members in mediation techniques is being conducted in September 2004 (510 members being trained).
- Signage and street lighting is being improved in Ilala municipality.
- Forward-looking evaluation and review of the project was conducted in September 2004.

TANZANIA, UNITED REPUBLIC OF

Project Title Experiences and lessons of the implementation of Sustainable Cities Programme in Tanzania

Project Code FS/URT/97/022

Total Cost US\$79,850

Partners **Governments:** Government of the United Republic of Tanzania
Local Authorities: City Authorities of Dar es Salaam, Mwanza, and three other municipalities

Institutions: University College of Land and Architectural Studies, University of Dar es Salaam

International Organizations: ILO, UNDP, UN-HABITAT

Starting date July 2002

Completion date December 2004

Background and Objectives The Sustainable Cities Programme (SCP) in Tanzania was launched in 1992 as the Sustainable Dar es Salaam Project and came into full operation as a demonstration project in 1993 under the co-ordination of the Dar es Salaam City Commission. One of its main objectives was to strengthen the capacity of the City Council to better plan, co-ordinate and manage the sustainable growth and development of the city, and replication to other municipalities. This was implemented through participatory processes, in partnership with the public, private and popular sector, using the environmental planning and management (EPM) approach. Today, the Sustainable Cities Programme in Tanzania operates under the programme title “Promoting Environmentally Sustainable Urban Development in Tanzania”, co-ordinated by the President’s office: Regional Administration and Local Government (PORALG). Documenting experiences and lessons of the implementation of Sustainable Cities Programme in Tanzania is concerned with lessons learned and experiences of the Sustainable Cities Programme in Tanzania. The programme funding for two major phases was provided by UNDP and partly by UN-HABITAT and ILO and executed by UN-HABITAT. In a bilateral follow-up initiative, DANIDA is currently providing funds directly to some of the participating municipalities. Since the novelty of the EPM approach lies in the opportunities for constant learning and sharing of experience, the successful documentation of the experience will provide a good basis and reference resource for the newly institutionalized national support unit in PORALG, will set a model for future similar interventions and will allow for the sharing of experiences nationally and globally.

Activities

The main activities will be carried out by national institutions such as the University of Dar es Salaam and will include, among others, synthesized lessons of experience (both at national and local levels) with summaries of examples and source references, comparative and analytical issue-specific documentation on one typical issue of common municipal concern, development of a toolkit to support strategic urban development planning through EPM, based on the experience of Dar es Salaam, and preparation of an inventory of existing spatial and text information and published and unpublished mimeographs by topic, year and other attributes. These will be discussed and debated at the “Dar + 10” event as the basis for a new SCP national phase.

Results

- A report on application of EPM in Tanzania has been completed.
- A system for applications of EPM in basic urban services has been institutionalized.
- A long-term strategy on how to support local authorities to apply EPM in sustainable basic urban services has been developed.

ZAMBIA

Total population: 10.8 million
Percentage urban: 35.7%
Annual urban growth rate: 1.9%

Project Title	Sustainable Kitwe Project
Project Code	FS/GLO/02/S23/A
Total Cost	US\$106,200
Partners	Government: Government of Zambia Local Authorities: Kitwe City Council Institution: Copperbelt University International Organizations: UNDP, UN-HABITAT
Starting date	January 2003
Completion date	December 2005

Background and Objectives

Kitwe is the third largest city in Zambia. It is called the “the hub of the Copperbelt” because it is situated at the centre of the copper mining region of Northern Zambia. Kitwe is one of the most highly populated towns on the Copperbelt region with a population estimated at about 400,000. The majority of the population is still dependent on the mining industry and its related activities. Key issues of concern to most of the residents and business people in Kitwe are: citywide poor solid waste management, inadequate water supply and sanitation in peri-urban areas, water and air pollution, among others. This project’s objectives are to build and strengthen planning and management capacity of Kitwe City Council and its partners to achieve environmentally sustainable and socially inclusive urban development. It aims at facilitating the improvement of the environment at city and community level through direct individual and institutional capacity building of stakeholders in urban environmental planning and management. The focus of the project will be to address environmental and developmental problems facing the city through collaborative efforts and inclusiveness. This vision will be realized through implementation of a number of development and immediate objectives. The immediate objectives are to:

- Build local capacity through the introduction of the environmental planning and management (EPM) process;
- Promote city-wide and system-wide partnerships between Kitwe City Council, local public and private institutions, NGOs, donors, CBOs and communities in order to improve the urban environment and contribute towards poverty eradication;

- Demonstrate urban environmental management processes, tools and practices in the provision of urban services and mechanisms for information gathering and dissemination;
- Realize institutional changes, which ensure that the EPM processes become routine and part of the municipal institutional system.

The programme was implemented in two phases. Phase I was the start-up phase of about 18 months to prepare a city environmental profile, sensitize stakeholders to the approach of the programme and obtain their commitment to support the implementation, and to develop strategies for realizing the consolidation. Phase II that included finalization of the action plans, mobilization of resources and mainstreaming of the process in the city management system.

Activities

The activities in this project were carried out by the Kitwe City Council through its project management team and in collaboration with the Copperbelt University's School of the Built Environment. These activities included, among others, preparation of a city environmental profile, a city consultation, preparation of action plans by working groups, setting up of an environmental management information system (EMIS), identification and development of demonstration projects, implementation of demonstration projects, establishment of a community enablement fund, production of an institutional profile, and tackling of institutional development barriers.

Results

The project delivered a city environmental profile, a city consultation, a strategy and action plans, as well as facilities of the implemented action plans.

ARAB STATES



Photo: Mogadishu, Somalia. © MAPS geosystems/DigitalGlobe



PROJECTS IN ARAB STATES

EGYPT

Participatory Slum Upgrading in El Hallous and El Bahtini.....89

IRAQ

Settlement and Rehabilitation in Northern Iraq.....90

IRAQ

Observation of the Housing Sector.....92

IRAQ

Neighbourhood Rehabilitation Project.....93

IRAQ

Community Rehabilitation.....94

IRAQ

Rehabilitation of Schools.....95

IRAQ

Strengthening the Capacity of the Housing Sector in Iraq.....96

IRAQ

Rehabilitation of Educational Facilities.....98

LIBYAN ARAB JAMAHIRIYA

Institutional Development and Capacity-building of the
Urban Planning Agency.....99

MOROCCO

Local Agendas 21 in urban context.....101

MOROCCO

Supporting the preparation of Local Agendas 21 in small urban
centres in the Marrakech Tensift al Haouz Region.....103

SOMALIA

Expansion and Management of the Burao Water System.....105

SOMALIA

Support to Priority Areas in the Urban Sector.....107



SOMALIA

Good Local Governance and Leadership Training Programme.....109

SUDAN

Rehabilitation of Napadal-Boma Road, Southern Sudan.....111



EGYPT

Total population: 71.9 million
Percentage urban: 42.1
Annual urban growth rate: 2.1%

Project Title	Participatory Slum Upgrading in El Hallous and El Bahtini
Project Code	AS-EGY-03-005/A
Total Cost	US\$104,255
Partners	Governments: Governments of Egypt and Italy Local Authorities: Governorate of Ismailia International Organizations: UNDP, UN-HABITAT
Starting date	January 2004
Completion date	December 2005
Background and Objectives	<p>The purpose of this project is to develop and implement a participatory approach for physical and social upgrading and community development in the slum areas of El Hallous and El Bahtini in the city of Ismailia. The project will also build the capacity for participatory local governance and urban upgrading through the formulation of working groups and the organization of training programmes for authorities and community members on leadership and negotiation skills. A social communication campaign will also be designed and implemented to raise awareness on environmental protection, health and hygiene, rights of the girl child, child care and women's empowerment. The project is part of a US\$ 3,146,860 Government of Egypt slum upgrading programme.</p> <p>Activities:</p>
Activities	UN-HABITAT, as the cooperating agency, organizes capacity-building activities, including capacity-building of local authorities, community-based organizations and non-governmental organizations in good governance, participatory community development, local economic development and other areas as needed and identified by the project.
Results	Activities started in the last quarter of 2004.

IRAQ

Total population: 25.2 million
Percentage urban: 67.2
Annual Urban Growth Rate: 2.4%

Project Title	Settlement and Rehabilitation in Northern Iraq
Project Code	XB-IRQ-1-X02
Total Cost	<ul style="list-style-type: none">• Funds allocated: US \$520 million• Contracts awarded: US \$461 million• Disbursements: US \$353 million• Value of physical works fully completed: US \$275 million• Value of physical works partially completed: US \$41 million• Contractual obligations assigned to the Coalition Provisional Authority: US \$108 million• Value of materials and plants transferred to the Coalition Provisional Authority: US \$38 million
Partners	<p>Governments: Government of Iraq/“Oil for Food” agreement between the Government of Iraq and the United Nations (Security Council Resolution 986 of 1995)</p> <p>International Organizations: United Nations Office of the Humanitarian Coordinator for Iraq/Office of the Iraq Programme, UN-HABITAT</p>
Starting date	1997
Completion date	22 November 2003
Background and Objectives	<p>For decades, the history of Northern Iraq has been characterized by periods of armed conflict and political upheaval resulting in the displacement of large segments of the population and the emergence an Internally Displaced Persons (IDPs) problem of major proportions. In 1997, UN-HABITAT was called upon to assist IDPs and other vulnerable groups in the three northern governorates of Arbil, Dahuk and Sulaymaniyah through the Settlements Rehabilitation component of the “Oil-for-Food” agreement between the Government of Iraq and the United Nations. The objectives of the Settlements Rehabilitation Programme were to:</p> <ul style="list-style-type: none">• Identify a priority caseload of the underprivileged IDPs and other vulnerable groups to form the basis of a targeted programme of resettlement assistance;• Improve the living conditions of the target group through the provision of integrated packages of resettlement assistance, including shelter, basic services, and infrastructure;• Contribute to the stabilisation of the area by improving the social and economic infrastructure in settlements with high concentrations of IDPs

- and other vulnerable groups;
- Help lay the foundations for future sustainable human development through rehabilitation and expansion of educational infrastructure in the area;
- Ensure that any improvements in the living conditions of the target group are consistent with the principle of equity as enshrined in the United Nations Inter-Agency Humanitarian Assistance Programme (UNIAHAP).

The Programme was handed over to the Coalition Provisional Authority on 22 November 2003 as per Security Council Resolution 1483.

Activities

- Plan and design reconstruction projects for the building of houses, access roads, sewerage systems, water systems, health centres and schools;
- Sub-contract the execution of these projects to national contractors;
- Follow-up on reconstruction activities;
- Deliver houses, services and infrastructure to IDPs and vulnerable groups.

Results

Since 1997, UN-HABITAT has built or reconstructed 21,268 houses, 706 kilometres of water mains, 199 kilometres of sewers, 765 schools, 134 health centres, 175 community centres, over 50 veterinary surgeries, markets, irrigation and other agricultural facilities, 2,940 kilometres of roads and 34 bridges in the northern governorates of Arbil, Dahuk and Sulaymaniyah. These facilities have directly improved the living conditions of nearly 1.35 million IDPs and vulnerable groups representing almost 40 per cent of the population of Northern Iraq.

Project Type	Units	Direct Beneficiaries
Houses	21,268	137,240
Primary schools	427	76,840
Secondary schools	107	19,260
School Renovation	231	31,850
Health Centres	134	23,450
Water systems	706 km	44,650
Sewers	199 km	260,000
Roads (incl. upgrading)	2,940 km	738,650
Bridges	34	2,210
Agricultural Support Facilities	50	3,675
Community Facilities	175	11,375
Total		1,349,200

IRAQ

Project Title	Observation of the Housing Sector
Project Code	IRQ/02 X 02
Total Cost	US\$3,996,051
Partners	<p>Governments: Government of Iraq/“Oil for Food” agreement between the Government of Iraq and the United Nations (Security Council Resolution 986 of 1995)</p> <p>International Organizations: United Nations Office of the Humanitarian Coordinator for Iraq/Office of the Iraq Programme, UN-HABITAT</p>
Starting date	2000
Completion date	31 May 2003
Background and Objectives	<p>UN-HABITAT was entrusted with setting up and managing an “Observation” system for the housing sector after the UN Secretary- General approved the incorporation of this sector in the “Oil for Food” Programme in 2000. As a result, Iraq was able to import building materials and construction equipment for housing and social infrastructure, as well as spare parts for factories that produce building materials. The Office of the Iraq Programme asked UN-HABITAT to design and implement an observation plan for the distribution and use of housing sector commodities imported as part of the Oil-for-Food Programme. The objectives of the plan were to:</p> <ul style="list-style-type: none">• Track down building materials and equipment through warehouse visits and spot checks at end-user construction sites;• Assess who is using what and when; apply criteria of equity, efficiency, and adequacy in the implementation of allocation plans. <p>The Observation of the Housing Sector project ended on 31 May 2003 as per Security Council Resolution 1483.</p>
Activities	<ul style="list-style-type: none">• Warehouse visits, construction site spot checks based on representative samples• End-user verification• Reporting on utilization of imported building materials, construction equipment and spare parts distribution
Results	<p>The project produced regular reports and analyses of the housing sector in Central and Southern Iraq as required by the “Oil-for-Food” Programme.</p>

IRAQ

Project Title	Neighbourhood Rehabilitation Project
Project Code	IRQ/97/001, IRQ/97/Z01 and IRQ/97/Z11
Total Cost	US\$ 1.5 million (1 st phase) US\$ 1.7 million (2 nd phase)
Partners	Intergovernmental bodies: Humanitarian Aid Office of the European Commission (ECHO) Local Authorities: Municipality of Baghdad International Organizations: UNDP, UN-HABITAT
Starting date	1997
Completion date	31 December 2003
Background and Objectives	<p>Following the imposition of sanctions on Iraq, a large proportion of construction work had to be suspended, resulting in damage and deterioration of water treatment works, water supply networks, wastewater disposal systems and other facilities, affecting mostly urban populations. In some districts of Baghdad, the situation came close to catastrophic.</p> <p>The main objective of this project was to improve the living conditions of communities and neighbourhoods in Baghdad through the provision of immediate rehabilitated works. The project aimed to build capacity in communities and municipalities to enable them to plan, design and implement projects for the rehabilitation of essential services.</p>
Activities	<ul style="list-style-type: none">• Creation of pilot community-based rehabilitation schemes in selected communities of Baghdad.• Establishment of community organizations (co-operatives).• Technical support to municipal rehabilitation units.• Implementation of rehabilitation works.• Development of information dissemination strategy.
Results	<p>The project has rehabilitated a considerable number of public services in various neighbourhoods of Baghdad, including Al-Sadr City (formerly Saddam City) Al-Shullah and Al-Talibiyah, which has led to improved sanitation, better solid waste management and more efficient water systems in the city, benefiting over 20,000 people. It has also mobilized communities, built community co-operatives and entered into productive partnerships with Baghdad municipalities. In 2002, the Neighbourhood Rehabilitation Project in Baghdad was awarded the Dubai International Award for Best Practices in Improving the Living Environment.</p>

IRAQ

Project Title	Community Rehabilitation
Project Code	IRQ/04/X01
Total Cost	US\$2,711,000
Partners	Government: Government of Japan Local Authorities: Local authorities in Southern Iraq International Organizations: UN-HABITAT
Starting date	February 2004
Completion date	January 2005
Background and Objectives	<p>Many years of sanctions and conflict have taken their toll on housing and basic infrastructure in the Iraqi cities of Baghdad, Ba'qubah, Basra, Kirkuk, Najaf and Samawah. This project aims to rehabilitate low-income housing in these cities and to improve basic infrastructure, such as water and sanitation, which has equally been damaged through neglect and institutional failure during the sanctions regime. The objectives of the project are to improve the living standards of low-income groups through:</p> <ul style="list-style-type: none">a) Rehabilitation of houses and basic infrastructure;b) Training in construction skills; andc) Generation of income-earning opportunities
Activities	<p>The project employs a participatory approach that involves beneficiary communities at all stages of the project, particularly training in construction skills, which can lead to more sustainable employment and income-generating opportunities in the future. It is envisaged that the project will link up with mid- and long-term strategies, including coordination mechanisms, for the provision of shelter for the most vulnerable sections of the population.</p>
Results	<p>The project undertakes basic rehabilitation of up to 2000 low-income houses in Baghdad, Ba'qubah, Basra, Kirkuk, Najaf and Samawah.</p>

IRAQ

Project Title	Rehabilitation of Schools
Project Code	IRQ04X02
Total Cost	US\$6,096,269
Partners	Governments: Governments of Iraq and Japan Institutions: Local Education Directorates in Southern Iraq International Organization: UN-HABITAT
Starting date	February 2004
Completion date	January 2005
Background and Objectives	<p>Schools, like other public buildings, were the target of destruction, burning, looting and neglect during recent and past conflicts in Iraq and during the economic sanctions regime. The objective of the emergency school rehabilitation programme is to contribute to the reconstruction efforts in Iraq through the rehabilitation of schools in order to provide a more suitable learning environment for students. This activity is part of a longer-term plan to make school buildings in Iraq functionally efficient.</p> <p>The specific objectives of the School Rehabilitation project are to:</p> <ul style="list-style-type: none">• Provide students with a suitable learning environment; and• Promote employment and develop construction skills among the population.
Activities	<p>The rehabilitation needs of the schools include civil, electrical, water and sanitation works, in addition to external works and landscaping. The intervention will be integrated with the supply of school furniture. The project targets 200 schools, either for complete rehabilitation, basic rehabilitation or provision of equipment and furnishings.</p>
Results	<p>The project aims to achieve full rehabilitation of 85 schools, basic rehabilitation of 55 schools, and furniture rehabilitation of a further 60 schools in Baghdad, Basra and Samawah.</p>

IRAQ

Project Title	Strengthening the Capacity of the Housing Sector in Iraq
Project Code	IRQ04X03
Total Cost	US\$5,965,638
Partners	Government: Government of Iraq International Organizations: United Nations Development Group (UNDG) Iraq Trust Fund, UN-HABITAT
Starting date	August 2004
Completion date	July 2005
Background and Objectives	<p>The project is the initial phase of sub-programme No. 5: “Shelter Policy Formulation”, which is part of UN-HABITAT’s Urban and Housing Rehabilitation Programme (UHRP) for Iraq. The UHRP was formulated on the basis of recommendations and critical reviews from the UN-HABITAT High-level Advisory Panel for the Reconstruction of Iraq, a multi-disciplinary panel of Iraqi personalities that also includes three ministers and high-level representatives of ministries.</p> <p>The key objectives of the project are to:</p> <ul style="list-style-type: none">• Build the capacities of the Ministry of Housing and Construction, the Ministry of Municipalities and Public Works and regional and local authorities to manage the housing sector in order to meet the immediate and long-term housing needs of Iraqis;• Strengthen the role of civil society in the housing sector by enhancing the capacity of NGOs, women’s groups and community organizations in managing housing delivery, self-help housing programmes and housing finance systems;• Complete preparatory activities for the establishment of a housing fund for vulnerable families;• Lay the groundwork for the revision of the policy and institutional framework for the housing sector.
Activities	<ul style="list-style-type: none">• Approximately 350 person-weeks of training for about 120 key staff of the Ministry of Housing and Construction and the Ministry of Municipalities and Public Works, focusing on best international practices in the management of the housing sector;• 36 person-months of resident advisory services in housing sector management to the two Ministries;• Training for about 54 community organizations, women’s groups and NGOs in housing delivery, housing finance and self-help housing schemes to facilitate a stronger role for civil society in the housing sector;

- Approximately US\$ 1.7 million in equipment, software and related training as part of the programme to enhance the capacity of the Ministries, community organizations and women's groups;
- A database for the Ministry of Housing and Construction on housing needs by region and socio-economic groups, including the specific housing needs of vulnerable groups in five priority areas (through a pilot housing survey);
- A database of community organizations, NGOs, and women's groups involved in, or interested in, becoming involved in housing delivery or housing finance programmes;
- A strategic plan for a housing finance system, including a formulated project to launch a housing fund for vulnerable groups;
- A set of recommendations for a revised policy and institutional framework for the housing sector.

Results

As the project started in August 2004, it is too early to report on results and impact at this stage.

