



UNITED  
NATIONS

HS



Commission on  
Human Settlements

Distr.  
GENERAL

HS/C/18/INF/3  
15 December 2000

ORIGINAL: ENGLISH

---

Eighteenth session  
Nairobi, 12-16 February 2001  
Item 4 of the provisional agenda\*

**ACTIVITIES OF THE UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (HABITAT)**

**PROGRESS REPORT OF THE EXECUTIVE DIRECTOR**

**OPERATIONAL ACTIVITIES REPORT, 2000**

Note by the secretariat

In its resolution 5/5 of 6 May 1982, the Commission on Human Settlements requested the Executive Director of the United Nations Centre for Human Settlements (Habitat) 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 Commission's request.

---

\* HS/C/18/1.

K0050392 050201

CONTENTS

<u>Chapter</u>	<u>Page</u>
Introduction .....	3
I. GLOBAL .....	4
II. AFRICA .....	15
III. ASIA AND THE PACIFIC .....	40
IV. LATIN AMERICA AND THE CARIBBEAN .....	63
V. THE ARAB STATES .....	79
VI. EUROPE .....	94

## Introduction

1. The operational activities of the United Nations Centre for Human Settlements (UNCHS) (Habitat) support Governments in the formulation of policies and strategies to strengthen self-reliant management at national and local levels. Technical and managerial expertise are provided for the assessment of constraints and opportunities in human settlements development, the identification of policy options, the implementation of housing and urban development projects and mobilization of national and external resources for improving human settlements conditions. This national capacity-building process involves not only central government institutions but also other parties such as community-based and non-governmental organizations, universities, research institutions and local governments. Emphasis is placed on strengthening Governments' monitoring capacity in human settlements management.
2. In accordance with the UNCHS (Habitat) work programme for 2000–2001, operational activities focus on promoting adequate shelter for all, improving urban governance, reducing urban poverty, improving the living environment and managing disaster mitigation and post-conflict rehabilitation. Acting as a catalyst in the mobilization of technical cooperation, UNCHS (Habitat) supports implementation of the Habitat Agenda at the local, national and regional levels. Lessons learnt from operational activities are used by the UNCHS (Habitat) to formulate global policy recommendations and guidelines, particularly in the framework of the two global campaigns for secure tenure and urban governance.
3. As of the fourth quarter of 1999, UNCHS (Habitat) had 217 technical programmes and projects under execution in 80 countries, of which 62 were in the least developed countries. As a direct response to increasing demands from developing-country Governments, UNCHS (Habitat)'s technical cooperation activities have grown significantly over the past decade from 200 projects with current-year budgets totalling \$18.7 million in 1988 to the 1999 programme level of 217 projects with current-year budgets of \$67 million (as at the end of 1999). In 1999, roughly 25 per cent of the financing for these technical cooperation projects came from United Nations Development Programme (UNDP) 14 per cent were government and third-party cost-sharing and funds-in-trust with UNDP, 59 per cent were funds-in-trust with UNCHS (Habitat) and 2 per cent came from the United Nations Habitat and Human Settlements Foundation, mainly for preparatory assistance and to help mobilize other sources of financing. The total budget for the biennium 1998–1999 was much larger than the total budget for previous biennia. This was mainly due to several reconstruction programmes in Africa, the Arab States and Asia.
4. In supporting these operational activities, UNCHS (Habitat) is fully committed to the goals of maximizing the use of national expertise and of supporting national implementation and procurement from developing countries. In 1999, 57 per cent of UNCHS (Habitat)'s project personnel were national experts.
5. The present report describes UNCHS (Habitat)'s operational activities by project or programme.<sup>1/</sup> These descriptions state the total cost, partner, background and objectives, activities and results. The report is divided into six chapters: global programmes and projects followed by five chapters describing UNCHS (Habitat) operational activities in Africa, Asia and the Pacific, Latin America and the Caribbean, the Arab States and Europe.

Anna K. Tibaijuka  
Executive Director

---

<sup>1/</sup> Small preparatory assistance projects with budgets of less than \$50,000 are not included in this report. On the other hand, research and development programmes with significant field components are included.