IRAQ

Project Title	Rehabilitation of Educational Facilities
Project Code	IRQ04X04
Total Cost	US\$17,580,663
Partners	Governments: Governments of Iraq and Japan (through an earmarked contribution to the United Nations Development Group (UNDG) Iraq Trust Fund) International Organization: UN-HABITAT
Starting date	August 2004
Completion date	July 2005
Background and Objectives	<p>Years of conflict and sanctions led to the destruction and neglect of various educational institutions in Iraq. This greatly impaired the functioning of the country's education sector, depriving large numbers of students of an appropriate learning environment. Against this background, the Government of Japan has agreed to finance the physical rehabilitation of educational facilities in Southern and Central Iraq through an earmarked contribution to the UNDG Trust Fund for Iraq under Cluster: "Education" (August 2004 – August 2005) of the UN Strategic Plan for the Reconstruction of Iraq, which includes reviews and endorsements from both the participating UN organizations and the Interim Government of Iraq.</p> <p>The objectives of the project are to:</p> <ul style="list-style-type: none">• Rehabilitate kindergarten, primary, secondary, technical and university educational facilities damaged by war and looting;• Develop skills of construction workers and young professionals in construction, mechanical engineering and electrical engineering;• Provide employment opportunities in the construction sector and income generation at the local level for skilled and unskilled workers.
Activities	<p>The project aims to rehabilitate up to two universities, six polytechnics, ten primary and secondary schools and fifteen kindergartens. The exact number and extent of the rehabilitation will, however, depend on the development of construction costs within Iraq, specific assessments of the facilities, the security situation, and further specification of needs by the Iraqi authorities.</p>
Results	<p>The project started in August 2004. UN-HABITAT's implementation system for the project is already in place, linked to similar ongoing projects in Southern Iraq.</p>

LIBYAN ARAB JAMAHIRIYA

Total population: 5.6 million
Percentage urban: 86.3
Annual urban growth rate: 2.3%

Project Title	Institutional Development and Capacity-building of the Urban Planning Agency
Project Code	XB-LIB-01-X01/D
Total Cost	US\$9,205,000
Partners	Government: Government of Libyan Arab Jamahiriya International Organization: UN-HABITAT
Starting date	January 2002
Completion date	December 2008
Background and Objectives	<p>This project is wholly funded by the Government of Libya through a UN-HABITAT trust fund. Under the joint management of a national project manager from the Urban Planning Agency (UPA) and an international project coordinator from UN-HABITAT, Libyan planners and technicians are engaged, trained and guided to carry out numerous activities. The project focuses on institutional development and capacity-building of the Urban Planning Agency. The objectives of the project are to:</p> <ul style="list-style-type: none">• Support the process of the implementation of the third planning phase (Third Generation) and the implementation of the National Physical Perspective Plan (NPP) 2000-2025;• Develop and build the institutional capacity of the UPA and its branches;• Train and build the capacity of the UPA staff in improved urban development and management and GIS technologies;• Specify the basic planning standards in cooperation with the national authorities and revise planning laws as well as ordinances to include participatory approaches to ensure sustainable development.
Activities	<ul style="list-style-type: none">• Evaluation of the 1996-2020 draft National Physical Perspective Plan (NPPP), and production of final 2000-2020 NPPP.• Setting-up of operational geographical information management systems (GIS) in the UPA main office and familiarizing the staff with the operation of the equipment.• Support to the launching of the Third Generation Planning, which will be executed nationally and not through the United Nations.• Update urban planning approaches utilizing participatory decision-making and planning techniques.

Results

The training needs assessment has been completed and an action plan is under implementation. The GIS expert, during 2002-2003, has designed and conducted training in GIS for the UPA staff. A national expert has trained the staff in scanning and documentation of maps, which have commenced, and the plans and maps of several areas have been scanned and archived. In 2003, UN-HABITAT conducted two backstopping missions to review progress and provide advisory services in capacity-building to UPA and its branches. The GIS expert's contract was not extended as the national project director indicated a preference for short-term consultancies in particular areas of expertise. Two UPA staff have been sent to a GIS training institute in Holland, while three others are participating in a GIS programme at an Egyptian institute. As the large-scale planning exercise is about to be launched, a project coordinator has been fielded in July 2004. Given the large budget required for the Third Generation Project and the current delays in allocating funds, a realistic assessment is hard to predict as to when this will materialize. The relevant authorities have accepted a project document on the rehabilitation of historic settlements that was prepared upon the request of the National Counterpart in 2002.

MOROCCO

Total population: 30.6 million
Percentage urban: 57.5%
Annual urban growth rate: 2.8%

Project Title	Local Agendas 21 in urban context
Project Code	MOR/99/001
Total Cost	US\$1,500,000
Partners	Governments: Governments of Belgium and Morocco Local Authorities: Municipal Councils of Marrakech, Meknes and Agadir International Organizations: UNDP, UN-HABITAT
Starting date	January 2002
Completion date	December 2005
Background and Objectives	This project supports the cities of Marrakech, Meknes and Agadir to develop and implement Local Agendas 21. Local teams are located in Regional Inspectorates of the Ministry of Physical Planning and work in close cooperation with Municipal Councils. The project aims at mobilizing local, national and international partners to jointly address key urban environmental problems to contribute to urban poverty alleviation. Issues addressed at local levels range from management of water resources, social integration to management of natural and historical heritage. The project will benefit the population of the three cities (in total more than 2,000,000 inhabitants), especially the urban poor who have limited access to natural resources and basic urban services and are the most vulnerable to environmental hazards.
Activities	In 2002 the project supported the preparation of City Environmental Profiles, which provided an overview of the relation between urban development and the environment and analysed existing mechanisms for managing the urban environment. These Profiles offer a common information base for all actors involved in the project. They served as a basis of identifying priority urban environmental issues that were discussed during City Consultations held in the three cities at the beginning of 2003. These Consultations, which brought together hundreds of actors, were concluded with the adoption of Urban Pacts and led to the creation of intersectoral working groups around selected priority issues. These working groups met regularly in 2003 and 2004. They prepared issues- specific strategies and action plans. In each city the effort of the working groups is estimated at about 1,000 work/ days. Strategies and action plan were discussed during a second round of City Consultations held mid 2004. Each City Consultation brought together about 500 actors who reviewed, enriched and adopted the action plans.

Action plans are currently under implementation starting with small-scale demonstration projects.

Results

- Urban environmental profiles were prepared drawing information from a very large number of local, regional and national actors.
- Key actors were mobilized in relation to priority urban environmental problems through City Consultations;
- In each city, about 150 actors were involved in the preparation of issue-specific strategies and action plans.
- NGOs and CBOs benefited from capacity building activities, which strengthened their ability to participate in project activities. Elected officials are now targeted by capacity-building activities that will support their role as leaders of the city planning and management processes.
- Action plans, which were adopted during the last City Consultations, serve as a framework to guide priority actions in relation to the most pressing urban environmental problems.
- A few concrete actions have been implemented through small-scale demonstration projects. They target the urban poor and bring significant environmental improvement and support income generation or access to basic urban services. For example, in Marrakech and Meknes the project supported the acquisition of gas ovens for the production of clay handicrafts, reducing cost of the production process and eliminating the use of heavily polluting energy sources such as used tyres and fire wood.
- Through a very large mobilization of a wide range of actors, including local authorities and their partners in the public sector (parastatals and other levels of government), in the private sector, in the academic sector and in the popular sector, a strongly shared city project is emerging. Key issues are now understood and a common way to address them has been agreed upon. Citizens and decision-makers in the three cities are now coordinating their efforts to reverse certain vital problems that affect mainly the urban poor.

MOROCCO

Project Title	Supporting the preparation of Local Agendas 21 in small urban centres in the Marrakech Tensift al Haouz Region
Project Code	MOR/02/006
Total Cost	US\$360,000
Partners	Government: Government of Morocco Local Authorities: Municipal Councils of the Marrakech Region International Organizations: UNDP, UN-HABITAT
Starting date	December 2003
Completion date	December 2005
Background and Objectives	<p>The project supports five secondary urban centres of the Marrakech Tensift al Haouz Region to develop and implement Local Agendas 21 (LA21). In the future, the project will expend its support to other secondary urban centres of the Region. Local teams are located in Municipal Councils and the Regional Coordination is located in the Regional Inspectorate of the Ministry of Physical Planning. The project aims at mobilizing local, regional and national partners to jointly address key urban environmental problems and to stimulate local development based on under-exploited local potentials to contribute to urban poverty alleviation. The project will benefit the population of the secondary urban centres, especially the urban poor, who have limited access to natural resources and basic urban services and are the most vulnerable to environmental hazards, including severe draughts.</p>
Activities	<p>The project is currently supporting the preparation of Urban Environmental Profiles, which will provide an overview of the relation between urban development and the environment and analyse existing mechanisms for managing the urban environment. These profiles will offer a common information base for all actors involved in the project. They will also serve as a basis to identify priority urban environmental issues that will be discussed during City Consultations to be held at the end of 2004 and the beginning of 2005. These Consultations, which will bring together key local and regional actors and will lead to the creation of intersectoral working groups around selected priority issues. These working groups will prepare issue-specific strategies and action plans and will initiate their implementation through small-scale demonstration projects.</p>
Results	<ul style="list-style-type: none">• Regional and local teams have been set-up and agreements have been signed with local authorities that will benefit from project support.

- Local actors have been sensitized to the Local Agenda 21 approach and political support from regional and local authorities has been mobilized.
- Urban environmental profiles are being prepared drawing information from a very large number of local and regional actors.

SOMALIA

Total population: 9.9 million
Percentage urban: 34.8
Annual urban growth rate: 5.7%

Project Title	Expansion and Management of the Burao Water System
Project Code	XB-SOM-00-X01/D
Total Cost	US\$561,584
Partners	Governments: Government of the Netherlands and Somaliland Local Authority: Burao Municipal Authority Institution: Burao Water Agency International Organization: UN-HABITAT
Starting date	November 2000
Completion date	May 2004

Background and Objectives Burao is the second-largest town in the Northwest region of Somalia (also known as “Somaliland”). It is located approximately 160km east of the regional capital Hargeisa and 120 km southeast of the port city of Berbera. During years of civil war between 1988 and 1996, large parts of Burao city (including the town’s piped water system) were destroyed or severely damaged. About half the pre-war population of 100,000 fled to refugee camps in Somalia, Ethiopia, Djibouti and other countries. Gradually, the population has returned to the town, and under the guidance of an inspirational mayor, reconstruction activities have been initiated, largely on a self-help basis. In fact, the success of the town’s rehabilitation is demonstrated by the extremely rapid rise in urban population over the past 8 years to a present level of approximately 150,000 residents.

Public institutions and the relatively vibrant private sector have been very much restricted in their ability to provide adequate basic services (in particular in the water sector), due to a combination of war-damaged infrastructure, very rapid urban growth, lack of financial resources for repairs and expansion, weak administrative and management structures, and limited capacity of local contractors. As a result, the town experienced very severe water shortages for a period of more than five years. The main objectives of this project were to improve water supply in Burao and increase the management and administrative capacity of the Burao Water Agency. The project was funded by the Government of the Netherlands and implemented by UN-HABITAT. It was carried out in collaboration with the Burao

Municipal Authority, the Burao Water Agency and the Somaliland Ministry of Water and Mineral Resources.

Activities

The main activities within the framework of this project were a combination of hardware and software components, aimed at:

- Alleviating the severe water shortage experienced by the approximately 150,000 residents of the town, caused by the severe war-damage to its water facilities. This involved the drilling and equipping of new water boreholes, extension of the existing municipal distribution system, and construction of a water tank in one of the new returnee settlements;
- On-the-job training and capacity-building to improve the management and administrative operations of the Burao Water Agency, as well as the capabilities of local drilling and engineering contractors to accomplish relatively complicated, non-standard construction works (deep water boreholes, elevated steel tanks, etc.); and
- Improvement and equipping of Burao Water Agency offices.

Results

The project has made significant efforts in the following areas to expand the scope of construction works within the limits of the available budget.

- Water production: Instead of one production borehole foreseen in the project document, two new wells were drilled and equipped with generators and submersible pumps. Instead of the targeted increase in water production from the pre-project level of 500m³/day to 1000 m³/day, the new infrastructure has boosted the town water production capacity to approximately 2000 m³/day.
- Distribution: Two extension lines were constructed with a combined length of 5 km - approximately 25% more than initially foreseen.
- Borehole compounds: Construction of two generator rooms, 2 fuel stores, 2 staff quarters for pump attendants and guards, and fencing of water pumping stations.
- Water storage: All materials were provided for the construction of an elevated galvanized steel panel tank of 50 m³ capacity. Storage facilities have been constructed within the Kossar returnee settlement.
- Water Agency offices: Office repairs were carried out and financed by the Water Agency, while the project provided office equipment, furniture and communication equipment. Office operations at the Burao Water Agency are largely automated; cost-effective communication between the water office and its field staff (meter readers, maintenance staff, revenue collectors, pump attendants, etc) is now possible through a VHF radio system.

The hardware components were combined with on-the-job engineering training, capacity-building in administration and management of the Water Agency, and training activities in accounting procedures, financial management, basic office procedures, computer operations, etc.

SOMALIA

Project Title	Support to Priority Areas in the Urban Sector
Project Code	IP-SOM-04-001/AIP-SOM-03-002/D
Total Cost	US\$1,497,513
Partners	Local Authorities: Municipality of Hargeisa, local authorities in Somaliland, Puntland and South-Central Somalia Institutions: General Assistance and Volunteers Organisation (GAVO), Regional Centre for Mapping of Resources for Development (RCMRD) International Organizations: UNDP, UN-HABITAT
Starting date	January 2003
Completion date	December 2006
Background and Objectives	The project is an extension of the activities under the UNDP-funded “Support for Local Authorities for Improved Urban Land Management, Planning and Governance in Somalia” project. While the initial focus was mainly on Hargeisa/Somaliland (being the most stable region), this project targets all three Somali regions, namely Somaliland, Puntland and South-Central Somalia. The main objective of the project is to increase efficiency in urban planning, management and development control, as well as service delivery, financial and fiscal management, within an overall strengthening of governance instruments.
Activities	Based on the assumption that a sizable volume of funding needed for full-fledged implementation may entail prolonged negotiations with donors, the project highlighted four priority activities to establish without delay the basic prerequisites for greater effectiveness in urban development work. These priority activities are: Urban Law Reform, through the formulation of a City Charter i.e. a law required by the Government to define the margins of municipal autonomy in a range of issues, such as planning, development control, taxation etc. This legal instrument will empower the municipal administration in the design and implementation of urban planning and management activities; Urban Land Management and Administration, through the application of Geographical Information Systems for four cities (initiated in Hargeisa, followed by the municipalities of Burao, Boroma, Berbera); Capacity-Building in Urban Planning, to set in motion a process of strategic planning, land management and service delivery at municipal level; and, Rehabilitation and Extension of Hargeisa and other Municipal Buildings to provide a viable working environment for the staff currently operating in a very precarious situation.

Results

- Rehabilitation of Hargeisa Municipal Building is more than half completed; assessments completed for similar projects in other cities.
- Technical support and advice given for reform of urban law in Somaliland and Puntland.
- Urban Land Management Information System set up, with one fifth of the survey work completed by August 2004.
- Provision of basic maps done for Hargeisa and started for other cities in Somaliland and Puntland.
- Technical support given to municipal planners.
- Financial management training sessions scheduled.
- Assessment studies done in Somaliland, Puntland and South-Central Somalia for future activities and capital investment projects.

SOMALIA

Project Title	Good Local Governance and Leadership Training Programme
Project Code	XB-SOM-03-X01/B
Total Cost	US\$1,536,407
Partners	<p>Somaliland: Ministry of Internal Affairs, Municipalities of Hargeisa, Berbera, Burao, Sheikh, Gebiley, Erigavo and Boroma Academy for Peace and Development, University of Hargeisa and Amoud University.</p> <p>Puntland: WAWA-Network, Talo Wadag and East Africa University Ministry of Local Government and Rural Development, Municipalities of Bosasso, Garowe and Galkayo</p> <p>South-Central Somalia: CRD and SAACID, local governments in Districts of Jowhar and Hudur</p> <p>Intergovernmental body: European Commission - Somalia Unit (EC)</p> <p>International Organization: UN-HABITAT</p>
Starting date	August 2003
Completion date	May 2005
Background and Objectives	<p>Human settlements in Somalia have been severely affected by civil war, which not only caused destruction of infrastructure and services, but also led to institutional breakdown. To add to the burdens, returnees and Internally Displaced Persons (IDPs) have chosen towns as destinations for resettlement. Unfortunately, local institutions are not in a position to address these pressures because all their records have been ravaged, their capacities have been greatly reduced and their human resources have been depleted. As in other post-conflict countries, local development is at the heart of the reconstruction and rehabilitation process. To achieve this there is an urgent need for local authorities, NGOs, CBOs, private sector stakeholders, and other relevant actors to improve their capacity to respond to these challenges. Good governance, participatory planning and decision-making are keys to effective local development. This project is a follow-up to the Somalia Urban Sector Profile Study (USPS), which was finalized in September 2002 within the framework of the Somalia Urban Development Programme, for which the European Commission has committed 10 million Euros for the next 6 years. The main objective of this project is to improve the capacities of local authorities and civil society in basic leadership and urban planning skills - a need that was identified as a priority in the USPS.</p>



Activities

- Adapt globally-tested UN-HABITAT training materials in the context of Somalia.
- Build the capacity of local leaders on general leadership skills, participatory planning, strategic planning, gender and urban indicators.
- Raise awareness on good governance.
- Improve public services by capital investments, implemented in a participatory manner.

Results

- The UN-HABITAT “Training for Elected Leadership” series and the Participatory Planning series have been translated and adapted to the Somali context.
- Gender- and region-specific manuals have been developed.
- A pool of trainers has been trained.
- Awareness-raising activities on good governance have started.
- First training sessions of local leaders has been completed; others are ongoing.
- Strategic planning sessions with local governments have started.

SUDAN

Total population: 33.6 million
Percentage urban: 38.9
Annual urban growth rate: 4.6%

Project Title	Rehabilitation of Napadal-Boma Road, Southern Sudan
Project Code	XB-SUD-02-X01/C
Total Cost	US\$1,000,000
Partners	Government: Government of the United States of America International Organization: UN-HABITAT
Starting date	June 2002
Completion date	December 2004
Background and Objectives	<p>The possibility for the population of Southern Sudan to move beyond relief to development is limited if people lack transport and communication facilities to move goods to markets and to access hospitals, schools and government services. The road network in Southern Sudan does not meet the needs of the population either in terms of delivery of aid or supporting their own reconstruction efforts. There is also a need to improve the capacity of local road construction organizations to ensure that the operation and maintenance of Southern Sudanese road networks may be implemented with local resources. This project is aimed at improving the road linking the Kenya-Sudan border town of Napadal to Narus in South Sudan, where several sections have rutted considerably and suffered from gravel loss. This road is part of the road linking the Kenyan town of Lokichoggio to the town of Boma in the Upper Nile region of South Sudan. The section of the road comprises a 6 metre wide road with a gravel surfacing that was constructed in 1994/95.</p>
Activities	<ul style="list-style-type: none">• Reshaping and provision of gravel surfacing material and missing drainage material to make the road passable all year round.• In conjunction with ensuring the delivery of humanitarian aid and in line with promoting the transition from relief to development, UN-HABITAT seeks to build local capacity in southern Sudan for the sustainable and efficient execution of road works.
Results	<p>Phase I of the project was completed in May 2004. The completed works included site clearance, earthworks, grading, and construction of drifts and installation of culverts. Surveys and tender documents for Phase II have been completed. Construction will be completed in December 2004. When completed, the road will ensure improved delivery of humanitarian supplies to communities in Southern Sudan and increased local self-reliance through improved transportation and exchange of goods and services.</p>



ASIA AND THE PACIFIC

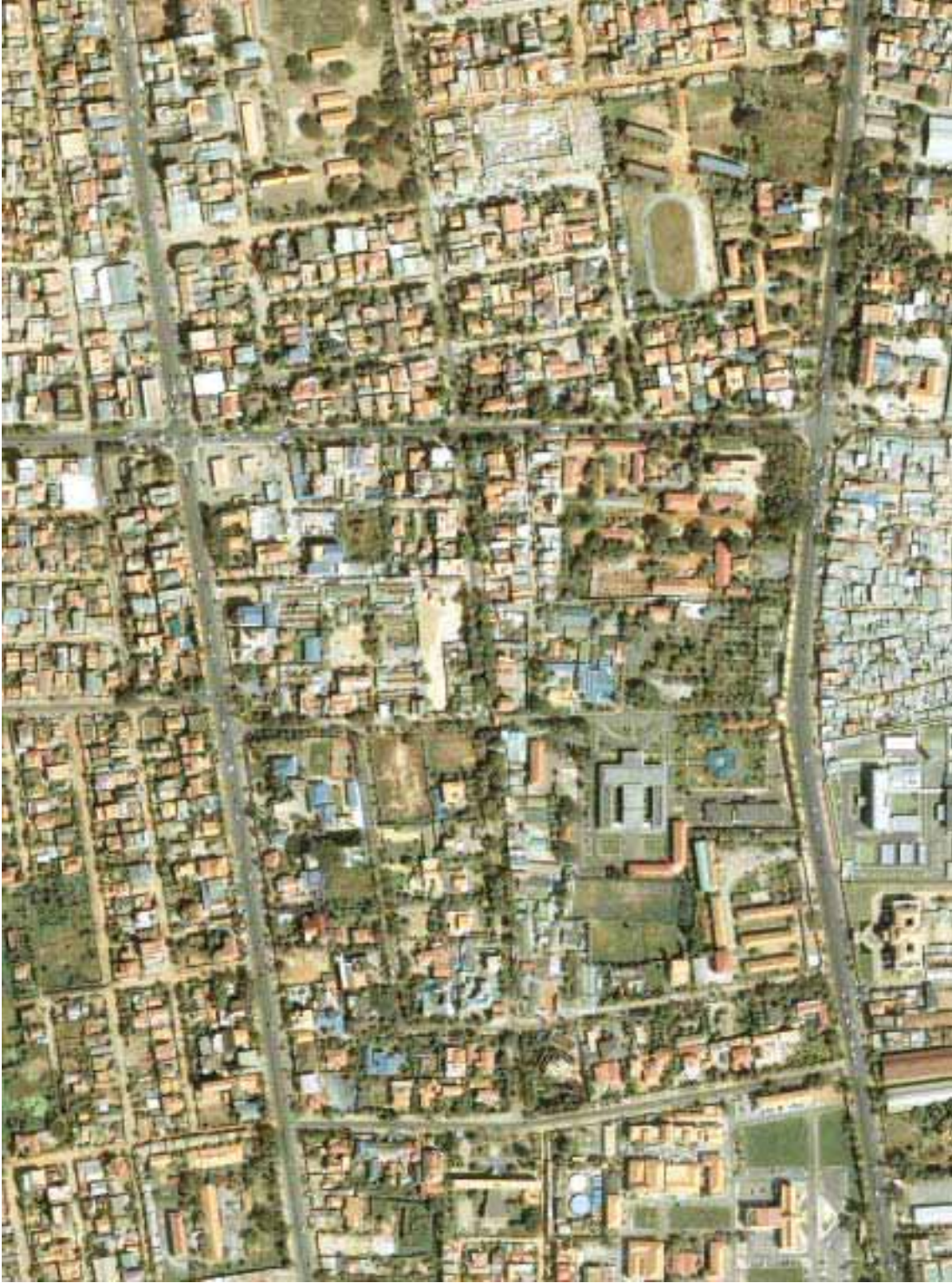


Photo: Phnom Penh, Cambodia. © MAPS geosystems / DigitalGlobe



PROJECTS IN ASIA AND THE PACIFIC

REGIONAL

Water for Asian Cities Programme.....119

AFGHANISTAN

Urban Management Consultative Group Focal Point.....123

AFGHANISTAN

Kabul: Supporting a People’s Rebuilding Process.....125

AFGHANISTAN

Community Development Project: National Solidarity Programme (NSP) Phase II.....127

AFGHANISTAN

Emergency Infrastructure Reconstruction Project Municipal Public Works Programme.....129

AFGHANISTAN

Kabul Municipality Solid Waste Management Support Programme.....131

AFGHANISTAN

Rehabilitation of Waste Management and Sanitation Services in Four Cities.....133

AFGHANISTAN

Ogata Initiative Phase 2 and 3: Afghanistan Urban Rehabilitation and Employment Programme.....135

BANGLADESH

Local Partnerships For Urban Poverty Alleviation.....137

CAMBODIA

Phnom Penh Urban Poverty Reduction Project.....139

CAMBODIA

Scaling Up Community-Driven Development Process in Phnom Penh (CDS – Phnom Penh).....141

CAMBODIA

Support to National Housing Policy.....143

CAMBODIA

Local Partnership for Poverty Reduction Phnom Penh: Phase II-Slum Upgrading.....144

CAMBODIA and VIETNAM

Multi-Country Project Support for Urban Youth at Risk:
“House for Youth” in Battambang and Ho-Chi-Minh City.....145

INDIA

Sustainable Cities in Maharashtra State.....147

INDIA

Strengthening UN Support for Decentralization of Development.....148

INDIA

Local Partnership for Poverty-focused CDS-Hyderabad.....150

INDONESIA

Community-based Initiatives for Housing and Local
Development (CoBILD).....152

INDONESIA

Breakthrough Urban Initiatives for Local Development (BUILD).....154

INDONESIA

Partnership for Local Economic Development (PLED/KPEL).....156

INDONESIA

Institutionalizing Poverty-focused City Development Strategies
(CDS) in Indonesia.....158

NEPAL

Assessing the Feasibility of ICT as a Development Instrument
for Rural-Urban Linkages in Nepal.....160

PAPUA NEW GUINEA

Safer Port Moresby Initiative.....162

PHILIPPINES

Up-scaling Poverty-focused City Development Strategies
in the Philippines.....164

PHILIPPINES

Operationalizing the National Urban Development and
Housing Framework.....166

PHILIPPINES

Good Practices of Local Governance in Philippines:
Facility for Adaptation and Replication - Local Environmental
Planning and Management (GO-FAR: L-EPM).....168

SRI LANKA	
Access to Basic Urban Services in Municipalities in Sri Lanka.....	169
SRI LANKA	
Urban Poverty Reduction Strategy - Colombo.....	171
SRI LANKA	
Lunawa Lake Environment Improvement and Community Development Project.....	173
SRI LANKA	
Urban Governance Support Project.....	175
THAILAND	
Capacity Development and Institutional Strengthening for Urban Environmental Management and Good Governance in Thailand.....	177
TIMOR-LESTE	
Support to National Housing Policy.....	179
TIMOR-LESTE	
Dili City Upgrading Strategy.....	181



REGIONAL

Project Title	Water for Asian Cities Programme
Project Code	FNL G032 RAS03S01 FWS W002 WAT04NOR FWS W003 WAT04POL
Total Cost	US\$3,800,000
Partners	Governments: Governments of Bangladesh, Cambodia, China, India, Kazakhstan, Laos PDR, Nepal, the Netherlands, Norway, the Philippines, Thailand and Viet Nam International Organizations: Asian Development Bank Vikram Sarabhai Foundation, CITI Foundation, UN-HABITAT.
Background and Objectives	<p>The Water for Asian Cities (WAC) Programme is a collaborative initiative of the United Nations Human Settlements Programme (UN-HABITAT), the Government of the Netherlands, the Asian Development Bank (ADB) and countries in the region. The programme focuses on three interlinked priorities:</p> <ol style="list-style-type: none">i) introducing demand responsive and demand management strategies to improve efficiency of water use and give more influence to those currently deprived of water and sanitation;ii) scaling-up sanitation provision citywide through innovative public-private-NGO partnerships, financing mechanisms and appropriate technical choices;iii) new pro-poor investments in urban water supply and sanitation with emphasis on serving the urban poor with piped water and formal sanitation facilities.
Activities	<p>The programme, which was launched during the 3rd World Water Forum in Osaka, Japan, on 18 March 2003 supports the implementation of the water and sanitation-related Millennium Development Goals (MDGs) and targets in Asian cities, specifically promoting pro-poor governance, water demand management, increased attention to environmental sanitation and income generation for the poor linked to water supply and sanitation. The programme seeks to achieve this by mobilizing political will, raising awareness through advocacy, information and education, training and capacity building, promoting new investments in the urban water and sanitation sector and systematic monitoring of progress towards the MDGs. The implementation strategies include public awareness campaigns for good urban water governance. The programme focuses on water sector reforms based on transparent policy, independent regulation and involvement of civil society</p>

and tariff policy reforms that promote sustainable investments by phasing out subsidies.

As per the framework of collaboration between ADB and UN-HABITAT, the programme is to be implemented in one country in each sub-region of Asia: South Asia, Southeast Asia, Mekong, East and Central Asia and the Pacific. The three phases of the programme comprise capacity-building, project preparation and investment, which may be implemented either sequentially or simultaneously, depending on the requirements and circumstances of each city. To implement the programme, both ADB and UN-HABITAT are making available US\$10 million, equally shared amongst UN-HABITAT and ADB for phase I and II. For phase III, ADB is expected to plan a loan programme totalling US\$500 million over a five-year period.

Results

The first Asian Ministerial conference was held during the 3rd World Water Forum held in Osaka, Japan. The High-level Ministerial and Mayoral Conference was attended by ministers from China, Sri Lanka, Uzbekistan, Iran and Laos and the mayors of Ulanbator, Mongolia and Bhopal, as well as the Vice-Governor of Phnom Penh, Cambodia. The Conference adopted a Ministerial Declaration identifying priority action areas for the Programme. The first ADB/UN-HABITAT Consultations for the review of progress and future planning were held in Manila in September 2003 and endorsed the good progress made by the programme.

A regional initiative was launched on “*Unheard voices of poor women on water and sanitation*” and first results were presented at the 12th session of the Commission on Sustainable Development in New York.

Sub-regional Initiatives

Southeast Asia

The South East Asian Ministers of Education Organization (SEAMEO) has requested to work with the water education component of the programme and endorsed the regional water education approach for Asia.

During the 38th SEAMEO Council Conference held in Brunei on 1 March 2004, the Ministers of Education of 10 Southeast Asian Countries namely Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam, unanimously made a declaration of their willingness to promote and support regional cooperation on value-based water education.

Mekong Region

An initiative in the Mekong region comprising Cambodia, Lao People’s Democratic Republic, Viet Nam, Thailand and Yunnan Province of China focuses on secondary cities. The main objectives of this initiative were to

stimulate investment in water and sanitation in these secondary towns facing serious shortages due to rapid urbanization.

Central Asia

UN-HABITAT is preparing to organize a Regional Workshop for Central Asian Countries on Value-based Water Education in Kazakhstan in 2005. Initiatives in other sub-regions

With a view to enhance the capacity of city and utility managers and other stakeholders in the region in different areas of urban water management, the following two workshops on Capacity-building were organized: Urban Catchment Management and Pollution Control Workshop, Weihai, China (4-5 November 2003), which formulated a regional action plan and a strategy on urban water catchment for adoption in urban areas in the Asian cities; and the Water Education Workshop, Manila (29 November – 2 December 2003)

National Initiatives

Country-level activities related to capacity-building and development of investment programmes have commenced well in time.

India

The Board of Directors of ADB has approved a loan of US\$200 million for investment in water and sanitation in six cities of Madhya Pradesh, India. The capacity-building activities will begin soon after the cooperation agreement has been approved with the Government of India. A stakeholders' consultation was organized in August 2004 for finalizing the activity plan.

China

In China, a diagnostic study for the city of Nanjing has been completed and programme formulation will be commencing soon after the proposed city of Nanjing is included in the Country Development Strategy.

Philippines

The Government of the Philippines has decided to work with Water for Asian Cities Programme on a water and sanitation programme for government schools.

Nepal

In Nepal, one of the least developed countries, UN-HABITAT as part of the Kathmandu Valley Small Towns Water and Sanitation Initiative, a community-based low cost sanitation and water supply project involving and investment of US\$1 million for a small town of 46,000 inhabitants. The project will have a direct impact on livelihoods of the people as they mainly rely on growing vegetables for other larger cities in Kathmandu Valley. This project is being implemented in association with multilateral partners such as ADB and by working with local NGOs and CBOs.

Bangladesh

Two parallel initiatives in partnership with community-based and non-governmental organizations are in progress. These involve provision of water and sanitation facilities in selected slum areas and construction of eco-toilets using the mechanisms of rainwater harvesting for poor neighbourhoods in Dhaka and secondary towns.

Sri Lanka

UN-HABITAT's initiative in Sri Lanka is in support of an ADB sewerage and sanitation project for Colombo city through public-awareness and advocacy for wastewater treatment and related measures. The project will benefit the city as a whole.

AFGHANISTAN

Total population: 23.9 million
Percentage urban: 23.3
Annual Urban Growth Rate: 6%

Project Title	Urban Management Consultative Group Focal Point
Project Code	FS-AFG-02-S11 umbrella project
Total Cost	US\$175,770
Partners	Government: Government of Afghanistan International Organization: UN-HABITAT
Starting date	February 2004
Completion date	December 2004
Background and Objectives	<p>In March 2003, an Urban Management Consultative Group (UMCG) was established in order to further support the Transitional Islamic State of Afghanistan in national urban reconstruction and development, following more than two decades of conflict that had devastated Afghanistan's cities. The UMCG is chaired by the Ministry of Urban Development and Housing (MUDH) and, on the request of the Government, supported by UN-HABITAT (as Focal Point). In February 2004, UN-HABITAT set up a dedicated UMCG Unit within the Ministry with national and international advisors, an organizational structure that replaced a secretariat system (also supported by UN-HABITAT) that had previously provided considerable support to the transitional government in defining its urban programme. The main objective of the UMCG Unit is to support the Ministry of Urban Development and Housing in policy formulation, programme development, donor coordination, budget preparation, capacity-building and information-sharing.</p>
Activities	<p>Under the mandate of the UMCG, the Unit has undertaken a broad range of activities, including the organization of 12 UMCG plenary meetings with a number of smaller consultations, assistance to MUDH in developing an urban vision and agenda, providing a lead role in the design of the National Urban Programme and advising the Ministry on a number of policy and operational issues (including the preparation of budgets and on-going preparation of 15 city profiles). The Unit has also developed capacity of Ministry staff in understanding urban sector issues and programme/project development by conducting workshops, consultations, and on-the-job training, especially in the preparation of the National Urban Programme. Given the importance of urban land tenure and policy in post-conflict Afghanistan, a diagnostic study of land tenure-related issues was undertaken and a national workshop on urban land management was held in June 2004.</p>



Results

Funding towards the urban sector in Afghanistan has been limited over the recent past. The UMCG Unit has helped to raise the profile of the Ministry of Urban Development and Housing, which has drawn attention to key urban issues and provided a greater momentum to activities within the Ministry and in the urban sector in general. As a result, a National Urban Programme was identified as one of the 12 National Priority Programmes in mid-2004. The programme is designed to attract coordinated donor funding and private investments in the urban sector. Other outcomes have been the generation of discussions on urban policy issues, urban budget preparation, studies for building knowledge and databases, the exchange of information amongst partners, and enhanced capacity within the Ministry of Urban Development and Housing.

AFGHANISTAN

Project Title	Kabul: Supporting a People's Rebuilding Process
Project Code	XB-AFG-03-X03 XB-AFG-04-X02)
Total Cost	Phase 1: US\$445,568 (Sep-Dec 2003) Phase 2: US\$493,101 (Feb-July 2004)
Partners	Government: Government of Afghanistan Local Authorities: Municipality district offices Civil Society: Community organizations (<i>Shuras</i> , or councils of elders, of districts 5,6,7,8 and 13) International Organizations: UNHCR, UN-HABITAT
Starting date	October 2003 (XB-AFG-03-X03); February 2004 (XB-AFG-04-X02)
Completion date	December 2003 (XB-AFG-03-X03); July 2004 (XB-AFG-04-X02)
Background and Objectives	<p>The majority (68%) of the returnees and Internally Displaced Persons (IDPs) in Kabul have moved into informal settlements, largely because their own homes have been destroyed or are occupied by others. Most of the returnees and IDPs lack secure tenure or a legal title to their old homes. This “people-based” reconstruction project started from the premise that people have the capacity to house themselves if they have security of tenure and if they are actively supported by the authorities. The programme was designed to assist vulnerable returnee families who would otherwise be unable to rebuild their houses, by providing financial and technical assistance and generating skilled and unskilled employment opportunities in the rebuilding process. The programme was founded on the principle that the reconstruction of housing in Kabul must be affordable to the authorities. It targets 1,700 families in the 5 Districts of Kabul that most severely destroyed during the years of conflict.</p>
Activities	<p>A Management Committee comprising representatives of the Municipality, the Ministry of Refugee and Repatriation (MORR), communities, women's Community Fora, and UN-HABITAT was established in each district. The Committee had the responsibility to carry out procurement, undertake selection of beneficiaries, and supervise the project. Families were selected on the basis of initial identification by the <i>Wakil</i> (a representative of a neighbourhood in an urban area) followed by individual house visits, social verification and final selection by the Committee. Security of tenure was achieved through municipal certification that the family was allowed to remain in place, and therefore was provided <i>de facto tenure</i>. For the procurement of</p>

materials, the Committee obtained good value, high quality material in bulk through market bargaining. Materials were distributed to each family with the assistance of UN-HABITAT. In order to reduce costs, communities also manufactured their own sun-dried bricks. The Committee was also responsible for checking the quality of materials, and those not conforming to the minimum quality standard were rejected and replaced at the cost of the supplier. The project provided families with materials up to the equivalent of US\$625 per unit depending on the scale of works; some houses required repair or partial reconstruction, while others required total reconstruction. Families constructed houses themselves, and where additional workers were required, were responsible for using their own resources to pay the workers.

Results

This project has been well received by the beneficiaries. The opportunity to make decisions regarding their homes allows families to optimise their resources, which in turn gives greater satisfaction to the beneficiary families. The transparent system of material needs identification, procurement and distribution has ensured better quality control and cost-effectiveness. Project activities have boosted the local economy and skilled and unskilled labourers have profited from gainful employment, which, in turn, has provided wages to support otherwise financially weak families. The number of houses constructed in each district/project phase were:

Phase I: House Construction (total 596)(District 5: 196; District 6: 200; District 8: 200)

Phase II: House Construction (total 500)(District 5: 120; District 6: 70; District 7: 70; District 8: 110; District 13: 130)

AFGHANISTAN

Project Title **Community Development Project: National Solidarity Programme (NSP) Phase II**

Project Code XB-AFG-03-X01

Total Cost US\$5,302,314

Partners **Government:** Government of Afghanistan

Local Authorities: Municipalities of Kandahar, Farah, Herat, Bamyan, and Parwan

International Organizations: World Bank, UN-HABITAT

Starting date September 2003

Completion date September 2004

Background and Objectives Two decades of war and conflict severely eroded governance structures in Afghanistan. In response to the transitional restoration of government, the National Solidarity Programme (NSP) aimed to strengthen a network of some 30,000 self-governing local community institutions. The Programme has three objectives: empowering communities; re-establishing relations between the government and rural communities; and delivering emergency reconstruction of physical infrastructure. NSP establishes local community institutions and develops the ability of communities to plan, manage, finance and monitor their own development projects, and to build working partnerships with the government. Communities work with the government through elected representatives to their own Community Development Councils (CDC) with regular consultations and consensus building among community members as a core programme principle. UN-HABITAT is one of twenty implementing partners and covers 1,079 villages (19% of the total) and over 192,180 families (1.1 million people).¹

Activities The National Solidarity Programme (NSP) is implemented in five phases. Initially, community awareness-raising and problem identification are undertaken and Community Development Councils are established through secret ballot open to all people aged 18 years and above. Each elected member represents about 28 eligible voters. In phase three, a Community Development Plan is prepared and endorsed and a Community Savings Box is set up. The final phases involve community project design and submission of proposals, and project implementation, including monitoring, evaluation and reflective project learning.

¹ Based on data available from 857 (80 percent) of these villages

Results

The National Solidarity Programme has recorded impressive achievements. Progressively higher than expected participation in Community Development Council elections has been recorded in three successive cycles (rising to 76.7%, the percentage of eligible voters actually voting) with a higher turnout among women than men in each cycle. A total of 13,950 persons have been elected to the Councils (60% men, 40% women) with more women (in terms of percentage) elected in the Councils in the subsequent cycles. The Councils have identified 1,386 priority projects with an estimated total value of US\$ 38,604,000; the average cost of a project is \$20,492. A total of 1,008 project proposals have been prepared and 664 projects have been approved, with US\$ 6.8 million disbursed to the communities. The majority of projects cover water supply projects (including wells, spring, hand pumps and piped water supply), road gravelling, construction and culverts, and canals, irrigation, water reservoirs and *kariz* repairs. Other projects include the provision of public baths, school construction and provision of micro-hydro, electricity and diesel generators. The Programme has also provided considerable capacity development support; a wide range of training materials have been prepared in three languages, including the National Solidarity Programme Project Cycle and specific modules for Community Development Council Chairpersons and Secretaries. Two-thirds of the Programme's Facilitating Partners have used the UN-HABITAT-prepared project cycle and project cycle manuals. A total of 4,653 village facilitators (40% of whom were women) have been trained.

AFGHANISTAN

Project Title **Emergency Infrastructure Reconstruction Project Municipal Public Works Programme**

Project Code XB/AFG/02/X02

Total Cost US\$3,300,000

Partners **Government:** Government of Afghanistan

Local Authorities: Municipalities of Kabul, Kandahar, Jalalabad, Herat and Mazar-e-Sharif

International Organizations: World Bank, UN-HABITAT

Starting date November 2002

Completion date February 2004

Background and Objectives Years of conflict and neglect have left a large part of Afghanistan's physical infrastructure destroyed or damaged. The extent of damage is most visible in urban areas of the country where basic services have ceased to function. Local administration bodies face severe challenges in meeting the growing demand for services arising from the influx of returnees to the urban centres.

The Ministry of Urban Development and Housing (MUDH), on behalf of the Transitional Islamic State of Afghanistan, requested UN-HABITAT to implement the IDA-funded Emergency Infrastructure Reconstruction Project (H007-AF) through the Municipal Public Works Programme.

The basic premise of the programme is that the growing humanitarian needs of the urban population should be addressed by creating job opportunities while making every effort to contribute to the revival of a functioning local government. The project developed manuals and established processes for the municipalities to undertake a wide range of public works with the participation of communities. This programme undertook community participatory infrastructure repairs and construction as a means of improving quality of life, and in the process strengthened the capacity of the Ministry of Urban Development and Housing and the five target municipal authorities to identify, supervise, monitor, and/or manage priority public works projects in consultation with communities.

The implementation strategy is guided by three broad considerations: government leadership and capacity strengthening; participatory planning; and integration of project activities with city-level planning and programming. The objective was to create 10,000 person-months of short-term employment and implement 150 sub-projects.

Activities

A Project Steering Committee and a joint project implementation team, both located within the Ministry of Urban Development and Housing, and a Programme Office in each Municipality were established as a way of enhancing government leadership and ownership of the Programme within local authorities. Community consultation processes were established, taking advantage of UN-HABITAT's long-standing experience in the country. Project implementation manuals and training materials and manuals were prepared and on-the-job training of municipal staff on project development and monitoring was given. A series of community consultations were organized as part of needs identification and sub-project design (including determining of standards vis-à-vis cost, engineering details so that special needs of physically impaired people can be addressed, etc.).

Results

As a result of the programme, Ministry and municipal staff are now better equipped to manage the implementation of small-scale public works programmes at the city level. The trust and working relationship between Ministry field offices, municipalities and communities has been enhanced. There has been visible improvement in the quality of life of residents of the target municipalities. The programme generated 13,000 person-months of employment through 104 sub-projects in the 5 municipalities over the project period of 18 months. Communities are now better able to identify priorities, mobilize their own resources and negotiate with municipalities and the Ministry. The success of this programme is reflected in the fact that the Ministry is adopting a similar approach in its national urban upgrading programme.

AFGHANISTAN

Project Title **Kabul Municipality Solid Waste Management Support Programme**

Project Code FS-AFG-02-S04

Total Cost US\$840,257

Partners **Government:** Government of Afghanistan

Local Authorities: Municipality of Kabul

International Organizations: World Bank, UN-HABITAT

Starting date October 2002

Completion date October 2003

Background and Objectives Years of conflict and neglect have left Kabul's infrastructure in ruins. One of the most pressing problems facing the city is the past accumulation, the current generation and the disposal of solid waste. This problem is especially acute in Kabul, which has experienced rapid urban growth due to a large number of returnees and new urban dwellers (a daytime population of 3 million, and about a 300,000 floating population) and the increase in waste from growing economic activity. It is exacerbated by the absence of an effective strategy to deal with the problem and the municipality's lack of capacity to respond. The capacity deficit is reflected in the estimated 70% of total solid waste that is accumulated on roadsides, back yards, in drains, rivers and open places, and represents a significant environmental hazard. To bridge the transition between relief and development, the Transitional Islamic State of Afghanistan, in consultation with the World Bank, developed an emergency project establishing basic systems in the department of sanitation of Kabul Municipality. Utilizing the accumulated experience of urban community development in Afghanistan, UN-HABITAT is responsible for implementing neighbourhood level solid waste collection in collaboration with the Municipality of Kabul. The programme's objective is to benefit all the inhabitants of the city by improving their living environment and hygiene conditions, and raising awareness about the importance of solid waste management.