**GLOBAL AND INTERREGIONAL**

Disaster Management Programme (DMP)  
(GLO/99/S11; GLO/99/S01; GLO/00/S04; GLO/00/E01)

Total cost	\$350,000
Partners	<p>Bangladesh, the Central Asian countries, China, India, Indonesia, Kenya, Nepal, Viet Nam</p> <p>Government of Japan United Nations Environment Programme (UNEP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The absence of policies and standards for disaster prevention and mitigation appropriately linked to settlements management is perpetuating the growth of highly vulnerable settlements and, when disaster strikes, emergency and rehabilitation activities that are superficial and do not address the root causes of the disaster. The high vulnerability of shelter, infrastructure and services is mainly due to lack of appropriate policies and norms for settlements management, unsustainable management of resources, such as land and water, and a lack of skills and capacity for implementing appropriate mitigation and rehabilitation strategies. There is policy guidance and technical support for countries to mitigate disasters. The Disaster Management Programme was established in mid-1996 to meet the increasing demand for technical support to local authorities, business organizations and communities in the development and application of practical policies and strategies for mitigating and recovering from natural (floods, earthquakes, highwinds) and human-made disasters and post-conflict rehabilitation in human settlements. Activities related to industrial disasters and urban management are planned. Specific objectives are rapid assessment missions in the area of human settlements in countries affected by natural and human-made disasters, technical support in the design of rehabilitation programmes, technical assistance to disaster-affected countries to increase their ability to cope with disasters through improved prevention, mitigation and rehabilitation activities, regional and national consultations on human settlements and disaster management aimed at promoting the exchange of knowledge and cooperation, studies on human settlements and disasters to support the normative activities of the programme and the UNCHS (Habitat) global campaigns for secure tenure and urban governance.</p>
Activities	<p>Current activities aim to consolidate the skills development programme, formulate global guidelines and support application of the guidelines. Initiatives are being taken to reach a consensus on policies and guidelines for seismic vulnerability reduction through improved settlements management and shelter and infrastructure construction. Agreements are being developed for regional cooperation on the mitigation of the effects of floods and cyclones in Asia and on policies and guidelines for risk assessment, vulnerability reduction and post-disaster rehabilitation. The programme is developing guidelines for post-conflict rehabilitation of human settlements, the management of settlements and social reintegration in Africa.</p>
Results	<p>A programme for developing skills for disaster prevention and mitigation has been drafted. This programme has four distinct flexible components: development of the skills of local builders and small contractors, quality control in the private construction industry, training of local officials and decision-making through local participation. Methods for formulating mitigation plans at the community level have been developed and will be promoted in interested countries. The programme has provided technical support on disaster management and human settlements and environmental issues to several field projects in the Caribbean, the Central Asian Republics, Congo, Democratic Republic of the Congo, Guatemala, Iraq, Mozambique, Rwanda, Sierra</p>

Leone, Somalia and the province of Kosovo. The programme continues to cooperate with UNEP in developing activities related to the reduction of vulnerability to floods. The programme has embarked on the development of a vulnerability assessment tool and vulnerability index to be applied in the Yangtze River basin. A first draft of the tool on the human settlements sector has been completed and is expected that its pilot application will start in early 2001. UNCHS (Habitat) is developing a programme to promote the exchange of knowledge and technical capacity on flood prevention and mitigation among countries in South Asia, including Bangladesh, China, India, Nepal and Viet Nam. The programme has already held two consultations with government representatives and technical experts to carry out country studies to identify technical needs and capacities and opportunities for exchange. It is expected that this initiative will provide a model for the establishment of similar cooperation networks in other regions.

Collaborative arrangements are being established with the global network of Local Authorities Confronting Disaster and Emergencies (LACDE). Joint activities with LACDE will focus on the promotion of the process of illustrative cities and on the development and application of technical and normative tools.