Activities The main activities of the programme were: city-level solid waste collection and removal; capacity-building activities; neighbourhood-level organization; and, community awareness-raising and education. The programme established house-to-house solid waste collection by introducing the "Karachi System", whereby communities pay collection workers to remove the

household waste and take it to the city collection point. The Municipality then transfers the waste to a dumping site. The project provided fuel, oil, the maintenance cost of trucks, and protective clothing for workers.

Results

The programme has cleared approximately 179,000 m³ of solid waste from the city, organized 26 community meetings to mobilize and organize neighbourhood communities and undertaken approximately 172,287 visits to homes and schools by health educators, as a way of ensuring that health and sanitation issues are actively promoted throughout Kabul. Primary collection systems are working in at least 50% of the city's districts. At the institutional level, a Sanitation Department Management Administration gap assessment report and an Afghan Solid Waste Management glossary were produced, and coordination was improved between all relevant agencies and government institutions working on solid waste management-related issues in the city. The design and implementation of a public awareness campaign was implemented, which included: the production of leaflets on small-scale composting; a "Clean Kabul Day" held in two schools (targeting approximately 12,000 female and male students); a theatre campaign made up of two 10 minute sketches performed in more than 30 schools in Kabul (targeting approximately 50,000 students); and the broadcast of solid waste management-related awareness messages by three radio stations for two months.

AFGHANISTAN

Project Title	Rehabilitation of Waste Management and Sanitation Services in Four Cities
Project Code	FS-AFG-02-S05
Total Cost	US\$4,728,010
Partners	Local Authorities: Provincial Governor Offices and Municipalities of Kandahar, Herat, Mazar-e-Sharif and Bamyán. Civil Society: Local communities, contractors and NGOs in Afghanistan Intergovernmental body: European Commission International Organization: UN-HABITAT
Starting date	June 2002
Completion date	June 2003
Background and Objectives	Years of conflict and neglect have severely eroded Afghanistan's ability to provide basic services in urban areas. The lack of basic urban services such as sanitation and solid waste management, compounded by the inability of municipal authorities to cope with demand when faced with outdated equipment, unpaid salaries and very limited revenues, are some of the most pressing issues facing the government. This project addresses both the short-term need for basic clean-up and repair and the longer-term objectives of strengthening the capacity of municipal authorities to plan, implement and deliver waste management and sanitation services. The project purposefully focuses on material-light/labour-intensive projects in the provision of basic services in waste collection and the repair of basic infrastructure (such as lining and cleaning of drains, and the rehabilitation of culverts for improved access), and in so doing allocates most of the project funds to labour costs. Such an approach has the dual impact of creating large-scale job opportunities and increasing local purchasing power and economic development, whilst improving people's living conditions. The project has strictly adhered to the use of locally available resources and expertise, the promotion of stakeholder participation and the building of municipal and community project ownership.
Activities	Municipal authorities were involved in identifying priorities and managing activities. The core project activities took place in four cities – Kandahar, Herat, Mazar-e-Sharif and Bamyán - and involved the collection and clearance of solid waste, the provision of health awareness education (employing women educators at the neighbourhood level) and community-

based sanitation (such as composting and drain cleaning), and the construction and repair of drains and culverts. Equipment employed during the project has been left with the municipalities to ensure the longer-term sustainability of basic service provision.

Results

Residents in all cities are benefiting from reduced vulnerability and risk to public health problems as a result of marked physical impact from improved sanitation. This includes the removal of 455,147 m³ of solid waste, the cleaning of 2,133 km of drains and repair of 44.67 km of drains, construction of 268 culverts and gravelling of 3.83km of roads. In addition sidewalks have been improved through levelling and concreting, 0.4km of piped water supply has been extended, 25 garbage bins installed in bazaars and 22 stand posts installed. The Programme has successfully increased the capacity of the municipalities and communities in addressing future problems and has enabled communities to engage in small-scale works at the neighbourhood level; 30,000 jobs have been created with local economic multiplier effects.

AFGHANISTAN

Project Title	Ogata Initiative Phase 2 and 3: Afghanistan Urban Rehabilitation and Employment Programme
Project Code	XB-AFG-02-X01 XB-AFG-03-X02
Total Cost	Phase 2: US\$2,603,095 Phase 3: US\$2,923,393 (November 2002-August 2004)
Partners	Governments: Governments of Afghanistan and Japan Local Authorities: Municipalities of Kandahar, Jalalabad and Mazar-e-Sharif Institution: Central Authority for Water Supply and Sanitation (CAWSS) International Organization: UN-HABITAT
Starting date Completion date	November 2002 (XB-AFG-02-X01); April 2003 (XB-AFG-03-X02) April 2003 (XB-AFG-02-X01); August 2004 (XB-AFG-03-X02)
Background and Objectives	This programme is designed to assist the poor residents of Kandahar, Jalalabad and Mazar-e-Sharif to rebuild their environments. The programme is founded on the premise that Afghans, be they returnees, internally displaced people (IDPs), widows, demobilized soldiers or vulnerable persons, have the capacity to assist in their own recovery, provided they have security and active support from authorities. By assisting the poor in rebuilding their lives by addressing their urgent needs of income generation, the restoration and expansion of water supply and sanitation systems, and the construction of shelter, the programme enhances their sense of security while creating healthy living environments. The Ogata Initiative was launched in August 2002 by the Government of Japan to support comprehensive regional development in Afghanistan, and to achieve and speed up the transition from humanitarian assistance to recovery and reconstruction. Building on UN-HABITAT's work with urban communities in Afghanistan for more than 15 years, this programme encouraged the local municipalities, community <i>shura</i> (council of elders in a community) to take the lead in the design and implementation of the actions. In this way, communities are empowered to define their needs, identify solutions and initiate improvements. The Ogata initiative's projects help communities with building materials and small labour cash wages, making shelter reconstruction more affordable.
Activities	To ensure transparency and fairness, members from the communities, municipalities, and wakil (a representative of a neighbourhood in urban area) were involved in all phases of the project, from beneficiary selection

to the distribution of building materials and final certification. This approach also gave opportunities to shuras and wakil to consult on local problems with municipal governments. Material production such as bricks for shelter construction was undertaken by families and communities with technical support provided by UN-HABITAT.

Results

A total of 6,925 houses were constructed (Kandahar, 3,175; Jalalabad, 2,750; Mazar-e-Sharif, 1,000). In Mazar-e-Sharif the water supply system was rehabilitated and leakage repairs were undertaken on the main trunk (74 points). Other activities included: installation of valves (29); replacement of reticulation pipes (500m); the rebuilding of a generator house; installation of a 100kva generator and 4 submersible pumps. In addition, 346 hand pumps and 16 hand pump wells were constructed or repaired. In Kandahar, a water supply network was constructed in two Districts and 15 hand-pump wells installed. In Jalalabad a water supply network was installed in part of the city and 26 hand-pump wells constructed. A total of 5,499 eco-toilets were constructed (Kandahar, 2,437; Jalalabad, 2,234; Mazar-e-Sharif, 828). 9 km road was gravelled in Jalalabad. In addition to physical improvements, communities have gained technical skills in the construction of small infrastructure and developed stronger bonds of mutual help. *Shuras* learned how to express their problems to municipal officers, and learned how to rehabilitate project works. The active involvement of municipalities has strengthened their role in the reconstruction process by projecting a positive image of the Governments' capacity and willingness to engage and work with communities.

BANGLADESH

Total population: 146.7 million
Percentage urban: 24.2
Annual urban growth rate: 3.5%

Project Title	Local Partnerships For Urban Poverty Alleviation
Project Code	BGD/98/006
Total Cost	US\$21,324,464
Partners	<p>Government: Government of Bangladesh</p> <p>Local Authorities: Bogra, Gopalganj, Hobiganj, Kushtia, Mymensingh, Narayanganj and Sirajganj Pourashavas (Municipalities)</p> <p>Civil Society: Chittagong, Khulna, Rajshahi and Baris City Corporations and 450 urban poor communities</p> <p>International Organizations: UNDP, UN-HABITAT</p>
Starting date	1 January 2000
Completion date	30 June 2006
Background and Objectives	<p>The objective of this project is to alleviate poverty in 450 urban communities in seven Pourashavas (Municipalities) and four City Corporations through community empowerment and capacity-building for local governments, NGOs and CBOs. This is done through direct financial support for community-level basic services and infrastructure, skills training and group businesses managed by town-level teams, local government staff, and a Dhaka-based Project Management Team. The project directly contributes to Bangladesh's Millennium Development Goals and Targets, especially Goal 7, Target 11 on improving the lives of slum dwellers. It is envisaged that at the completion of the project, partner communities will be better off, healthier and more integrated into the physical fabric and the social and economic networks of urban areas and local governments will have enhanced human resource and financial capacity to develop and implement pro-poor policies, which will impact national policies. The strategy is to support communities establish Primary Groups (20 families), Community Development Committees, Clusters of Community Development Committees and town-level federations.</p>
Activities	<p>Communities prepare community action plans that identify: needs that can be directly supported by project funds (such as the provision of water supply and sanitation); where the project should play a facilitating role (such as access to health and education facilities); and where the community itself takes action (such as environmental sanitation and social programmes).</p>

Provision of basic services and community infrastructure is done on a community contract basis with financial support from a project community development fund and technical support from town teams and local government. Apprenticeship programmes, support to group businesses and other direct poverty alleviation activities are supported by a poverty alleviation fund. Community leaders and professional staff achieve community empowerment through community-organized savings and credit programmes, within and between town need-based experience sharing, and regional visits. The capacity of local government and its elected representatives is developed by project-supported training, experience sharing and through their involvement in the financial, technical and approval processes. The project is actively participating in UN-HABITAT's Global Campaign for Secure Tenure and the Safer Cities Programme.

Results

By the end of June 2004, the project had:

- 458 Community Development Committees with over 103,000 families in the 11 project towns;
- 2,656 savings and credit groups whose total savings were about US\$470,000;
- 362 community contracts completed or under implementation that will provide 16,900 twin pit latrines, 1,700 tube wells as well as footpaths, drains, street lights and community halls;
- Proposals for apprenticeship programmes prepared in all project towns;
- Established ward-level Project Implementation Committees and town-level Project Coordination Committees in all towns.

CAMBODIA

Total population: 14.1 million
Percentage urban: 18.6
Annual urban growth rate: 5.5%

Project Title	Phnom Penh Urban Poverty Reduction Project
Project Code	CMB/00/003 CMB/01/009
Total Cost	US\$2,320,383
Partners	Government: Government of the United Kingdom (DfID) Local Authority: Municipality of Phnom Penh International Organizations: UNDP, UN-HABITAT
Starting date	November 2000
Completion date	March 2004
Background and Objectives	<p>After the retreat of the Khmer Rouge in 1979, Cambodia's capital city Phnom Penh began to receive an influx of migrants from rural areas who settled in the city's mushrooming informal settlements. It is estimated that squatters and other urban poor communities constitute 20% (or about 250,000 people) of the current population of Phnom Penh. The inhabitants of these settlements – located in every conceivable empty space, from courtyards and rooftops, to the sides of railway tracks, riverbanks and swamps – lack secure tenure or basic services. To help address this situation and the increasing urban poverty, a number of initiatives were launched. As a follow-up to an earlier successful squatter support project phase, the Phnom Penh Urban Poverty Reduction Project started in November 2000. This phase of the project institutionalizes the lessons learned from working with urban communities in the past and strengthens the capacity of the Municipality of Phnom Penh to effectively implement their Poverty Reduction Strategy. The central aim of the project is to improve urban governance for poverty reduction and to upgrade slums by targeting 150,000 beneficiaries.</p>
Activities	<p>While the project focuses on institutionalizing past lessons, a wide range of activities to improve access to basic services and generate economic activities for the poor, including a vocational and apprenticeship programme, have also been implemented. These activities have helped strengthen communities to negotiate for security of tenure. In May 2003, there was a breakthrough in government policy when the Prime Minister committed to upgrade 100 slum settlements per year over the next 5 years. This has brought all the stakeholders to work together towards in-situ upgrading. At the policy level, issues of land, governance and urban poverty were the main focus,</p>



and four land-sharing projects were supported by applying various tools and methods. To support this, a Land Management Manual and Land and Housing Policy Guidelines were prepared. Joint pilot projects were implemented with the Municipal SEILA, to further strengthen pro-poor decentralized governance in an urban context. The Urban Poverty Reduction Strategy was revised and updated to link with the national urban poverty reduction strategy and the Cambodian Millennium Development Goals. A “City Without Slums Strategy” was formulated to address key issues for pro-poor investment.

Results

Slum upgrading has become an accepted norm in Phnom Penh. Dialogues and partnership amongst communities, NGOs, and the Municipality have been strengthened. Lessons learned have been consolidated into policy documents. The Urban Poverty Reduction Unit has become fully operational at the Municipality, Khan (districts) and Sanghats (wards) levels and officials have been trained to respond positively to requests from communities. Community Action Planning has further enhanced communities’ ability to articulate their problems and plan their settlements.

CAMBODIA

Project Title	Scaling Up Community-Driven Development Process in Phnom Penh (CDS – Phnom Penh)
Project Code	CMB/01/S01
Total Cost	US\$185,000
Partners	Government: Government of Cambodia Local Authorities: Municipality of Phnom Penh (MPP) Civil Society: Asian Coalition for Housing Rights (ACHR), Urban Resource Centre (URC) Solidarity for Urban Poor Federation (SUPF), Urban Poor Development Fund (UPDF) International Organizations: Cities Alliance, UN-HABITAT
Starting date	April 2001
Completion date	March 2006
Background and Objectives	From the late 1990s onwards, Phnom Penh experienced rapid economic development and investment, which led to aggressive commercialization of land markets, resulting in a collision of commercial and public development agendas. The increasingly vulnerable poor communities in Phnom Penh became the target of relocation. Through a series of community-centric studies and community-driven demonstration actions this project was designed to show how alternatives to relocation can be achieved and how slum upgrading and poverty reduction strategies can be integrated into the City's Development Strategy (CDS).
Activities	A City Development Strategy (CDS) Task Force, comprising representatives of all project partners and other stakeholders, and an Urban Poverty Reduction Unit (UPRU) were established in the Municipality of Phnom Penh. A shared vision of the city's development and up-to-date understanding of the current trends affecting the urban poor was achieved through three studies focusing on the relocation of the urban poor, land availability and the development plans for Phnom Penh. The studies involved broad participation and discussions with local actors as a way of building understanding and ownership, including khan (district) level community workshops and the briefing of more than 500 community leaders. A number of alternatives to relocation were identified, including upgrading, nearby relocations and land sharing and pilot areas were selected.
Results	The project has had far-reaching effects in creating a citywide vision and agenda for change, making people-based development as the preferred



mechanism for upgrading low-income settlements and facilitating greater cooperation between communities and their local authorities. Ros Reay, one of the three pilot areas, demonstrated people-based approaches to urban upgrading (through the provision of drains, paved roads, house improvements and landscaping). Together with the studies, the demonstration actions have influenced shifts in government policy regarding resettlement, which culminated in the Prime Minister's commitment to improve 100 settlements per year for the next 5 years. The project has increased understanding of the situation of poor settlements in Phnom Penh, strengthened community solidarity and elevated the awareness of development and land issues within government and city communities.

CAMBODIA

Project Title	Support to National Housing Policy
Project Code	CMB/02/022
Total Cost	US\$88,700
Partners	Governments: Governments of Cambodia and Germany Intergovernmental body: ESCAP International Organizations: UNDP, UN-HABITAT
Starting date	February 2003
Completion date	December 2003
Background and Objectives	As part of its poverty reduction efforts, the Royal Government of Cambodia, through its Ministry of Land Management, Urban Planning and Construction, intended to develop an Urban Housing Policy, and requested the assistance of the UN system in the preparing such a policy. Housing is a serious problem in Cambodia, particularly among the urban poor, and requires urgent intervention. The complex land use situation in fast developing urban areas of Cambodia specifically requires an appropriate innovative urban housing policy, which will improve urban governance and contribute to urban poverty reduction and the land reform initiatives currently underway.
Activities	A Task Force established within the Ministry of Land Management, Urban Planning and Construction, assisted by international and national consultants, drove the process of developing a housing policy. Technical, legal and situational studies were conducted to review, capture and assess the current housing demand. Three regional workshops were held to share the results of these studies and receive comments and inputs to the draft housing policy. A Consultative Group was established within the Ministry to oversee national housing policy formulation and the implementation of an effective regulatory process was established under the Council for Land Policy. A national workshop was organised to review the final draft National Housing Policy
Results	A final draft housing policy was formulated through a consultative process. The final draft housing policy was submitted to the Council of Ministers, through the Council for Land Policy, so that linkages between land and housing are clearly made. The draft will be further revised based on the results of the pilot projects to be supported by UN-ESCAP.

CAMBODIA

Project Title	Local Partnership for Poverty Reduction Phnom Penh: Phase II-Slum Upgrading
Project Code	CMB/04/S01
Total Cost	US\$1,082,500
Partners	Local Authorities: Municipality of Phnom Penh International Organizations: United Nations Trust Fund for Human Security, UN-HABITAT
Starting date	April 2004
Completion date	March 2006
Background and Objectives	The aim of this project is to strengthen the self-confidence, competence and dignity of the urban poor by reducing their poverty, vulnerability and social exclusion through directly empowering their communities to improve their access to affordable basic services and better living environments. This phase of the project will draw on and benefit from a range of lessons learned from the first phase to optimize the outcomes of the community-based infrastructure and basic services provision in slum and squatter settlements in Phnom Penh. The direct involvement of the poor themselves in the design and implementation of improvement activities will also provide employment to community members. The proposed project will assist the Municipality in achieving the national target of “improving 100 slum-squatter settlements per annum,” a commitment made by the Prime Minister in May 2003.
Activities	A Community Human Security Fund has been set up to support the implementation of approximately 260 Community Action Plans (covering the following areas: water and sanitation; drainage; solid waste disposal; access roads and walkways; health; and income generation) in support of <i>in situ</i> upgrading. Linkages with the Urban Poor Development Fund (UPDF) and SEILA programmes have been made.
Results	It is expected that the improved living conditions in slum and squatter settlements will contribute to enhancing the dignity and self-confidence of beneficiaries.

CAMBODIA and VIET NAM

Project Title	Multi-Country Project Support for Urban Youth at Risk: “House for Youth” in Battambang and Ho-Chi-Minh City
Project Code	FS/RAS/02/SO1
Total Cost	US\$350,124
Partners	Civil Society: Kokyonaiki Kodomotachi (KnK) (Philippines) International Organizations: United Nations Human Security Fund, UN-HABITAT
Starting date	July 2002
Completion date	July 2004
Background and Objectives	Globalization and the rise in organized crime, including drug trafficking, has a particularly negative impact on youth, who are often used as sources of cheap labour in criminal activities. While juvenile delinquents contribute to urban crime, they are also the victims of crime, violence, poverty, exploitation and HIV/AIDS. Many are orphans, abandoned by their families, or runaways escaping from domestic violence, conflict or acute poverty at home or in institutions. Some are rural migrants earning money for themselves and their village-based families. However as many are in the 15-19 years age bracket, they are often considered adults and little support is offered to them. This project is designed to provide psychological and educational support that will empower urban youth at risk (15-19 years old), allowing them to restore their human dignity and enabling them to reintegrate into society.
Activities	The “House for Youth” (Battambang, Cambodia) accommodated 72 youth in 2003 alone and provided them with educational and job training opportunities (of which 11 have successfully graduated). Nineteen community-based awareness-raising workshops for disadvantaged youth were organized in 3 districts and 15 video sessions were held, with a total of 11,509 attendees. A Provincial Workshop in cooperation with local partners and UNICEF was organized recommending an action framework for youth at risk to be taken up as part of the Provincial Child Protection Committee agenda. In Ho-chi Minh City (Viet Nam) two “Houses for Youth, Boys and Girls” accommodated 19 boys and 12 girls, providing them with basic education and vocational skills training and a secure living environment. Additional facilities, including Group Homes, the government Children Education and Training Centre and “Children’s House District 8th” shelter, also provided support. The project also undertook “street consultation”, study visits to the Philippines. Over 80 participants representing governments, local associations, social workers and target groups attended a final workshop.



Results

Establishing and supporting the “House for Youth” in both cities has assisted youth at risk to become active members of society by promoting reintegration rather than “protection” or “segregation” as practised in the past. Awareness was raised on urban youth issues, creating a conducive environment for reintegration to occur, and contributing to improved urban security and a reduction in urban poverty. In Cambodia, a village level awareness-raising workshop has resulted in a reduction in human trafficking, and in Viet Nam the project has contributed to a policy shift towards reintegration of street children and youth.

INDIA

Total population: 1065 million
Percentage urban: 28.3
Annual urban growth rate: 2.3%

Project Title	Sustainable Cities in Maharashtra State
Project Code	FS/GLO/02/S23/A (WW090403)
Total Cost	US\$91,000
Partners	Government: Government of India, State of Maharashtra Institution: All India Institute for Local Self Government International Organization: UN-HABITAT
Starting date	September 2003
Completion date	December 2004
Background and Objectives	The Sustainable Cities Programme (SCP) is providing technical and financial support to the All India Institute of Local Self Government (AIILSG) to implement the environmental planning and management (EPM) process in solid waste management in selected cities in the State of Maharashtra, India. The lessons of the two pilot cities would then be up-scaled through AIILSG financial and technical support to more cities/towns in the State of Maharashtra. The SCP process will initially be implemented in two Class I cities as demonstration cities. The selected demonstration cities have shown considerable administrative initiative and political commitment to improve the urban environment. This has been reflected in their efforts to improve the system of waste collection and transportation through community involvement and initiate measures to process and dispose of the waste scientifically
Activities	Main activities include: <ul style="list-style-type: none">• Translation of SCP tool kits into the local language;• Selection of the pilot cities;• Holding preparatory meeting and setting up intersectoral core group and cell;• Environmental profile of the selected cities;• Profiling of Good Practices India-Wide;• City level workshop on the solid waste management to guide the action plan;• Study tours for experience sharing;• City Consultations for preparation of the action plan.
Results	Solid waste management action plans for the State of Maharashtra and two pilot cities - Panvel and Virar - have been prepared.

INDIA

Project Title **Strengthening UN Support for Decentralization of Development**

Project Code IND/00/501

Total Cost US\$89,200

Partners **Government:** Government of India

International Organizations: Inter-Agency Working Group of the United Nations (IAWG), Urban Management Programme - South Asia (UMP-SA), UNDP, UN-HABITAT

Starting date January 2000

Completion date December 2003

Background and Objectives

This project was implemented within the framework of UNDP's Support Services for Policy and Programme Development (SPPD), which was designed to take stock of the results and impact of the 1992 Constitution Amendment (73rd and 74th) Acts that have become the cornerstones of rural and urban decentralized administration in India. The project assisted UNDP India in developing urban projects for their next five-year country programme (2003 –2007). Throughout 2003, the Urban Management Programme-South Asia (UMP-SA) and UN-HABITAT provided substantive inputs to the development of two urban projects (urban governance and urban livelihoods) and were part of joint missions (with UNDP) to various States and cities in the country with a view to reviewing their initiatives, assessing their needs and determining availability of resources for the projects in these States/cities. The States covered were Delhi, Uttar Pradesh, Rajasthan, Maharashtra, Chattisgarh and Madhya Pradesh. The project has built on UN-HABITAT's Good Urban Governance Campaign that was launched in India in September 2001, and which resulted in a National Action Plan for Good Urban Governance.

Activities

Six studies were conducted with recommendations:

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

Madhya Pradesh The results of these research studies have been reviewed at a series of workshops and at the Inter-agency Working Group of the United Nations, with a view to integrating them into policy support. Consolidation, synthesis and analysis of the wide range of findings for policy recommendations have been published.

Results

The SPPD project has assisted UNDP India in developing urban projects for their current five-year programme (2003-2007). The research studies have broadened the understanding of the themes and have led to new insights that are being used for policy initiatives and new directions on the way to further reforms. In the area of decentralization and the empowerment of local bodies, stocktaking has begun at the highest levels of government. With regard to gender, a Parliamentary Committee has recommended specific measures for building the capacity of women representatives at the local level.

INDIA

Project Title	Local Partnership for Poverty-focused CDS-Hyderabad
Project Code	IND/01/S01
Total Cost	US\$226,000
Partners	<p>Government: Government of India</p> <p>Local Authorities: Government of Andhra Pradesh Municipal Corporation Hyderabad (MCH)</p> <p>Public Institutions: Hyderabad Metro Water Supply and Sewerage Board, Administrative Staff College of India, Hyderabad (ASCI)</p> <p>International Organizations: Cities Alliance, Water and Sanitation Programme (WSP), South Asia, Urban Management Programme - South Asia (UMP-SA), UN-HABITAT</p>
Starting date	August 2001
Completion date	September 2003
Background and Objectives	<p>Hyderabad is the fifth largest city in India with a population of 6 million. A total 1.5 million of its inhabitants live in slum settlements. A City Development Strategy (CDS) for Hyderabad was preceded by Urban Management Programme/Water and Sanitation Programme initiatives in the city for pro-poor micro-planning of basic services in 12 slums of the city. The CDS built on and institutionalized these successful pilot interventions and knitted all current initiatives in the city into a holistic strategy that sets out guiding principles for future urban development investments within a comprehensive city development framework. The sustainability of the strategy is essential and is only achieved by analyzing and planning the city's economy, environment, governance profile and poverty-centric policies. The key objective of the CDS Hyderabad was to prepare and implement a strategy that would achieve equity in growth while boosting the economy of the city.</p>
Activities	<p>The Project Steering Committee, chaired by the Municipal Corporation Hyderabad, and comprising various stakeholders, was established and met six times to discuss project implementation. The Committee is supported by the Administrative Staff College of India, a local partner institution. An orientation programme for all elected representatives of Hyderabad has been carried out to ensure their commitment and ownership of the City Development Strategy. Stakeholder analysis and a mapping of on-going city development initiatives was undertaken, and a number of background studies (including economic, environment, poverty and governance analysis)</p>

and concept papers on key infrastructure services were prepared. Based on this analysis, several rounds of stakeholder consultations, working group sessions and city consultations were organized, resulting in the preparation of a Strategic Action Plan (SAP) and the City Assistance Programme (CAP).

Results

The City Development Strategy process provided a platform for stakeholders, including elected officials, to discuss and debate policy and future plans for their city. It injected marked changes in the attitude and manner in which city players did their business. Inter-institutional linkages were strengthened and an institutionalized multi-stakeholder consultative forum was accepted as a useful platform. The Strategic Action Plan identified key issues and outlined strategies for city development. The City Assistance Programme identified short- and long-term sub-programmes, internal and external funding sources and implementation arrangements, which have been carried out by participating stakeholders. Documentation of the entire output and process has been published to strengthen knowledge sharing.

INDONESIA



Total population: 220 million
Percentage urban: 45.6
Annual urban growth rate: 3.9%

Project Title	Community-based Initiatives for Housing and Local Development (CoBILD)
Project Code	INS/00/013
Total Cost	US\$4,950,600
Partners	Governments: Government of Indonesia and the Netherlands International Organizations: UNDP, UN-HABITAT
Starting date	September 2000
Completion date	July 2003
Background and Objectives	The CoBILD Project was designed to pilot the viability of a low-income housing-finance mechanism based on market rates of interest. The project aimed to meet the needs of low-income households by lowering the costs of housing provision through incrementally built, sequentially financed housing. It successfully utilized community-based initiatives to further reduce the costs of housing through the collective acquisition of land and development of infrastructure. Its overall objectives were to develop community-based housing finance models and governance structures so they could be up-scaled in the pilot cities, along with supporting institutional arrangements at the national level so that the lessons learned and good practices would be integrated in and replicated through national policy.
Activities	The 12 pilot cities were selected in early 2000 according to criteria that included the interest of the city governments to participate, the availability and interest of CBOs, as well as the availability and skills of community facilitators to empower the communities and build partnerships with the city administrations. An empowerment strategy and dissemination campaign was developed and implemented during 2000 to promote understanding of the project's objectives, expected outputs, as well as the revolving loan arrangements. City Forums, comprising representatives of civil society, NGOs, CBO, academics, professionals and local governments, were established in all 12 cities, each electing a Management Board to interact with CBOs and manage the revolving loans. Loan funds were disbursed to all Boards, which, in turn, disbursed the loans to neighbourhood groups who would then implement their housing projects.
Results	Twelve City Forums and Management Boards were established, along with a support system linking communities and neighbourhoods through to the

city-level. Over Rp. 19 billion (US\$1.5 million) were disbursed to Boards for the improvement of almost 5000 houses, 215 new houses and the purchase of more than 2,800 plots of land. The revolving funds have grown by US\$554,120 in the two years of operation through 9,607 community-managed loans, demonstrating the financial viability of the loan mechanism where adequate sensitisation, partnership building, capacity building and operational mechanisms were established. The loans are popular and accessible to the intended target group and the community-based approach has managed to evolve a responsive organised client system for the loans. The mechanism is in place and will continue its evolution and consolidation. Co-BILD has assisted the evolution of a very important option for supporting community-based housing for low-income people. It evolved and developed the essential features for an effective housing strategy. The project closed in July 2003.

INDONESIA

Project Title	Breakthrough Urban Initiatives for Local Development (BUILD)
Project Code	INS/97/018
Total Cost	US\$2,977,033
Partners	Government: Government of Indonesia International Organizations: UNDP, UN-HABITAT
Starting date Completion date	September 1997 (preparatory); 5 May 2000 (main) June 2003
Background and Objectives	The Government of Indonesia has used the Breakthrough Urban Initiatives for Local Development (BUILD) facility to help conceptualize, operationalize, and test modalities and skills of good urban governance and to put effective urban management approaches into practice. The project's objectives were to develop participatory urban management practices, introduce changes in the institutional framework and operating procedures of pilot cities, and document and disseminate examples of successful urban management initiatives, thus supporting the co-ordination and management of change following the introduction of new laws on local autonomy and fiscal decentralization.
Activities	Having completed the selection of cities and introduced the basic principles of good urban governance during a preparatory phase, which included the appointment of Urban Management Advisers in each partner city, the BUILD technical support team supported the establishment of Urban Forums, comprising representatives of civil society, NGOs, CBO, academics, professionals and local governments, who were guided through a participatory planning process to develop City Visions and Development Strategies. Issue-specific task groups were then instrumental in supporting the preparation of action plans to address selected priority issues – such as transportation, slum upgrading and environmental improvements. Before closing in mid-2003, the project team supported the pilot cities to institutionalize the lessons learned through legal reforms regarding participatory planning and management, information sharing and accounting arrangements. A Catalogue of Good Practices was prepared to facilitate future replication of lessons learned at the national level.
Results	Nine cities, their staff and more than three million inhabitants benefited from improved governance approaches. City Forums are operating regularly and are supported by operational budgets. Model guidelines and regulations have been prepared, implemented and shared as “templates” for replication



nationally. Supporting institutions, such as One-stop Shops and Media Talk-shows, have been established in different cities and are financed by city budgets. Documented city experiences and lessons learned now form the basis for new project formulation to support national replication.

INDONESIA

Project Title	Partnership for Local Economic Development (PLED/KPEL)
Project Code	INS/97/021
Total Cost	US\$2,282,441
Partners	Government: Government of Indonesia International Organizations: UNDP, UN-HABITAT
Starting date	21 January 1998
Completion date	June 2004
Background and Objectives	<p>It has long been recognized that the more isolated parts of countries fail to develop economically because they are left out of the mainstream development agenda. The designers of KPEL (formally PARUL) postulated that this situation could be rectified with prudent investment if potential beneficiaries could harness human motivation and the dynamics of trade. The idea was to identify local (urban) and international market opportunities, and then link rural producers to those opportunities through improved rural-urban infrastructure linkages. The aim was to mobilize and link producer associations with buyers and traders through participatory planning and management processes that demonstrated a “win-win” scenario through improved trade relations, supported by local government infrastructural investments. The project’s objectives, therefore, focused on preparing Indonesian institutions at the local/regional-levels to form local partnerships based on marketable economic clusters, supported by national-level partnerships to connect them to national and international markets.</p>
Activities	<p>The Project designed, tested and institutionalized a 13-step approach to identify viable economic clusters and build multi-level partnerships between key Indonesian institutions at local/regional and national levels. A total of 51 Districts were supported in a wide variety of economic clusters such as copra, fishing, shrimps, cashews, handicrafts, emping and coffee. These partner-ships comprise representa-tives of local governments, the business community, and civil society, linked to a network of small-scale producer groups at the sub-district and community-levels.</p>
Results	<p>The project successfully developed and tested the concept into a set of working arrangements, procedures, and techniques which were documented into a Local Economic Development Handbook and widely disseminated through the project web site. 50 local-level and nine provincial-level multi-stakeholder, multi-sectoral partnership forums were established as platforms for participatory decision-making and citizen input into District-level</p>

economic planning and monitoring. The provincial level partnerships coordinated between districts and cities, facilitating cooperation rather than inter-regional competition. 30 new producer associations were established, which enabled producers to negotiate for better prices, resources, market conditions and skills development. By organizing themselves, producers were also able to lobby government and other private sector stakeholders around their priority concerns. Participating government officials changed their business approach by (i) recognizing the importance of markets and market demand (ii) providing opportunities for public-private dialogue (iii) recognizing the value added by citizen input into economic planning (iv) understanding the government's role as facilitator, not implementer, of economic development. A series of cluster development plans were facilitated and implemented resulting in increased economic activity and benefits to producers. Efficiency was improved, markets expanded, incomes increased, jobs were created and networks and linkages between actors in the production chain improved.

INDONESIA

Project Title	Institutionalizing Poverty-focused City Development Strategies (CDS) in Indonesia
Project Code	INS/01/S01
Total Cost	US\$342,500
Partners	Government: Government of Indonesia International Organizations: UNDP, World Bank, UN-HABITAT
Starting date	20 August 2001
Completion date	September 2004
Background and Objectives	In 2001, a joint City Development Strategy (CDS) project under the Cities Alliance was initiated in Indonesia. The project aimed at institutionalizing poverty alleviation strategies in 8 secondary cities and was implemented jointly with the World Bank using the project management capacities created under the UN-HABITAT/UNDP Breakthrough Initiatives for Urban Development (BUILD), which included UNDP support by designating 4 of its BUILD cities as partner CDS cities.
Activities	A World Bank-supported national team comprising a BUILD urban management expert, along with sustainable development, poverty alleviation and urban governance advisers, was established in the Ministry of Settlements and Regional Development (KIMPRASWIL.). The team selected 12 pilot cities in early 2001. These were: Special Region of Yogyakarta, Denpasar, Semarang, Depok, Kendari, Medan, NTB, Bandung, Kutacane, Bandar Lampung, Makassar and Ambon. A national workshop was conducted in March to share the BUILD good urban governance process and experiences, along with other good practices from UN-HABITAT and the World Bank. City Urban Facilitators were selected and cross-sectoral city management teams were established to guide partners in local governments, NGOs, CBOs and the private sector through a participatory urban planning and management process, further building upon the BUILD experiences. City Profiles were prepared, with a strong emphasis on poverty and governance. City visions and urban development strategies were developed through focus group discussions and Urban Forum meetings. Priority issues were reviewed and strategies were developed to prepare bankable project proposals for investment funding. A policy Advisory Group facilitated the dissemination of lessons learned through a national workshop.
Results	National support and city action teams have been established and are operating regularly. The BUILD participatory urban management process was promoted in all 12 cities. City Profiles and long-term visions were prepared

in a broad-based participatory manner. Issue-specific strategies were refined into development project proposals, which are now being considered for funding support through follow-up World Bank investment financing mechanisms.

NEPAL

Total population: 25.2 million
Percentage urban: 15
Annual urban growth rate: 5.2%

Project Title	Assessing the Feasibility of ICT as a Development Instrument for Rural-Urban Linkages in Nepal
Project Code	NEP/02/002
Total Cost	US\$129,701
Partners	Government: Government of Nepal Local Authorities: Participating local governments (Municipalities and Village Development Committees) Civil Society: Federation of Nepalese Chamber of Commerce and Industry and its direct affiliates, Rural-Urban Partnerships Programme (RUPP) International Organizations: UNDP, UN-HABITAT
Starting date	January 2003
Completion date	December 2003
Background and Objectives	The project aimed to assess and demonstrate the use of information and communication technology (ICT) as an instrument for facilitating and promoting social and economic development, with a particular focus on the poor and women, through an assessment of the use of e-governance and e-commerce in the rural-urban setting. The chosen approach for achieving this project's objectives was to partner with the Rural-Urban Partnership Programme (RUPP), which was designed by UN-HABITAT and is now being implemented by the Ministry of Local Development.
Activities	A fact-finding review of ICT in development in a rural-urban setting was conducted to identify good practices in ICT-use and to establish knowledge resources on ICT by networking with similar national and international initiatives. A feasibility study on the use of ICT and Strategic Plan of Action was developed to facilitate and promote e-governance and e-commerce (B2B) (http://www.rupp.org.np/hl_bhimpheedi.htm) in a rural-urban setting. Based on these documents, pilot activities, including the establishment of Technology Resource Centres (telecentres) in municipal wards and rural market centres, capacity-building and development of models in e-governance and e-commerce were carried out. Members of the communities, through their TLO (Tole or lane organizations), the Chambers of Commerce and municipalities were involved in this process. In particular,

the module on how to set up and sustain the telecentres was appreciated by the users. Despite the insecurity created by the Maoist insurgency, 9 telecentres in 5 regional market centres (Bhimphedi, Khaireni, Kohlpur, Dulegaunda and Rangeli) and 4 in 4 Municipal Ward Offices (Biratnagar, Nepalgunj, Butwal and Pokhara) were set up and became operational. A National Workshop was also organized jointly with the High-level Commission for Information Technology to share the lessons learned for future replication (http://www.rupp.org.np/hl_ictworkshop.htm). A website for the initiative was launched and the strategy was further refined based on the pilot activities (<http://www.digidevnepal.org.np/index.htm>). A concept note identifying the way forward was also developed.

Results

The project contributed to the Information Technology (IT) Policy 2000 issued by the Government of Nepal by demonstrating the implementation of ICT on the ground. It is observed that websites and telecentres have enhanced access to information, particularly on agro-pricing, which is useful for women entrepreneurs. 4 telecentres in RMCs and 4 telecentres in Ward Offices of different municipalities have emulated this initiative by launching similar activities. The project has also helped improve transparency in the municipalities and raises awareness on the importance of information amongst citizens. It was learned that the institutional infrastructure and framework built by the Rural-urban Partnerships Programme (RUPP) was essential to sustaining these telecentres, and in ensuring that the Village Development Committee (rural market centres), regional market centres and Tole/Lane organizations (TLOs) had ownership of the project.

PAPUA NEW GUINEA

Total population: 5.7 million
Percentage urban: 13.2
Annual urban growth rate: 2.3

Project Title	Safer Port Moresby Initiative
Project Code	PNG/01/004 PNG/01/003
Total Cost	US\$588,150
Partners	Government: Government of Papua New Guinea International Organizations: UNDP, UN-HABITAT
Starting date	December 2001
Completion date	December 2003 and March 2004
Background and Objectives	<p>Crime is one of the most serious problems affecting urban development and management in Papua New Guinea, a country rich in natural resources, but one that has failed to reap maximum returns due in part to low urban sector investment levels, which, in turn, result in high crime rates. Crime in urban Papua New Guinea is often accompanied by violence, which has seriously eroded both the social fabric of the Port Moresby, the capital city, as well as brought many aspects of normal life to a standstill. Whilst increasing rural-urban migration is blamed for these ills, there are many causes of urban crime encompassing social, cultural, environmental, institutional, and economic factors. The Safer Port Moresby Initiative was designed to: identify the main causes of crime; build broad-based partnerships by testing alternative interventions to reduce crime and improve human security; and develop and agree on a longer-term strategy of intervention based on lessons learned, in preparation for a follow-up Phase of support to assist a “Coalition of Partners” to implement an agreed Action Plan.</p>
Activities	<p>Project support commenced in March 2002 through a Technical Support Team established in the Department of Community Development, which acted as the Secretariat to a broad-based, cross-sectoral Coordinating Committee comprising representatives of the central government, the National Capital Development Commission, the police, the justice system, churches, NGOs and the private sector. A “Diagnosis of Human Insecurity” was prepared from an “Institutional Survey” of the Coordinating Committee partners, a “Youth and Crime Survey” was conducted, a community-based “Social Crime Mapping” exercise was undertaken, and “Good Practices” were analysed. Demonstration interventions included “Safer Gordon’s Market”, “Liao’s Tyre”, and “Burns Peak Community Safety Plan”. Partner negotiations agreed on a draft “Strategy of Intervention” based on increased</p>

support to the law and justice system, stronger community development, a recognition of the importance of traditional interventions and the local culture (especially mediation techniques and traditional courts), and a resolve to strengthen urban design and management - supported by extensive human resource capacity building and institutional strengthening amongst the partnership. Core Action Plan interventions were recommended to mobilize funds in support of Phase 2: Implementation.

Results

There is an increased awareness of the root causes of crime and their linkage to social and economic factors, such as insecure tenure, limited access to basic urban services, poor urban governance and unemployment. Innovative interventions were tested and documented for up-scaled replication. A nascent “Partnership against Crime” was established to advocate for the implementation of the agreed Strategy through a draft Phase 2 proposal under discussion between the Government of Papua New Guinea and the international community.

PHILIPPINES

Total population: 80 million
Percentage urban: 61
Annual urban growth rate: 3.1%

Project Title	Up-scaling Poverty-focused City Development Strategies in the Philippines
Project Code	PHI/01/S01
Total Cost	US\$50,000
Partners	Local Authorities: League of Cities of the Philippines International Organizations: Cities Alliance, World Bank, UN-HABITAT
Starting date	January 2004
Completion date	December 2004
Background and Objectives	<p>In 1999/2000, seven cities in the Philippines prepared a City Development Strategy (CDS) with the assistance of the World Bank-managed Cities Alliance (which was funded by the Government of Japan) concurrent with UNDP/UN-HABITAT support to three cities. Together these cities formed the resource base for disseminating the lessons learned to 31 other cities in the Philippines, supported by the League of Cities of the Philippines that advocated for a change in urban management practices. In the process the project aimed to build the capacity of the League's City Liaison Officers to deliver innovative management approaches - such as the preparation of pro-poor Environmental Management and City Development Strategies. The objective of this project was to share the technical knowledge, management tools and field-level experiences of UN-HABITAT and the World Bank with the League and its partner cities.</p>
Activities	<p>The inception period of the project involved selecting participating cities, preparing a detailed work plan, and conducting the first national workshop in November 2001. A League of Cities support team was established with counterpart cross-sectoral teams in each partner city and environmental, poverty and governance profiles were prepared for each city. These issues were discussed with all key stakeholders in "City Visioning" workshops when the comparable strengths and weaknesses of cities, many of which are in each other's competitive "space", were reviewed. Most recently all cities prepared their City Development Strategies, which were reviewed by the League of Cities team. An important capacity-building tool developed in early 2001 was a "knowledge management platform" which is accessible through the Internet. This has very successfully provided the partner cities with an organized knowledge resource centre on the project that includes basic data and tools.</p>



Results

City Profiles, City Visions and City Development Strategies have been successfully completed for all 31 cities through city teams supported by small but strategic external inputs. 13 cities successfully completed their pro-poor financing action plans. As of February 2004 US\$ 46 million had been mobilized for a variety of priority projects in 10 cities. A customized City Development Strategy Approach and supporting Toolkit is available online to facilitate national replication and further integration of lessons learned into national policy dialogue and legislative reform. As a result local ownership of the process, the success rate of the project has been very high, with demand for a follow-up phase to support a long list of cities which did not benefit from this second round, to be supported by a follow-up project currently under preparation.