Best Practices and Local Leadership Programme  
(GLO/97/S06)

Total cost	\$150,000 in cash and \$2,500,000 in kind
Partners	Arab Urban Development Institute (AUDI); Asian Institute of Technology (AIT); Centre for Environment and Development for Arab States and Europe (CEDARE); Centre for Developing Countries, University of Canberra; Development Planning Unit, University College of London; Dubai Municipality; El-Agora, Chile; Environment and Development Third World (ENDA); Global Eco-Village Network (GEN); Fundación Habitat, Colombia; Harvard University; Huairou Commission; Brazilian Institute for Municipal Administration (IBAM); Institute for Housing and Urban Development Studies (IHS); International Council for Local Environment Initiatives; Delnet-ILO; Joslyn Castle Institute, University of Nebraska; Ministry of Development, Spain; Together Foundation; UNEP; UNESCO; University of Madrid; University of the West Indies; the City of Vienna; the World Associations of Cities and Local Authorities Co-ordination (WACLAC) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The objectives of the programme are to support implementation of the Habitat Agenda and Local Agenda 21 through the exchange of knowledge, expertise and experience to improve the environment and to assess and monitor implementation of the Habitat Agenda. Governments, local authorities and civil society organizations are provided with practical policy options, proven solutions and operational tools and methods. Focus is placed on the strategic objectives of the Habitat Agenda of partnerships and participation, decentralization and the empowerment of communities, capacity-building, networking, the use of information in decision-making and promoting gender equity.
Activities	The main activities have been the organization and administration of the Dubai International Award for Best Practices (DIABP), documentation and validation of more than 750 best practice submissions and updates, the updating of the best practices database, the analysis of good and best practices in terms of global and regional trends, emerging issues and policy responses as major input for the monitoring and assessment of progress made in the implementation of the Habitat Agenda, the organization of an international conference on best practices, the preparation of guidelines and case studies on the transfer of best practices, and harmonization of criteria and information with other organizations.
Results	The flagship product of the programme is the best practices database, with over 1,150 proven solutions from more than 120 countries. It constitutes the primary source of information on who is doing what to implement the Habitat Agenda and Local Agendas 21. By-products of the database, including policy briefs, case studies, transfer methods and tools and the analysis of trends are being used research institutes, and training organizations to promote policy dialogue, change and capacity-building. Key indicators include the exponential growth in use and demand for best practices information in over 100 countries, an expanding global network of policy and capacity-building institutions and regional and international organizations and the mainstreaming of best practices and the documentation of success stories by other United Nations agencies.

Sustainable Cities Programme (SCP)  
(GLO/95/S13; GLO/96/E02; GLO/98/S04; GLO/98/S12; GLO/00/E02)

Total cost	\$3,844,806
Partners	<p>Chile, China, Egypt, Ghana, India, Kenya, Korea, Malawi, Nigeria, the Philippines, Poland, the Russian Federation, Senegal, Sri Lanka, Tunisia, the United Republic of Tanzania, Zambia</p> <p>Governments of France, Japan and the Netherlands United Nations Environment Programme (UNEP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Cities are absorbing most of total population are important centres of productive activity and economic growth. However, the speed of their expansion has brought a host of serious environmental problems, which, if left unattended, put into question the sustainability of growth. This joint UNEP/UNCHS (Habitat) programme provides municipal authorities and their partners with an improved environmental planning and management capacity and promotes broad-based and cross-sectoral decision-making. This strengthens their ability to define critical environmental issues, identify instruments available to address these issues and promote cooperation. This global programme is designed to promote the sharing of expertise and experience among cities worldwide.</p>
Activities	<p>City-level activities are underway in some 45 cities worldwide. This programme supports three main stages of city-level activities. In a start-up period, environmental issues are defined participants are involved and working modalities are established. Specialized working groups and a technical coordinating unit are then formed during the action-planning phase. To develop policies and strategies for agree on implementation activities and put in place planning and management mechanisms. During the open-ended third stage, institutional follow-up and implementation activities receive support. Funding for the city-level activities, in the order of \$500,000 per city, comes from UNDP and bilateral sources. Currently, the programme provides technical support to environmental planning and management demonstration activities in some 25 key demonstration cities and by extension to about 20 to 25 secondary replications in the SCP network, including Accra, Blantyre, Cagayan de Oro, Chennai, Colombo, Concepcion, Dakar, Dar es Salaam, Enugu, Hanam, Ibadan, Ismailia, Kano, Katowice, St. Petersburg, Lilongwe, Lipa, Lusaka, Moscow, Moshi, Nairobi, Shenyang, Tunis, Tagbilaran, Wuhan and Zanzibar City. Currently, negotiations are being conducted with Bahrain, the Islamic Republic of Iran, Kenya, South Africa, Thailand and Viet Nam. The aim is that all demonstration projects be repeated. National replication programmes are being supported in Nigeria, Tanzania and the Philippines with further preparatory support for proposed national programmes and expansions in China, Egypt, Ghana, India and Malawi.</p> <p>At the programme core level, a number of environmental planning and management (EPM) tools are being developed in close cooperation with the demonstration cities. These tools include a set of five source books on urban environmental planning and management, which are based on the experiences of the programme and needs. Thematic handbooks and toolkits have also been developed, of source books on environmental management information systems (EMIS), air quality management, measuring progress and gender-responsive environmental planning management. A Web site facilitates the sharing of information and networking and promotes worldwide awareness of sustainable urban development issues and possible responses. The programme further produces exhibitions, information material, publications, videos, newsletters and media coverage.</p>



## Results

Valuable experience is being gathered in the programme's planning process. Practitioners, particularly in developing countries and in countries undergoing a process of decentralization and democratization, better understand the practical options for the management of cross-sectoral urban environmental and development issues, resulting in tangible improvements in living conditions. Participants are benefiting from wider, more substantial and more effective real participation through the EPM process. Capacity of local authorities is strengthened to better manage the growth and development of urban areas. Sustainable partnerships with public and private agencies involve the new EPM approaches for better city development strategies, growth and development. Technical and financial resources are mobilized to implement projects that address priority environmental issues. These results extensively contribute to operationalizing sustainable urban development, key commitments and strategies of the Agenda 21 and the Habitat Agenda.

Other programme global results include the annual meeting, which brings together participating cities to share the concepts and practices promoted by the programme. The meeting provides a framework for exchanges among cities, international support agencies and institutions working in the field of the urban environment. The programme acts as the secretariat for the Urban Environment Forum (UEF), which is a global network of cities and international support programmes committed to improve social and economic conditions in urban areas through more responsive urban environmental planning and management (EPM) approaches. Some 250 participants from 100 cities and 40 international support programmes usually attend the meeting. The UEF which developed during the global meetings (Istanbul 1996, Shanghai 1997, Cape Town 2000), regional meetings (Moscow 1998, Ismailia 1998, Dubai 1999) and topic-specific meetings (Nairobi 1998 and Salt Lake City 2000), has confirmed a strong interest and need in sharing experiences among cities and international support programmes in bringing cities together with partners committed to help and catalyze new initiatives.

Localizing Agenda 21: Action Planning for Sustainable Urban Development (LA21) (GLO/95/SO2)

Total cost	\$2,776,000
Partners	<p>Municipal councils in Kenya, Morocco and Viet Nam          Ministries concerned with the environment and urban development          Community-based organizations in project cities</p> <p>Belgian Administration for Development Cooperation          Post-Graduate Centre for Human Settlements, Katholieke Universiteit Leuven          United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>This capacity-building programme started as a response to chapter 28 of Agenda 21, calling on local authorities to consult develop and implement a local Agenda 21 for their communities. The local Agenda 21 programme offers support to selected towns in Kenya, Morocco and Viet Nam to develop a local Agenda 21. The programme promotes urban governance by supporting the broad-based environmental action plans, focus on context-specific aspects of municipal planning and management. The programme enhances the capability of local authorities to integrate these action plans into strategic urban development plans, stimulating inter-sectoral synergy. A tangible impact is achieved for low-income communities, leading to more sustainable urban development.</p>
Activities	<p>To achieve these objectives for each priority town, the programme strategy emphasizes the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. This process is underpinned by a continuous broad-based consultation process. Capacity-building efforts focus on setting priorities for action, developing human resources, strengthening institutional, developing tools, encouraging partnerships, mobilization of resources and promoting exchange between cities with similar problems.</p>
Results	<p>The programme is cooperating in three countries. In Nakuru, Kenya, the programme supports the municipal council to develop and implement a strategic plan, create a city planning unit, resolve space-use conflicts around the bus park and market area, revitalize the council's rental housing stock, reinforce community participation in solid waste removal and provide training to civic leaders on their role as guardians of the environment.</p> <p>In Essaouira, Morocco, assistance is given to the municipal council to create a centre for urban development and environmental protection, stimulate collaboration between the municipality and community-based organizations, revitalize the old historic centre of the town and develop an urban park between the city and an adjacent dune forest.</p> <p>In Vinh City, Viet Nam, the programme helps the people's committee to adopt innovative planning methods, revitalize the public housing stock and improve solid waste management.</p>