PHILIPPINES

Project Title **Operationalizing the National Urban Development and Housing Framework**

Project Code PHI/01/003

Total Cost US\$200,000

Partners **Government:** Government of the Philippines

International Organizations: UNDP, UN-HABITAT

Starting date December 2001

Completion date December 2003

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

Activities From an early stage, the project built on two parallel but mutually supporting activities: the annual Shelter Summit (spearheaded by the Housing and Urban Development Coordinating Council -HUDCC) and preparations to celebrate (and at the same time review implementation of) the 10th anniversary of the Local Government Code (spearheaded by the League of Cities of the Philippines-LCP and the Department of Interior and Local Government-DILG) to discuss and deliberate on priority governance issues). The Philippine Urban Forum (PUF) was formed in early 2002, through which UN-HABITAT shared its global Urban Governance and Secure Tenure Campaign experiences. Through the year, the PUF Secretariat supported its (principal) HUDCC/LCP and DILG partners TO conduct regional roundtables to discuss, customize and agree on national characteristics of good urban governance and operational principles for secure tenure, gradually expanding membership of the Forum to include other key national government institutions, research organizations, private sector shelter agencies, NGOs/CBOs and, most recently, international partners like the Asian Development Bank and the World Bank. By using PUF as a platform for information sharing, discussion and coordination among national government agencies, local government units, civil society organizations, private sector groups, and the international donor community involved in urban development and housing, they gained broader-based understanding of the challenges and

opportunities of the urban sector, culminating in the launching of National Campaigns and the development of a supporting Action Plan to implement the Framework.

Results

The Philippine Urban Forum served as the launching pad for the National Good Urban Governance Campaign (July 2002), as well as the National Secure Tenure Campaign (October 2002) – both of which were attended and endorsed by President Arroyo. Both campaign “plans of action” were converged into one approved National Action Agenda for 2003/5, to be implemented through a number of projects: “Localizing MDGs through LGUs”, “Safer Sorsogon”, “Go-FAR and TEMPIS” (a sub-regional replication of lessons learned from an earlier environmental governance project supported by the Sustainable Cities Programme, and “Integrated Approaches to Poverty Reduction at the Neighbourhood Level”.



PHILIPPINES

Project Title	Good Practices of Local Governance in Philippines: Facility for Adaptation and Replication - Local Environmental Planning and Management (GO-FAR: L-EPM)
Project Code	FS/GLO/02/S23/A
Total Cost	US\$166,000
Partners	Government: Government of the Philippines Institutions: University of Philippines, Asian Institute of Management, the Philippines International Organizations: UNDP, UN-HABITAT
Starting date	January 2004
Completion date	July 2006
Background and Objectives	Ten years of Local Government Code implementation have shown that a number of local government units (LGUs) are capable of demonstrating good local governance practices. However, these practices are not maximized in terms of their replication to other LGUs. It is in this context that the Local Governance Institutional Capacity Development (LOGIC) Facility developed a way to provide technical and financial support to LGUs who wish to replicate or adapt an innovative and good practice or use new and innovative tools in improving local governance in their respective areas. This is through the Good Practices in Local Governance: Facility for Adaptation and Replication (GO-FAR).
Activities	The main activities include: <ul style="list-style-type: none">• Sustaining the gains of L-EPM Process in Cagayan de Oro City;• Up Scaling knowledge on L-EPM;• Capacitating the League of Cities of the Philippines on advocacy and transformation of knowledge into specific action
Results	Full-scale implementation will begin in January 2005.

SRI LANKA

Total population: 19 million
Percentage urban: 21
Annual urban growth rate: 0.7

Project Title	Access to Basic Urban Services in Municipalities in Sri Lanka
Project Code	FS/GLO/02/S23/A (WW090403)
Total Cost	US\$200,000
Partners	Governments: Government of the Netherlands and Sri Lanka Institutions: International Water and Sanitation Centre (IRC), the Netherlands International Organizations: UNDP, UN-HABITAT
Starting date	March 2004
Completion date	March 2006
Background and Objectives	<p>The UN-HABITAT Sustainable Cities Programme (Phase I), with the support of UNDP, was introduced to Sri Lanka under the “National Programme for Sustainable Human Settlements in Sri Lanka”, which was a follow-up to the government’s commitments at the second United Nations Conference on Human Settlements (Habitat II) held in Istanbul in 1996. The programme was introduced in 1997 to three Municipal Councils of the Colombo Core Area (CCA) covering an area of about 75sq.km and a total population of nearly 1.2 million. This area is the nerve centre of the country’s economic activities. The municipal areas are faced with the challenge of how best to respond to priority service issues such as solid waste management, water supply, environmental health, flooding and unauthorized construction. The project will develop a sector-specific demonstration project in one municipality in Sri Lanka. It will focus on the involvement and ownership of the community in organizing, delivering and maintaining basic urban services related to water and sanitation. The project will serve as a basis for preparing a municipal strategy on basic urban services and will be replicated in other cities in Sri Lanka.</p>
Activities	<p>The main activities include selection of the municipalities, profiling, consultation, preparation of the project document for the demonstration project, implementation of the demonstration project, preparation of municipal basic urban services strategy and bankable scaling-up project.</p>
Results	<ul style="list-style-type: none">• Basic urban services profiles: preparation is ongoing in Katte and Utattala municipal councils on waste separation, biogas production and wastewater disposal.

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- A project document has been formulated. Implementation, follow-up and monitoring of the demonstration project have begun.
 - Municipal intersectoral structure to co-ordinate basic urban services is being put in place, including consultations with stakeholders.
 - Information and promotion materials have been developed and disseminated.

SRI LANKA

Project Title	Urban Poverty Reduction Strategy
Project Code	SRL/00/S01
Total Cost	US\$299,000
Partners	Government: Government of the United Kingdom (DfID) Local Authority: City of Colombo Civil Society: 20 Urban Poor Communities, Sevanatha International Organization: UN-HABITAT
Starting date	November 2000
Completion date	September 2003
Background and Objectives	In recent years, Sri Lanka's capital city Colombo has demonstrated a strong interest and commitment to performance improvement and change. It has focused on making the city administration truly responsive to public needs and aspirations, facilitating the participation of a wide range of stakeholder groups in planning and decision-making. The city has also involved the private sector in the management and provision of urban services. The City of Colombo is, therefore, in an influential position, as an able and willing partner, to guide and assist other smaller cities to promote an integrated cross-sector approach to sustainable urban development. The aim of the project was to facilitate urban poverty reduction in Colombo by developing a participatory and sustainable institutional framework within the municipality that is closely working with the urban poor.
Activities	Project implementation was coordinated through Sevanatha, an urban-based NGO, partnering with the Municipal Council. The first task was the preparation of a poverty profile for the city, targeting the hundreds of slums, and through participatory research to define their priority needs. In the spirit of strengthening decentralization, the District Offices then partnered with their urban poor communities to prepare Community Action Plans defining Council as well as community investments, supported by community mobilization techniques. Prioritized investments were then constructed through innovative community contracting methods, further enabling the urban poor as partners in their own development.
Results	By the end of June 2004, the Poverty Profile summarizing the situation in 1,614 unplanned squatter settlements had been completed. Pro-poor strategies based on participatory Community Action Planning approaches and Community Contracting had been tested through community-based

infrastructure and service demonstration projects, and formally adopted by the Council for follow-up replication. 20 urban poor communities had benefited from improved urban services in partnership with the District Offices, including utilization of project grant funds integrated with the Council Member's decentralized budget. A Good Practice Catalogue and supporting Toolkit is being finalized to support citywide and national application of the lessons learned.

SRI LANKA

Project Title Lunawa Lake Environment Improvement and Community Development Project

Project Code SRL/02/S01

Total Cost US\$186,290

Partners **Government:** Government of Sri Lanka

Local Authorities: Municipalities of Dehiwela-Mount Lavinia and Moratuwa

Institution: Sri Lanka Land Reclamation and Development Corporation

International Organizations: Japan Bank for International Cooperation (JBIC), UN-HABITAT

Starting date May 2002

Completion date May 2005

Background and Objectives The objective of this project (launched in 2002) is to mitigate flood damage by upgrading urban drainage and canal systems, while improving the living conditions of project-affected households. UN-HABITAT is responsible for facilitating implementation of the Community Development (Resettlement and Upgrading of Under-served Settlements) Component, through advisory services to the Urban Settlements Improvement Project Unit (USIP) and the Urban Local Authorities (ULAs). The objectives of the project are to improve the environment and to uplift the quality of life of people in the Lunawa area by (i) alleviating floods through storm water drainage system improvements, including the rehabilitation of existing canals and streams; (ii) creating a hygienic and pleasant environment; and (iii) upgrading the living conditions of communities.

Activities The community development component aims to resettle families living on canal/lake banks and to upgrade under-served areas by providing basic infrastructure facilities. The main activities are: (a) undertaking an enumeration survey and taking stock of re-settler households; (b) awareness creation, social marketing and community-level institutional development; (c) developing and adopting resettlement strategies, policies and programmes; (d) developing and implementing site-specific plans for re-settlement; (e) developing and implementing under-served settlement plans; (f) developing/ implementing monitoring and grievance redress mechanisms; and (g) restoring income sources and preparing/ implementing livelihood development programmes.

Results

Developed and implemented an innovative “State of the Art” urban resettlement programmes translating the National Involuntary Resettlement Policy into practice. As a result, the project has successfully made “Project Affected Persons”(PAPs) the real beneficiary partners of the project, setting a good example for consultative resettlement programmes. Significantly, the project achieved the following:

- Developed a Resettlement Policy, Participatory Resettlement Strategy, Process and Activity Plans, and put them into practice with assistance from leading NGOs;
- Developed PAP Entitlement Packages, offering alternate options in consultation with all stakeholders;
- Prepared resettlement sites, layout plans and house designs in consultation with PAPs; · Developed and implemented guided resettlement programmes tailor-made to various PAP categories;
- Developed and implemented a Livelihood and Income Restoration Programme in consultation with affected PAPs;
- Established partnerships with two Management Committees to take a lead role in implementing the up-grading component; and
- Completed a socio-economic survey and a perimeter survey for first phase settlements and commenced preparation.

SRI LANKA

Project Title	Urban Governance Support Project
Project Code	SRL/03/008
Total Cost	US\$ 250,000
Partners	<p>Government: Government of Sri Lanka; Western, Central and Sabaragawamuwa Provincial Councils</p> <p>Local Authorities: 18 Selected Municipal Councils and Urban Local Authorities</p> <p>Civil Society: Sevanatha and MaRGG (Management Resources for Good Governance),</p> <p>Institutions: Sri Lanka Institute of Local Governance, Centre for Urban and Regional Planning</p> <p>International Organizations: UNDP, UN-HABITAT</p>
Starting date	January 2004
Completion date	December 2005
Background and Objectives	<p>In 1999, the Government of Sri Lanka formulated a National Programme for Sustainable Human Settlements to support implementation of the Habitat Agenda, which initiated the Sustainable Colombo Core Area Project (1999-2001) and the Sustainable Sri Lanka Cities Project (2001-2003), both financially supported by UNDP and implemented by UN-HABITAT. During these first two phases the project increased its city coverage from 3 to 13, whilst also diversifying its environmental management focus to include participatory urban governance and gender inclusiveness. This third phase strengthens its pro-poor focus and tests approaches to mainstream Millennium Development Goal 7, Target 11, in city management principles and practices. The primary objectives are to assist 18 cities (including 4 in the conflict-affected Northeast) to: (i) develop their capacities in participatory urban governance; (ii) develop capacities to prepare and implement pro-poor city development strategies; and (iii) develop capacities to formulate and implement city wide sustainable urban development action plans.</p>
Activities	<p>The project supports 18 cities in three core areas:</p> <ul style="list-style-type: none">• Participatory Urban Governance: by creating system-wide capabilities at the national, provincial and local level to promote, coordinate and manage participatory governance in cities; develop the capacities of training institutions and partner agencies to support local authorities in participatory

urban governance; and build the capacities of national associations such as the Mayors Forum and Municipal Commissioners Association to advocate for policy change.

- Urban Poverty: by preparing poverty profiles that identify critical economic/social disadvantages, define inequitable access to services by the poor, along with gender disparities.
- Sustainable Urban Development: by compiling environmental profiles as part of the city profiling process; formulate City Development Strategies and action plans; developing capacities in improving environmental governance.

Results

Successfully promoted a development paradigm based upon participatory urban governance that has improved decision-making through a greater access to information, stakeholder involvement, and a better understanding of the issues identified in most of the partner cities. A customized toolkit in three languages and 24 training modules now form the basis of training programmes through the Sri Lanka Institute of Local Governance and Centre for Urban and Regional Planning. The project has also influenced national and municipal level policies through: participation in the National Urban Sector Policy Framework Task Force; development of a National Capacity Building agenda; implementation of the National Solid Waste Management Strategy in the city strategies on solid waste; support to the Ministry of Home Affairs, Provincial Councils and Local Government in implementing recommendations of the Local Government Reform Commission Report; and expanded partnerships (European Union and Japan Bank for International Cooperation).

THAILAND

Total population: 62.8 million
Percentage urban: 31.9
Annual urban growth rate: 1.9%

Project Title	Capacity Development and Institutional Strengthening for Urban Environmental Management and Good Governance in Thailand
Project Code	FS/GLO/02/S23/A (preparatory phase)
Total Cost	US\$363,000
Partners	Government: Government of Thailand Local Authorities: Six local authorities, Municipal League of Thailand Institution: Thailand Environment Institute International Organizations: UNDP, UN-HABITAT
Starting date	February 2004
Completion date	December 2006
Background and Objectives	This joint UNDP/UN-HABITAT project, combining activities from both the Sustainable Cities Programme (SCP) and the Urban Management Programme (UMP), seeks to ensure the integration and coordination of global and regional urban programmes in responding to the needs of Thai local government and civil society. The programme will further develop sustainable urban management in Thailand with the overall purpose of systematically building and strengthening the capacity of Thai local government, and scaling up initiatives at the national level in response to the main urban challenges of rapid decentralization, environmental deterioration and increasing poverty.
Activities	The main activities include profiling and city consultations, development of tools and training materials and development of a Web site.
Results	The project will produce: <ul style="list-style-type: none">• Start-up;• Good practices documentation and replication strategy;• Regional networks• A national consultation on the environmental planning and management capacity-building agenda;• City consultations; and• National policy frameworks. When completed, the project will support

and secure the development of sustainable urban settlements throughout Thailand through pro-poor urban environmental management and participatory urban governance.

TIMOR-LESTE

Total population: 0.78 million
Percentage urban: 7.6
Annual urban growth rate: 4.8%

Project Title	Support to National Housing Policy
Project Code	TIM/03/002
Total Cost	US\$99,500
Partners	Government: Government of Timor-Leste International Organizations: UNDP, UN-HABITAT
Starting date	1 March 2003
Completion date	29 February 2004
Background and Objectives	<p>The violence perpetrated in September 1999 by pro-Indonesian militia (following the U.N.-sponsored referendum on the status of East Timor) seriously affected the existing housing stock and infrastructure in the country as a whole, causing particular destruction in the capital, Dili, where over 70% of buildings were gutted and destroyed. In urban areas like Dili, reconstruction of housing is taking place gradually through individual families' efforts in the absence of a programme of financial and material assistance. The backlog resulting from the destruction is still serious (an estimated one-third of houses still need to be reconstructed), but the emerging problems in the shelter and basic infrastructure sector cannot be simply reduced to the loss of housing stock brought about by the 1999 violence campaign; endemic deficits and inadequacies affect the majority of the population with serious vulnerability factors in terms of precarious sanitary conditions, especially in low-income neighbourhoods. In the National Development Plan, issued immediately at the inception of the new Government of Timor-Leste in 2002, the development objectives for the country's socio-economic recovery have incorporated prominently the goal of "adequate shelter for all" and "improved living standards by the year 2020". The sectoral objectives of the Ministry of Transport, Communications and Public Works emphasize the urgency to address shelter inadequacies in urban areas. The phrasing of these objectives sets the strategic orientation of the government as facilitator and enabler of grassroots efforts rather than of a provider of housing. Accordingly, the Project aims to assist the government in the formulation of a National Housing Policy and in the preparation of an Urban Housing Strategy.</p>
Activities	<ul style="list-style-type: none">• Provided technical advice on the components and preparatory process of the National Housing Policy;• Guided the preparation of a report with a situational analysis of housing

conditions, housing demand and housing supply;

- Analyzed the existing reports on housing in Timor-Leste for the preparation of a National Housing Policy and Urban Housing Strategy;
- Organized two national and four district level workshops to review and validate the various stages of preparation of the National Housing Policy;
- Reviewed and advised on the consecutive drafts of the National Housing Policy;
- Provided technical advice on the preparation of an Urban Housing Strategy.

Results

The expected outputs were completed in December 2003 and a final national workshop was held to review the proposals. The resulting National Housing Policy document is ready for submission to the Cabinet of Ministers.

TIMOR-LESTE

Project Title	Dili City Upgrading Strategy
Project Code	TIM-04-S01
Total Cost	US\$377,320
Partners	Government: Government of Timor-Leste International Organizations: Cities Alliance, UN-HABITAT
Starting date	1 September 2004
Completion date	31 August 2005
Background and Objectives	<p>On 20 May 2002, the small nation of Timor-Leste became the world's newest nation after more than 400 years of Portuguese colonization and 24 years of Indonesian occupation. The militia-led violence and destruction following the referendum for Independence from Indonesia in September 1999 resulted in extensive physical destruction and the breakdown of the institutions of civil society. The country was systematically destroyed. Over two-thirds of the population was displaced, 40% of the housing stock was destroyed (approximately 68,000 houses) and civic life was disrupted as Indonesian nationals fled. Dili, the nation's capital (population 120,000), was the hardest hit with over 50% of the capital city's buildings destroyed with extensive destruction to physical infrastructure including the country's only port, airport and major government buildings. While much has been achieved in the past four years by both the UN and the first Government of Timor-Leste in rebuilding the city's basic infrastructure, there is a clear need to develop sustainable models for active community participation in planning for and implementing small-scale improvements to living conditions. There is a growing realization in Timor-Leste that the local community will need to take a more active role in community development initiatives. This is particularly so given the considerable reduction in both the size and financial capacity in the government following the end of Indonesian role. Active community participation is a big challenge in a society where community organization and participation in decision making has been extremely limited and actively discouraged under the Indonesian occupation.</p>
Activities	<p>The Dili City Upgrading Strategy will begin by providing the first citywide assessment of housing conditions. Areas with acute housing problems will be mapped and analysed based on criteria such as levels of infrastructure, socio-economic status and vulnerability (e.g. insecurity of land tenure). Three pilot project areas will be identified and these communities will formulate community action plans to improve their living conditions. Key government departments will provide support through technical assistance and adoption of these community action plans within their infrastructure planning.</p>



Results

The project is in the early part of the start-up phase. Considerable preparatory work has been undertaken largely by building on the foundations of the National Housing Policy Paper completed by UN-HABITAT in March 2004. UN-HABITAT continues to be a lead agency in East Timor in the promotion of urban development and housing issues. This has included such measures as advocating for increased donor involvement in the urban sector, developing regional networks and facilitating group exchanges, and assisting in the establishment of community groups around small-scale business and savings initiatives.

LATIN AMERICA AND THE CARIBBEAN



Photo: Mexico city, Mexico. © MAPS geosystems/DigitalGlobe



PROJECTS IN LATIN AMERICA AND THE CARIBBEAN

REGIONAL

Ibero-American And Caribbean Forum On Best Practices.....187

REGIONAL

Enabling Strategy to Moving to Scale in Brazil and Other Countries
in Latin America and the Caribbean.....189

BRAZIL

Urban Environmental Planning and Management.....191

COLOMBIA

Slum Upgrading and Land Tenure Regularization.....193

CUBA

Urban Environment Planning and Management in the cities of
Santa Clara, Cienfuegos and Huguin.....195

CUBA

Bayamo Local Agenda 21.....197

ECUADOR

Support to the Municipality of Guayaquil, 1st Phase.....199

ECUADOR

Support to the Municipality of Guayaquil, 2nd Phase.....201

PANAMA

National Indicators for Housing, Urban Development
and Urban Environmental Management.....203

PERU

Urban Environmental Planning and Management.....205



REGIONAL

Project Title	Ibero-American And Caribbean Forum On Best Practices
Project Code	RLA/04/S01
Total Cost	US\$108,640
Partners	Government: Government of Spain Civil Society: Fundación Habitat Colombia, Colombia, Instituto Brasileiro de Administração Municipal (IBAM), Brazil, El Agora, Argentina, Centro de Estudios de Vivienda y Urbanos (CENVI) International Organization: UN-HABITAT
Starting date	5 May 1997
Completion date	Ongoing
Background and Objectives	The Ibero-American and Caribbean Forum on Best Practices is a regional network of public and private sector partners who came together in 1997 to identify, analyse, document and disseminate regional best practices that have contributed to improving the quality of life in the region's cities. This regional initiative is part of UN-HABITAT's global Best Practices and Local Leadership Programme, which is dedicated to identifying, analysing and disseminating best practices in improving the living environment, and is a follow-up to project RLA/99/S01. It operates through networking of sub-regional nodes engaged in the search for best practices in sustainable human settlements development. In 2004, the project concentrated its efforts on the identification of new best practices and the analysis of those collected to promote the transfer of experience and knowledge and to stimulate horizontal cooperation among resourceful cities and their partners.
Activities	The project has collected a total of over 500 best practices since its inception (approximately 200 in 2004). A key goal for 2004 is to stimulate the transfer of best practices at the regional level. A future challenge is to make further inroads at the country level to ensure a wider search for and dissemination of best practices, as well as to increase the analysis of best practices with the aim of promoting the formulation of best policies and facilitating processes of horizontal co-operation and exchange.
Results	<ul style="list-style-type: none">• A survey was conducted to better understand the problems facing cities in the region and how they use and would like to receive information on best practices.• Five thematic publications were produced to study particular issues facing cities through the analysis of best practices.

- A publication of summaries of selected Latin American and Caribbean Best Practices was published in English, Spanish and Portuguese aimed at giving decision-makers a quick yet complete review of best practices in the region.
- A print publication of all the regional best practices was published in Spanish for users who do not have access to the Internet.
- A brochure on the Forum was produced and widely distributed in English, Spanish and Portuguese.
- Networking opportunities offered by the Ibero-American Forum on Best Practices have strengthened partnerships and led to increased activities in the region.

REGIONAL

Project Title	Enabling Strategy to Moving to Scale in Brazil and Other Countries in Latin America and the Caribbean
Project Code	FS-BRA-1-S01/A
Total Cost	US\$150,000
Partners	Governments: Governments of Brazil, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Haiti, Mexico and Panama Local Authorities: National Associations of Municipalities (in each selected country) International Organizations: Cities Alliance, UN-HABITAT
Starting date	July 2001
Completion date	September 2004
Background and Objectives	This project aims to promote integrated and sectorially coordinated settlement upgrading on a mass scale in countries that accept to implement such a policy. It is active in Brazil, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Haiti, Mexico and Panama. Its goal is to assist national and local governments to prepare and submit successful proposals for securing funding from the Cities Alliance Secretariat, in parallel with the promotion of UN-HABITAT's Global Campaigns and normative programmes. The ultimate aim is to help countries achieve Target 11 of the Millennium Development Goals, which is to have achieved, by 2020, a significant improvement in the lives of at least 100 million slum dwellers.
Activities	In each selected country, broad-based discussions were held on ongoing settlement upgrading initiatives, including their legal, financial and operational framework, as well as partners' mobilization. Proposals for scaling up were then formulated and discussed with the national focal points (sectoral Ministry and national association of municipalities, as well as all bilateral agencies active in the country in the field of settlement upgrading).
Results	<ul style="list-style-type: none">• In Brazil, studies on settlement upgrading, urban infrastructure financing and urban safety were carried out in 15 cities, leading to three national workshops sponsored by the National Front of Mayors, the Ministry of Cities and the National Forum on Urban Reform. This process also led to the national launch of UN-HABITAT's Global Campaigns on Secure Tenure and Urban Governance in October 2003.• A proposal linked to investments by the Government of Colombia and the World Bank was prepared for the city of Cali. The proposal focuses

on technical assistance to a partnership entitled “Cali Housing Alliance” that gathers together the Colombian Chamber of Construction, local associations of the homeless and the Municipality of Cali. The proposal was submitted to the Cities Alliance Secretariat, which approved it in 2003. Implementation started in the second quarter of 2004.

- A proposal linked to large-scale investments by the Chilean Ministry of Housing and Urban Development was prepared. The proposal aims to get technical assistance for a programme that distributes subsidies to low-income families through a national contest, where organizing entities (municipalities, private sector or NGOs) submit a housing project and get the subsidies, if approved. The proposal was approved in 2003 and is being implemented (comments in project FS/CHI/04/S01).
- A proposal linked to urban environmental investments by the Municipality of La Paz was prepared. The Cities Alliance Secretariat is currently reviewing the proposal.
- Proposals, linked to urban investments scheduled by the World Bank and the Inter-American Development Bank, are being formulated for Ecuador, Haiti and Panama. Once investments are fully agreed upon, proposals shall be reviewed by the national governments and the national association of municipalities for final submission to the Cities Alliance Secretariat.

BRAZIL

Total population: 178 million
Percentage urban: 83
Annual Urban Growth Rate: 2%

Project Title	Urban Environmental Planning and Management
Project Code	GLO/03/S22
Total Cost	US\$480,000
Partners	Governments: Governments of Brazil and the Netherlands International Organizations: UNEP, UN-HABITAT
Starting date	February 2004
Completion date	December 2005
Background and Objectives	<p>The project comes as a response to the Brazilian government's request for support in strengthening participation in the preparation of Municipal Plans (Plan Director) and to consider environmental issues more closely in urban planning. All Brazilian municipalities with 50,000 or more inhabitants will have to complete or revise their Municipal Plan by October 2006. The project will allow developing tools that will support the implementation of the Federal planning policies as defined in the "Statute of the City".</p> <p>The project supports four demonstration cities -Beberibe-CE, Marabá-PA, Piranhas-AL and Quirinópolis-GO – with the objective of strengthening urban environment planning and management. It is expected to achieve this objective by reinforcing local capacities in conducting participatory urban environment evaluation through the preparation of GEO City Reports. These Reports will offer common information.</p>
Activities	<p>The Programme's main activities focus on: (i) strengthening local capacities for developing participatory diagnoses and urban-environmental action plans; (ii) improving the quality of the processes of elaboration and implementation of the Municipal Plans, with emphasis in sustainability; (iii) integrating, adapting and validating tools developed by UNEP, UN-HABITAT and national partners to better respond to municipality needs and contexts; (iv) establishing national mechanisms for technical support and capacity-building; (v) incorporating lessons of local experiences in developing political and normative national frameworks.</p> <p>The activities being held so far are devoted to the selection of the demonstration cities and the establishment of project agreements with the Federal Government and participating cities. The tools to be used in this</p>

project have been reviewed and complementarities have been clarified to define a common harmonised approach.

Results

- An institutional/national framework was designed defining the main guidelines for the project.
- Four municipalities were chosen as a result of a combination of several criteria jointly defined by the project partners.
- Potential local teams have been identified. They will be responsible at the local level to develop the urban environment planning and management process.
- National technical support institutions have been identified. They will be responsible for capacity- building activities for local partners (local team and local technical support institutions) and they will provide technical support during the whole process.
- Local technical support institutions have been identified.

COLOMBIA

Total population: 44.2 million
Percentage urban: 76.5
Annual Urban Growth Rate: 2.2%

Project Title	Slum Upgrading and Land Tenure Regularization
Project Code	FS/COL/S01
Total Cost	US\$1,331,757
Partners	Local Authority: Municipality of Cali Civil Society: Chamber of Commerce International Organizations: Cities Alliance, UN-HABITAT
Starting date	May 2004
Completion date	October 2005
Background and Objectives	<p>In October 2000, the city of Cali, situated in the south-western part of Colombia, identified regularization of land tenure as a priority in its Municipal Development Plan and Land Use Master Plan (Plan de Ordenamiento Territorial). In line with this priority, the Cities Alliance, a World Bank/UN-HABITAT-initiated coalition of cities and their development partners, began assisting the local administration in identifying and implementing a city development strategy to solve the various problems affecting the city, including lack of adequate land use planning and a housing deficit of approximately 67,000 units.</p> <p>This project aims to integrate informal settlements into the formal urban structure of the city through appropriate planning and coordination with other urban development actors and institutions involved in slum upgrading programmes. It is envisaged that legal and physical regularization, accompanied by complementary programmes to access subsidies and credit for shelter and infrastructure improvement, will strengthen community assets and trigger processes of economic development and increased productivity. The objectives of the project are to:</p> <ul style="list-style-type: none">• Regularize land tenure for 6,000 slum dwellers and start upgrading activities; and• Support the Municipality of Cali in promoting and coordinating regularization of land tenure and slum upgrading programmes.
Activities	<p>A public-private steering committee has leveraged substantial support and commitment for the slum upgrading and land regularization project from a wide range of public and private agencies and organizations. This has led to a series of unprecedented operational agreements with:</p>

- Public Notaries to significantly reduce costs of legal studies of title deeds;
- Public service agencies to ensure prompt and complete coverage of water, electricity, sanitation and garbage collection;
- The local university to obtain student support for cost-free legal studies;
- The neighbouring military battalion to provide support in organizing community contracting;
- The city administration to facilitate the regulations to ensure local contracting in all public investments; and
- The Ministry of Housing to ensure availability of housing subsidies (for new as well as existing housing stock).

Operations started in September 2004.

Results

Operational agreements have been established and the public-private team is being expanded and consolidated.

CUBA

Total population: 11.3 million
Percentage urban: 75.6
Annual urban growth rate: 0.5%

Project Title **Urban Environment Planning and Management in the cities of Santa Clara, Cienfuegos and Huguin**

Project Code GLO/04/S03

Total Cost US\$365,000

Partners **Governments:** Government of Belgium and Cuba

International Organizations: UNDP, UNEP, UNOPS, UN-HABITAT

Starting date February 2004

Completion date January 2006

Background and Objectives The Localizing Agenda 21 (LA21) Programme in Cuba was initiated in response to a request by the Government of Cuba to strengthen the capacity of local actors to conduct urban planning and management processes. The LA21 programme supports the strengthening of intersectoral and citizen participation and provides ways of ensuring that the planning exercise translates into concrete actions.

The Cuba National Programme builds on activities initiated in 2003 with the establishment of a national capacity-building centre in Santa Clara. During 2003 the centre was rehabilitated, allowing the creation of a state-of-the-art training centre. The training centre is meant to deliver the Environment Planning and Management training course. A large training hall can accommodate up to 30 students. A computer room has been set up for specialized training. A library brings together the latest literature on the Urban Environment provided by UN-HABITAT, project partners such as the Programa de Gestión Urbana and others.

An Environment Planning and Management (EPM) training course was prepared during 2003. This course was jointly prepared and delivered by the Institute of Physical Planning, the universities of La Habana and Santa Clara and the Bayamo Local Agenda Project. The diploma course, organized through a series of 10 training sessions of one week each, delivered over a period of 15 months (October 2003 to December 2004). The course was attended by 2 students from each of the 11 provincial capitals. The course provided lectures on the various steps and components of the environment planning and management process, illustrated from real life experiences of the LA21 Bayamo project. Practical exercises prepare the students in conducting Local Agenda 21 processes.

Based on the experience acquired through the Bayamo Local agenda 21, the current project supports the replication of this initiative in the cities of Santa Clara, Cienfuegos and Huguin. The project is part of the joint UN-HABITAT/UNEP Regional Strategy for the Urban Environment in Latin America and the Caribbean.

Activities

With the leadership of UNEP, the project is currently supporting the preparation of GEO City Reports, which will provide an overview of the relation between urban development and the environment and analyse existing mechanisms for managing the urban environment. These profiles will offer a common information base for all actors involved in the project. They will also serve as a basis to identify priority urban environment issues which will be discussed during City Consultations to be held at the end of 2004 and the beginning of 2005. These Consultations, which will bring together key local and regional actors, will lead to the creation of inter-sectoral working groups around selected priority issues. These working groups will prepare issues-specific strategies and action plans and will initiate their implementation through small-scale demonstration projects.

The project is supporting the publication of the National Planning magazine. In each issue, an extensive article presents the LA21 approach and the achievement of the project. This biennial publication produced in 1,500 copies is distributed to all provincial and municipal governments and offices of physical planning.

Results

- Training mechanisms are well established for capacity building activities and a national team is able to provide technical support to local teams.
- Local teams have been set up.
- Local actors have been sensitized to the Local Agenda 21 approach and political support from national and local authorities has been mobilized.
- GEO City reports are being prepared drawing information from a very large number of local and provincial actors.

CUBA

Project Title	Bayamo Local Agenda 21
Project Code	GLO/04/S03
Total Cost	US\$230,000
Partners	Governments: Governments of Belgium and Cuba Local Authority: Municipal Council of Bayamo International Organizations: UNDP, UNOPS, UN-HABITAT
Starting date	December 2001
Completion date	December 2004
Background and Objectives	<p>Bayamo has a population of 142,000 inhabitants. Its economy is based on food processing and construction industries, social services (health and education) and administrative services. The city was selected to develop this project as a demonstration project in response to a request by the Cuban government to strengthen the capacity of local actors to conduct urban environment planning and management processes.</p> <p>The project supports the city of Bayamo to develop and implement a Local Agenda 21. The local team is located in the municipal office of the Ministry of Physical Planning and work in close cooperation with the Municipal Council. The project aims at mobilizing local, provincial and national partners to jointly address key urban environment problems. Issues addressed at local levels are the following: (a) deficient system of collection and recycling of solid waste; (b) degradation of the river that limit its uses; (c) insufficient urban transport service; and (d) insufficient public spaces in some of the neighbourhoods.</p>
Activities	<p>The project supported the preparation of an urban environmental profile, which provided an overview of the relation between urban development and the environment and analysed existing mechanisms for managing the urban environment. This profile offers a common information base for all actors involved in the project. It served as a basis to identify priority urban environmental issues that were discussed during City Consultations held in April 2003. This Consultation, which brought two hundred actors, were concluded with the adoption of Urban Pacts and led to the creation of intersectoral working groups around selected priority issues. These working groups, which met weekly, prepared issue- specific strategies and action plans. Action plans are currently under implementation starting with demonstration projects.</p>

Results

- Urban environmental profiles were prepared in consultation with more than 100 actors.
- Key actors were mobilized in relation to priority urban environmental problems through City Consultations.
- About 40 key actors were involved in the preparation of issue-specific strategy and action plans through weekly working groups meetings.
- Action plans serve as a framework to guide priority actions in relation to the most pressing urban environmental problems.
- Intersectoral cooperation and citizen participation has been strongly strengthened in addressing priority urban environmental issues. Participatory and intersectoral mechanisms that have been put in place by the project are being institutionalized as a new way to conduct environmental planning and management activities.
- The degradation of the Bayamo River has been stopped and in some aspects even reverted. For example, a number of water pollution sources have been eliminated. Among other activities, the project supported the establishment of a water quality control laboratory, which will serve to monitor the success of interventions. Reverting the degradation of the river will be key to use fully its potential for a number of activities (including water supply, urban agriculture and recreational activities) and as a very important structuring element of the city.
- Solid waste management has improved in neighbourhoods where the most vulnerable population lives. This is done through the rehabilitation of collection trucks and the creation of small-scale manual sanitary land fields.
- Urban mobility is being improved through non-motorized transport. The project supported a more rational use of horse-drawn carriages as the main means of public transport. After consultations with the local municipality running the Bayamo Local Agenda 21 project, the police, the public and carriage operators, the city's new horse-drawn carriage lines were officially inaugurated on 6 July 2004. If the idea sounds unusual, it is considered environmentally friendly, appropriate to a situation of need and fuel scarcity. Their routes have been extended to cover those neighbourhoods where the most vulnerable population lives and which previously did not have access to public transport. In addition, walking and cycling have been made easier through the creation of cycling paths and sidewalks.

ECUADOR

Total population: 13 million
Percentage urban: 62
Annual Urban Growth Rate: 2.3%

Project Title	Support to the Municipality of Guayaquil, 1st Phase
Project Code	AS-ECU-94-005/AD
Total Cost	US\$1,577,445
Partners	Local Authority: Municipality of Guayaquil International Organizations: UNDP, UN-HABITAT
Starting date	November 1994
Completion date	December 2004
Background and Objectives	With over 2 million inhabitants spread over 320 square kilometres, Guayaquil is the biggest city in Ecuador, as well as its main economic centre. In 1994, UN-HABITAT began providing technical assistance to the Municipality of Guayaquil to help it formulate and implement urban development regulatory plans, and to assist the Municipality to modernize and update its technical and operational tools, as requested by the new city administration that took office in 1992. The project is entering its tenth year.
Activities	The project began with a series of discussions on alternatives for city growth and territorial planning, leading to a possible urban expansion axis. An urban regulatory plan was drafted for broad-based consultation with key stakeholders, and an extensive database was created to help the Municipality develop local urban indicators in the future. In parallel, a diagnosis on the routines and procedures within the Municipality was carried out following a participatory methodology involving all levels of municipal staff. Activities were carried out with the support of national and international consultants, as well as staff from local universities and selected local NGOs.
Results	<ul style="list-style-type: none">• A new Regulatory Plan for City and County Development was formulated and eventually approved in 2000 after a preliminary study of alternatives was produced and discussed in 1996-97;• Organizational reform of the Municipality was proposed and discussed in 1999, following a series of interviews and workshops with representatives of virtually all departments and levels of employees. The reform was approved and implemented in 2000;• A new methodology and plan to promote social development was thoroughly discussed with representatives of five key low-income neighbourhoods, leading to the creation in 2000 of an Interdepartmental Commission on Education and Social Action that became the new

- Department of Social Action and Education (DASE) the following year;
- A new municipal cadastre of urban plots, usage, occupation and fiscal value was created and fully implemented, with a computerized database and online connections to the Real Estate Office in Guayaquil, which helped to improve the tenure status of inhabitants;
 - A broad-based, computerized database of urban transport, including all bus lines, bus stops, types of vehicles and their capacity, itineraries and volume of passengers, was prepared and systematized with the cooperation of the University of Guayaquil;
 - A thorough study on urban indicators using UN-HABITAT indicators was carried out in 1998 and 2002 to assess the state of the city. These indicators assisted in municipal and urban planning. The study on Guayaquil's urban indicators was published in 2003.
 - A preliminary study to rationalize urban transport by replicating the successful experiences of Curitiba (Brazil), Quito (Ecuador) and Bogota (Colombia) was formulated and approved in 2000. Engineering and architectural projects to implement this study are underway with external funding from the Andean Development Corporation; and
 - More than 20 specific courses and technical workshops were carried out for the benefit of municipal employees, as well as more than ten specific studies, such as the quality of the asphalt to pave primary streets, the quality of structures and materials needed for earthquake-resistant buildings, etc.
 - Local improvement plans were formulated for the neighbourhoods of Guasmos, Malpasingue, Isla Trinitaria, Bastión Popular and Flor de Bastión, as well as the whole downtown area in Guayaquil, representing roughly 35% of the city's population. In-service training courses were designed and carried out for 155 municipal staff working in the following Departments: Urban Planning; Urbanism and Cadastre; Public Works; Human Resources, Organizational Planning and Methods; and General Institutional Planning. Indirect benefits include the promotion of better partnerships between the Municipality and local institutions such as the universities, residents associations and private sector associations and improved local governance.
 - Regarding the improvement of urban cadastre, more than 50,000 householders enjoyed secure tenure and started housing improvements. An independent evaluation of the project concluded that it was instrumental in improving the Municipality's vision and mission, and helped to foster a better relationship between the Municipality and Guayaquil's inhabitants and enterprises.

ECUADOR



Project Title	Support to the Municipality of Guayaquil, 2nd Phase
Project Code	AS-ECU-1-014/D
Total Cost	US\$699,400
Partners	Local Authority: Municipality of Guayaquil International Organizations: UNDP, UN-HABITAT
Starting date	January 2003
Completion date	December 2004
Background and Objectives	<p>This project is a continuation of project AS/ECU/94/005, which aims to provide better administrative and urban services to Guayaquil's inhabitants. This phase of the project focuses on implementation of urban transport programmes and initiatives, as well as social action in low-income neighbourhoods and the continued modernization of internal and public administrative procedures within the Municipality through possible outsourcing. The new administration that took office in 2000 decided to prioritize these elements and create a new project in parallel with the previous one to specifically focus on these areas.</p>
Activities	<p>Preliminary studies of urban transport were conducted to include key physical, operational and financial concerns of transport companies (private cooperatives), while adjusting the urban transport plans to the overall city and county development regulatory plans approved in 2000. For this purpose, a specific Department of Transport and Traffic was created within the Municipality in 2001. In parallel, following the creation of the Department of Social Action and Education (DASE), all previous preliminary studies were reviewed and transformed into operational plans for immediate implementation. Exploratory studies on possible outsourcing of services in the Departments of Urban Control, Urban Transport and Urban Environment were also carried out for municipal review. Occasional technical support was given to the Departments of Urban Control and Public Works towards the regeneration plans of downtown Guayaquil (including the riverfront areas and the Santa Ana hill). Quarterly missions from UN-HABITAT's Regional Office for Latin America and the Caribbean ensured continued technical assistance.</p>
Results	<ul style="list-style-type: none">• A final proposal for the rationalization of mass urban transport in Guayaquil was prepared and discussed with all stakeholders (municipal staff, private sector, local transporters, universities) and was also disseminated to residents for future discussion;

- Internal reforms within the Municipality were carried out to strengthen urban planning and social action activities;
- Distant education programmes on specific themes were aired nationally on television. Topics included safe preparation of food, starting and managing micro-enterprises and health-care of small children. These programmes were prepared in association with the International Network of Educational TV and an NGO from Argentina specializing in television-based distant education;
- Metrovía , a municipal Foundation, was created to coordinate all operations related to mass urban transport, a function that previously belonged to the Municipal Department of Traffic and Transport, which now focuses mainly on planning activities;
- Support was provided to the UNDP Regional Project on Local Governance for the organization of the 2004 Guayaquil Governance Fair.
- The project was instrumental in the negotiations between the Municipality of Guayaquil and the Andean Development Corporation which led to the approval of a loan of US\$ 69 million for Guayaquil's urban transport;
- Three neighbourhoods were renovated, which indirectly led to urban regeneration and growth by boosting employment and tourism activities;
- A broad-based inter-municipal horizontal cooperation programme was established between Guayaquil and Bogota (Colombia), and other agreements are under way after the 2004 Governance Fair.