Safer Cities Programme  
(GLO/96/S12)

Total cost	\$2,025,000
Partners	<p>Greater Johannesburg Municipal Council, Dar es Salaam City Commission, Durban Metropolitan Council, the city councils of three municipalities in Abidjan, City Council of Pikine (Senegal),</p> <p>Governments of France, Netherlands, Sweden and Switzerland the United Kingdom International Centre for Prevention of Crime (ICPC), Montreal, Institute for Security Studies (ISS) Pretoria, European Forum on Urban Safety (EFUS), Paris United Nations Develop Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Cities are absorbing two thirds of the total population increase in developing countries and are important centers of economic growth. At the same time, urbanization is often synonymous with increased violence and crime, tearing at the social fabric of cities and threatening the quality of life of the inhabitants. The safer cities programme is implemented by UNCHS (Habitat) in line with recommendations of the Habitat Agenda, recognizing that all levels of government, including local authorities, have a responsibility to ensure safety. The programme believes that local authorities play a pivotal role in coordinating activities aimed at reducing crime and are in a unique position to identify specific problems and solutions the local community. The programme seeks to provide a safe environment for all inhabitants by strengthening the capacity of local authorities to address issues of urban safety and reduce delinquency and insecurity.</p>
Activities	<p>In South Africa, projects are underway in Johannesburg and Durban. The project in Johannesburg was completed in August 2000. It included a victimization survey that marked a shift in the perception and understanding of crime by the South African authorities because it highlighted that victims of crime were mainly the poor. Due to the success of the victimization survey, it has been carried out in Durban, Pretoria and Cape Town. A strategy was developed based on that survey giving priority to the important of metropolitan and municipal police, pushing for the recognition of the importance of crime prevention on the agenda of city departments and coordination of preventative actions, such as making the, environment less conducive to crime, developing a culture of prevention and improving victim support services.</p> <p>In Dar es Salaam, focus group discussions, stakeholder workshops and a victimization survey led to a viable strategy for reducing urban crime. The main elements in the strategy were to initiate sensitization campaigns and programme to increase the level of public awareness of the problem, to change attitudes and cultural perceptions crime prevention. This has led to revitalization of neighborhood watch initiatives (Sungu Sungu). The project won a premier award at the recent Africites 2000 Conference in Windhoek. This experience is being used in other cities.</p> <p>In Abidjan, a appraisal of crime in the three municipalities of Adjame, Treichville and Yopougon has been done that has led to the formation of a local coalition for prevention and development of a local action plan. Pilot projects are now underway, focusing on youth and situational prevention.</p> <p>At the request of UNDP and the Government of Madagascar, UNCHS (Habitat) studied insecurity with the cooperation to discuss the French SCTIP experts in February 2000. A seminar was held in June 2000 to the results and formulate a strategy and action plan.</p>

In Dakar, a project was started to involve youth in a neighborhood watch scheme and civic education in close link with local leaders.

In metropolitan Yaounde, a project is being prepared with the support of the Ministry of Urban Planning.

## Results

Safer cities in Johannesburg and Dar es Salaam, establishment of effective partnerships and a follow-up action plan in other cities to address crime prevention. Tools, such as the victimization survey, safety audit for women, practices addressing domestic violence and reeducation of offenders. Networks of cities have started to exchange practices and expertise.

### Publications:

- Violence against Women in Urban Areas, UMP Working Paper 17, April 2000, (co sponsored by SCP and UMP).
- Streetchildren and Gangs in African Cities: Guidelines for Local Authorities, UMP Working Paper 18, May 2000.
- Victimization Survey in Dar es Salaam, October 2000.
- Profile of Young Offenders in Dar es Salaam, October 2000.