PANAMA

Total population (in millions): 3.1
Percentage urban: 57
Annual Urban Growth Rate: 2.4%

Project Title	National Indicators for Housing, Urban Development and Urban Environmental Management
Project Code	IP-PAN-0-0006/B
Total Cost	US\$50,000
Partners	Government: Government of Panama International Organizations: UNDP, UN-HABITAT
Starting date	January 2000
Completion date	December 2004
Background and Objectives	Through project SP/PAN/00/006, funded by UNDP SPPD (sectoral support) resources, UN-HABITAT provided technical assistance to Panama's Ministry of Housing (MIVI), the General Comptroller Office and the Municipality of Panama City to conceptualize, develop and analyse selected indicators to monitor the housing and urban sectors in the country through SIVID, the System of Housing and Urban Development Indicators. This project started in January 2000 and ended in December 2002. At the request of MIVI, UNDP decided to fund the continuation of this initiative through a new project funded by TRAC (technical assistance) resources. In this phase of the project, indicators are being developed at the territorial level of Provinces and some selected Districts and are being used to monitor ongoing MIVI programmes and to evaluate the social demand for housing
Activities	The 2000 National Census database was used to update and complement SIVID at national and provincial levels. Then, another series of specific indicators was discussed with MIVI staff to monitor ongoing MIVI programmes as well as to evaluate the social demand for housing solutions. Three technical workshops were organized for all institutions that produce relevant data aimed at promoting harmonization and convergence of concepts.
Results	<ul style="list-style-type: none">• A set of 121 sector indicators was validated and developed for 2000; 39 indicators from the 2003 estimated data were updated;• SIVID was fully integrated into the National Development Indicators System (SID);• A dynamic Intranet site was set up at MIVI;• A full in-service training for MIVI staff was carried out;• An "inter-institutional committee" for housing and urban development



indicators was agreed upon and implemented among senior managers of all institutions that produce relevant data.

- SIVID was instrumental in creating a housing and urban development niche in the National Observatory “Vision 2020” created by civil society organizations and housed within the People Defence Office (Ombudsman’s Office). The new government that took office on 1st September 2004 is fully committed to using this database to guide it in formulating new sectoral programmes.

PERU

Total population: 27.2 million
Percentage urban: 73.9
Annual urban growth rate: 2%

Project Title	Urban Environmental Planning and Management
Project Code	GLO/03/S22
Total Cost	US\$460,000
Partners	Governments: Governments of the Netherlands and Peru Institutions: National Council for the Environment (CONAM), National Institute of National Guards (INDECI) International Organizations: UNEP, UN-HABITAT
Starting date	June 2004
Completion date	May 2006
Background and Objectives	<p>The project comes as a response to the Peruvian government's request for support in strengthening participation in urban planning and to consider environmental issues more closely. The project supports three demonstration cities, Arequipa, Chiclayo and Lima/Callao, with the main objective of strengthening urban environment planning and management. It is expected to achieve this objective by reinforcing local capacities in conducting participatory urban environment evaluation through the preparation of Global Environment Outlook (GEO) City Reports. These Reports will offer a common information base for all actors involved in the process. They will also serve as a basis to identify priority urban environment issues, which will be discussed during City Consultations. These Consultations, which will bring together key local and regional actors, will lead to the creation of intersectoral working groups around selected priority issues. These working groups will prepare issue-specific strategies and action plans and will initiate their implementation through small-scale demonstration projects. The project will also establish national technical support mechanisms. The direct beneficiaries of this project, in the first phase, will be three demonstration cities. This strategy will benefit mostly the communities more affected by poor social, economic and environmental conditions.</p>
Activities	<p>The programme will strengthen the capacity of local and national authorities and their partners to plan and manage the urban environment in various areas and at various levels:</p> <ul style="list-style-type: none">• At the local level, through supporting: (a) the preparation or revision processes of master plans (Planes Directores); (b) the establishment of a local system of environmental management; (c) the elaboration and

implementation of local urban environmental management plans; and (d) the strengthening of citizen participation in urban environmental planning and management.

- At the national level: (a) facilitating exchange of experience among Peruvian cities and the strengthening of networking activities; and (b) facilitating the dialogue between local authorities and/or national government in order to provide inputs to the improvement and implementation of national policies related to urban development, environmental management and poverty alleviation;
- In the training and academic sector: (a) strengthening the capacity of a number of national and local support institutions to provide meaningful technical support to local authorities and develop training curricula based on the experience acquired in the programme.

Results

- An institutional/national framework was designed to define the main guidelines for the project.
- The three municipalities were selected.
- Potential local teams have been identified. They will be responsible at the local level to develop the urban environment planning and management process.

National technical support institutions have been identified. They will be responsible for capacity-building activities for local partners (local team and local technical support institutions) and will provide technical support during the whole process.

- Local technical support institutions have been identified.

EUROPE



Photo: Belgrade, Serbia and Montenegro. © MAPS geosystems/DigitalGlobe



PROJECTS IN EUROPE

SERBIA AND MONTENEGRO

Settlement and Integration of Refugees Programme in Serbia.....211

SERBIA AND MONTENEGRO

Housing and Property Directorate (HPD) – Administrative
Support to Belgrade Liaison Office.....213

PROVINCE OF KOSOVO

Governance and Development Planning Programme.....214

RUSSIAN FEDERATION

Sustainable Development of the Historic Cities of Pskov
and Tobolsk” and Dissemination of the Russian version of SCP.....216

RUSSIAN FEDERATION

National Observatory and Local Urban Observatories in the
Cities of Astrakhan and Pskov.....218

RUSSIAN FEDERATION

Sustainable City Development under Conditions of Seismic Hazards:.....220



SERBIA AND MONTENEGRO

Total population: 10.5 million
Percentage urban: 52
Annual urban growth rate: 0.2%

Project Title	Settlement and Integration of Refugees Programme in Serbia
Project Code	XB-YUG-02-X01(Preparatory phase) and SCG-04-X01(Implementation phase)
Total Cost	Euro 15,000,000
Partners	Governments: Governments of Italy and Serbia and Montenegro Local Authorities: Municipalities of Cacak, Kragujevac, Kraljevo, Nis, Pancevo, Stara Pazova and Valjevo International Organization: UN-HABITAT
Starting date	July 2003
Completion date	October 2007
Background and Objectives	<p>Civil wars and the subsequent emergence of newly independent states in the Balkans region led to the displacement and impoverishment of thousands of people in Serbia and Montenegro. In 2003, there were about 279,000 refugees in Serbia, mainly from Bosnia and Croatia, and 205,000 Internally Displaced Persons (IDPs) from Kosovo and Metohija.</p> <p>This Programme aims at supporting resettlement and integration of refugees in Serbia and Montenegro by combining direct delivery of housing units and social integration schemes with policy development, institutional building and other capacity-building activities in the areas of social housing and strategic planning, with a view to ensure future scaling-up and sustainability. It includes the following main components:</p> <ul style="list-style-type: none">• To provide some 670 new dwellings for 3,000 of the most vulnerable refugees;• To build institutional capacities for social housing development at national and municipal levels;• To assist in the social and economic integration of refugees and displaced people in seven municipalities; and• To help boost the capacity of local governments in their planning and municipal information systems.
Activities	<p>Activities will be implemented over a three-year period in the municipalities of Cacak, Kragujevac, Kraljevo, Nis, Pancevo, Stara Pazova and Valjevo and at central government level. Activities include:</p> <ul style="list-style-type: none">• Providing financial and technical support to beneficiary municipalities for

direct delivery of 670 sustainable housing solutions for refugees and other vulnerable households and to the Serbian Government and municipalities to establish appropriate instruments and policies in the social housing sector;

- Providing financial and technical support to municipalities and their local partners to facilitate integration of vulnerable populations in local labour markets, to improve civic behaviour and to develop appropriate social schemes; and
- Assisting municipalities to introduce modern instruments for local development strategic planning.

Results

- The Governments of Italy and Serbia have approved the project document and detailed activities and implementation arrangements have been formulated during the six-month preparatory phase;
- A detailed work-plan for the implementation phase has been approved by a steering committee;
- Cooperation agreements have been signed with municipalities and other implementing partners;
- Six municipal housing agencies or similar institutional arrangements have been established;
- Seven municipal steering committees and selection committees have been established;
- A law on support to social housing has been approved to determine the role of the Republic of Serbia in improving access to decent housing for households that cannot fulfil their needs through free market mechanisms. The law establishes the National Housing Fund;
- A “quick start” initiative was launched in two municipalities to begin work on the first building sites beginning in November 2004.
- Support provided for preparing the housing law and establishing the National Housing Fund has contributed to raising general awareness on social housing issues, culminating in a political commitment to allocate a budget and offer channels for national and international resource mobilization to this sector in 2005.
- Support provided to establishment of municipal housing agencies has already contributed to increasing local capacities to formulate and implement housing projects.

SERBIA AND MONTENEGRO

Project Title	Housing and Property Directorate (HPD) – Administrative Support to Belgrade Liaison Office
Project Code	XB-KOS-03-X02
Total Cost	US\$76,889
Partners	Government: Government of Switzerland International Organizations: Housing and Property Rights Directorate and Claims Commission-United Nations Interim Administration Mission in Kosovo (UNMIK), UN-HABITAT
Starting date	December 2002
Completion date	August 2004
Background and Objectives	Conflict and the subsequent emergence of newly independent states in the former Yugoslavia in the 1990s caused a crisis in the housing sector. The physical destruction of thousands of homes and the unlawful occupation of abandoned houses created uncertainty about ownership rights in the region. In 1999, the United Nations Mission in Kosovo (UNMIK) established a Housing and Property Directorate and Claims Commission (HPD/CC) to provide policy and legal advice to temporarily allocate abandoned properties and to settle residential property disputes in Kosovo. The HPD/CC in Kosovo was, until December 2002 managed by UN-HABITAT, but is now administered by UNMIK. The purpose of this project is to administer on behalf of UNMIK a functional branch of the HPD/CC in Belgrade that is responsible for its Serbia and Montenegro operations.
Activities	The primary activities of the Housing and Property Directorate's Belgrade office are to assist claimants in Serbia and Montenegro in their interactions with the Head Office in Kosovo. This involves conducting interviews, providing information to claimants on claims processing, and providing feedback and information to the HPD/CC Head Office, as well as receiving and delivering resolved claims to claimants in Serbia and Montenegro.
Results	By February 2004, the Housing and Property Directorate offices in Belgrade had received 1623 claims, of which 940 were resolved/delivered; 236 were sent back to Pristina because they were wrongly addressed and 447 are pending delivery.

PROVINCE OF KOSOVO

Project Title	Governance and Development Planning Programme
Project Code	B-KOS-03-X01 - (J052)
Total Cost	US\$2,449,482.50
Partners	Governments: Kosovo Ministry of Environment and Spatial Planning (MESP), and Kosovo Provisional Interim Self-Government (PISG) and the Government of the Netherlands International Organizations: United Nations Interim Administration Mission in Kosovo (UNMIK), UN-HABITAT
Starting date	1 October 2003
Completion date	30 September 2005
Background and Objectives	<p>The Governance and Development Planning Programme aims to develop and institutionalize a new inclusive planning system in Kosovo. While building on the achievements of the former UN-HABITAT Urban Planning and Management Programme (UPMP 2002-03), this Programme is partly aimed at consolidating the results of the UPMP by building the capacity of institutions and providing training. The Programme is training 95 municipal and 35 ministry planners to apply the new planning system developed under UPMP, which is more inclusive, strategic and action-oriented. It will lay equal emphasis on building the capacity of civil society to engage with decision-makers and participate actively in the development planning process at urban, municipal and Kosovo-wide levels. As a result, the planners will have acquired skills and concepts for involving citizens and the private sector in preparing action plans that reflect the priorities of citizens and which harness public and private resources in a concerted way for city improvements.</p> <p>The Programme was initiated because stabilization of Kosovo, to a large extent, depends on sustained economic growth, social integration and democratic institutions. With a rapid population increase within a relatively small territory, inclusive spatial planning becomes especially important. This project will, over the coming 24-month period ensure that that participatory governance procedures have been anchored at all levels of planning and management in the spatial planning sector in Kosovo.</p>
Activities	<p>The following activities are being undertaken:</p> <ul style="list-style-type: none">• Completion of the legal framework for spatial planning with the introduction of 19 new by-laws;• Introduction of a new urban planning and management framework approach for the 30 municipalities;

- Drafting of a spatial plan for Kosovo;
- Developing methods for engaging civil society in planning and development;
- Initiating the first Masters degree programme for urban planning and management in Kosovo;
- Continuously developing training tools and specific guidelines that are applied in the capacity-building programme that includes planners from all 30 municipalities and the Planning Institute under the Ministry of Environment and Spatial Planning.

Results

- 19 new by-laws and administrative instructions for inclusive planning have been drafted and approved.
- An upgraded Inclusive Planning Framework has been developed through a 10-workshop training programme.
- Multi-disciplinary Municipal Planning Teams (MPTs) have been formed in 27 municipalities.
- 95 planners have been trained to prepare new sustainable municipal and urban development plans within 12 months.
- Select civil society organizations across Kosovo have been strengthened and have been established as key partners for stakeholder mobilization in the municipal and urban development planning process.
- An effective, sustainable and partly self-financing central level Institute of Strategic and Spatial Planning for Kosovo has been established.
- A Draft Strategic Development Plan for Kosovo has been developed through a participatory process.
- A Masters Degree Programme in Urban Planning and Management in line with the Bologna Declaration on higher education (European norms and standards) has been introduced at the University of Pristina.
- The capacity of lecturers at the University of Pristina's Faculty of Planning has been strengthened.
- Important lessons learned in the form of documents, case studies and tools that could feed into normative aspects of UN-HABITAT's work under the Urban Governance and Secure Tenure Campaigns have been compiled.

RUSSIAN FEDERATION

Total population: 143.2 million
Percentage urban: 73.3
Annual urban growth rate: -0.6%

Project Title Sustainable Development of the Historic Cities of Pskov and Tobolsk” and Dissemination of the Russian version of SCP

Project Code FS-RUS-04-S01/A

Total Cost US\$70,000 + 180,000 Roubles (in kind);

Partners **Local Authorities:** Administrations of Pskov and Tobolsk
Institution: Russian State Research and Design Institute of Urbanistics
International Organization: UN-HABITAT

Starting date March 2004
Completion date December 2005

Background and Objectives The projects are located in the Russian State Research and Design Institute of Urbanistic in St. Petersburg. They are a logical development of an earlier implemented UN-HABITAT Sustainable Cities Programme project in the cities of Leningrad region. One project is dealing with two different historic cities in other regions of Russia. Its aim is to improve the quality of life for the population of historic cities based on the improved institutional base of sustainable development, which could be achieved through:

- A more efficient use of local historic/cultural potential;
- Prevention of environmental degradation;
- Reduction of ecological and economic risks; and
- Study and replication of national and international experience in planning and management of historic towns for sustainable development.

The second part of the project is aimed at making UN-HABITAT’s Sustainable Cities Programme (SCP) manuals available in the Russian language to cities and local authorities. They are to be adapted to the context of the Russian Federation and include additional chapters with the findings gained in the course of SCP project implementation since 1998. One more objective of the project is the creation of an electronic facility to be used for training and dissemination of information on sustainable urban development, urban management and capacity building.

Activities The project is implemented in close collaboration with the core team in the project-implementing institute in St. Petersburg and cities’ administrations and other stakeholders in the two demonstration cities. During the first year more activities have been concentrated in the city of Pskov, which is more

advanced and better prepared for project implementation, while active preparation work is ongoing in the city of Tobolsk. Two workshops that were held this year contributed to capacity-building in the cities and to dissemination of information through the Internet about the project and its progress, as well as about the methods and tools originally developed by UN-HABITAT and adapted by the institute to Russian conditions. A study tour is being planned to enrich the project with examples of best practices in management from other historical cities. Other activities include drafting and launching of the electronic facility, selection, translation and editing of manuals, including drafting of new chapters.

Results

- Workshop on aims, objectives, and work plan of project and allocation of responsibilities between the project participants.
- Drafting and launching of a Web site by the core project office.
- Workshop on “Monitoring Sustainable City Development”.
- Working plans elaborated and project offices established in Pskov and Tobolsk.
- Guidelines on Strategic City Plan implementation in Pskov were prepared.
- Strategic City Plan Implementation Agency established in Pskov.
- Translation, editing of SCP manuals completed, new chapters reflecting the institute findings are being drafted.

When completed, the project will increase awareness of strategic planning to achieve sustainable urban development using the specific potential of the historic cities as one of the tools. Advanced methods to address the challenges of sustainable city development in the context of historic cities will become available to local authorities of the interested cities and different stakeholders. Cities will gain methodological support in strategic city planning and capacity building. Through published manuals and the electronic facility, best practices and lessons learned from Russia’s historic cities will be available for replication in other cities.

RUSSIAN FEDERATION

Project Title	National Observatory and Local Urban Observatories in the Cities of Astrakhan and Pskov
Project Code	FS-RUS-04-S02/A
Total Cost	US\$50,000 + 180,000 Roubles
Partners	Local Authorities: Administrations of the cities of Astrakhan and Pskov Institutions: National Economy Development Forecasting Institute, Russian Academy of Sciences (in kind) International Organization: UN-HABITAT
Starting date	March 2004
Completion date	August 2005
Background and Objectives	The project is implemented by the “City-Region-Household” Research Partnership, together with the UN-HABITAT Executive Bureau in Moscow in collaboration with the local authorities of Astrakhan and Pskov. The aim is to launch a National Urban Observatory and to provide methodological assistance to the emerging Local Urban Observatories (LUOs) in the cities of Astrakhan and Pskov. Among the beneficiaries are local authorities, executive and representative bodies of federal and regional government of Russia, civil society, researchers, the private sector, UN-HABITAT and other institutions involved in the implementation of urban development programmes.
Activities	Main activities envisaged are: <ul style="list-style-type: none">• Identify the content of national and local urban observatories.• Negotiate the conditions for opening LUOs with local authorities and their support to LUOs in the long-term.• Organize training courses for the personnel of local urban observatories• Equip urban observatories in Astrakhan and Pskov with relevant hardware and software to carry out their regular activities.• Provide methodological support to the LUOs.• Present the first results to the local authorities and representatives of civil society to demonstrate possibilities of the urban indicators monitoring system and its importance to the decision-making process (urban policy formulation, elaboration of socio-economic development strategies for the cities etc.).• Prepare reports on the state of the cities of Astrakhan and Pskov based on the use of urban indicators collected in the cities by newly established LUOs and submit them to UN-HABITAT’s Global Urban Observatory.

Results

- Awareness-raising campaign related to creation of LUO network is on-going;
- Criteria for the selection of personnel for the LUO were elaborated, discussed and approved by the demonstration cities local authorities.
- A training programme was elaborated.
- Methodical and demonstration materials for the training course have been prepared.
- First training course for the representatives of the two demonstration cities took place.

RUSSIAN FEDERATION

Project Title	Sustainable City Development under Conditions of Seismic Hazards:
Project Code	FS-RUS-04-S04/A
Total Cost	US\$60,000 + 180,000 Roubles
Partners	Government: Government of the Russian Federation Local Authorities: Administrations of interested cities selected to host pilot projects International Organization: UN-HABITAT
Starting date	March 2004
Completion date	December 2005
Background and Objectives	<p>The project is located in Moscow at the International Association for Earthquake Engineering and Protection against Natural and Man-induced Dynamic Impacts in Moscow. Its primary goal is to protect cities from natural and man-made disasters, and draws on elements of the Habitat Agenda and of the Moscow Declaration of the 2002 Kremlin Conference on Sustainable City Development. The project includes elaboration of methodological recommendations for disaster preparedness and prevention, including a comprehensive plan of preventive measures for catastrophic earthquake after-effects adapted to the conditions of selected demonstration cities. The project intends to develop and implement a pilot project in (at least) one city to model disaster scenarios related to earthquake risk reduction. The project's main beneficiaries are local authorities and the over 300 Russian cities with a combined population of more than 20 million people that are located in seismic-active areas.</p>
Activities	<p>The first project review meeting was held to approve the general concept of the project, its structure and content. Consultations with cities were held to identify demonstration cities in the highly seismic areas. Other project activities in the first year included identifying scenario modelling goals, types and structure of seismic hazard scenarios and elaboration of scenario methodologies for risk assessment.</p>
Results	<ul style="list-style-type: none">• The first project review meeting has taken place.• The city of Nalchik, located in the Northern Caucasus Republic of Kabardino-Balkaria, expressed its interest to host a pilot project.• The background chapter for the project report has been prepared.• Classification of disaster scenarios has been completed.• Structure and main parameters of seismic risk have been developed.

- An evaluation of the political and socio-economic impact of catastrophe has been prepared.
- A model of seismic impacts in an urban context, including secondary impacts, has been developed.

GLOSSARY

EC – European Commission

ECA – Economic Commission for Africa

ECHO – Humanitarian Aid Office of the European Commission

ESCAP – Economic and Social Commission for Asia and the Pacific

FAO – Food and Agriculture Organization of the United Nations

ILO – International Labour Organization

IMO – International Maritime Organization

MDGs – Millennium Development Goals

NEPAD – New Partnership for Africa's Development

UNCDF – United Nations Capital Development Fund

UN-DESA – United Nations Department of Economic and Social Affairs

UNDP – United Nations Development Programme

UNDG – United Nations Development Group

UNEP – United Nations Environment Programme

UNESCO – United Nations Educational, Scientific and Cultural Organization

UNFPA – United Nations Population Fund

UN-HABITAT – United Nations Human Settlements Programme

UNHCR – Office of the United Nations High Commissioner for Refugees

UNMIK – United Nations Interim Administration Mission in Kosovo

UNOPS – United Nations Office for Project Services

WMO – World Meteorological Organization



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