### Training and Tools:

Training of coordinators in Abidjan, Dakar and Yaoundé was carried out in April and August 2000. The methodology of the victimization survey was transferred from Johannesburg to Dar es Salaam in March 2000. The safety audit for women training carried out in South Africa for coordinator of SCP is being adopted in various countries.

Global Urban Observatory–Urban Indicators Programme  
(GLO/99/S02;GLO/99/509)

Total cost	\$1,145,000
Partners	<p>World Bank International Council for Local Environmental Initiatives (ICLEI) Asian Institute of Technology (AIT) Urban Management Programme (regional offices for Latin America and the Caribbean and Southern and Eastern Africa) ENDA Third World Society for Development Studies (SDS) Arab Town Organization (ATO) Metropolitan Research Institute (MRI) Ecole Africaine des Métiers de l'Architecture et de l'Urbanisme (EAMAU) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The Global Urban Observatory (GUO) and the Urban Indicators Programme (UIP) support implementation of the Habitat Agenda at all levels. They were established to address the urgent need to improve the worldwide database to help Governments, local authorities and organizations of the civil society to develop and apply policy-oriented urban indicators and other urban information. The the indicators increases with the level of local adaptation, through consultations among producers and local users of the indicators. The GUO focuses on building local capacity to use indicators in policy analysis for tracking progress in implementation of the Habitat Agenda and to monitor urban conditions and trends as input to decision-making. It also emphasizes networking as an essential component of the enabling strategy and as the foundation for capacity-building and institutional development.</p>
Activities	<p>Current activities are the development of an integrated network of national and local urban observatories for gathering data and developing management tools for the use of indicators. The beneficiaries are policy-makers at all levels and organizations of the civil society participating in sustainable urban development. Activities include:</p> <ol style="list-style-type: none"> <li>(1) Awareness raising among local partners;</li> <li>(2) Designation of national and local urban observatories as national and local focal points for capacity-building and networking activities and as coordinators of broad-based consultative processes;</li> <li>(3) Development of tools and guidelines for the collection, analysis and application of urban indicators, best practices and good policies and for monitoring implementation of national and local action of plans;</li> <li>(4) Training in the collection and application of urban indicators;</li> <li>(5) Local consultations to gather data for the State of Cities reports;</li> <li>(6) Dissemination of global, regional and national urban indicators databases and State of Cities reports.</li> </ol>
Results	<p>The programme has sensitized countries to the vital role of urban indicators in policy development and monitoring and has promoted familiarity with information systems. It carried out capacity-building activities in 26 countries and 76 cities, which are being assessed as candidates for further training. Key urban indicators are being collected through a network of regional institutions and urban observatories in 263 cities, and results are compiled in databases to be used in 2001 for analysis of urban conditions and trends. Most of the 263 cities are candidates for the 2000–2001 capacity-building programme.</p>

Urban Management Programme (UMP) (Phase 3)  
(GLO/96/615)

Total cost	\$18,534,361 (Phase 3, December 1996 to May 2001)
Partners	<p>Potentially, 9–12 cities in low-income countries, four to seven regional anchor institutions and panels of experts at the regional, subregional and country levels.</p> <p>Governments of the Netherlands, Sweden, Switzerland and the United Kingdom World Bank United Nations Development Programme United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Initiated in 1986, the UMP this programme has become one of the largest global technical assistance programmes in the urban sector. The programme was designed to strengthen the capacity of local and national urban governments to enhance their contribution to the development of human resources, reduce poverty reduction, improve environmental conditions, improve local governance and manage economic growth. Phase 1 (1986–1991) focused on four issues: land management, municipal finance and administration, infrastructure and the urban environment. The programme synthesized lessons learned, disseminated research and design technical cooperation programmes that support national and regional capacity-building activities. Phase 2 (1992–1996) used these frameworks and tools to build capacity at the regional national and city levels. A fifth component, alleviation of urban poverty, was added in 1992. Phase 2 focused on the establishment of a regional capacity, including a regional panel of experts, and workshops and consultations at the country and regional levels to introduce new policies and tools. The programme management structure was decentralized into four regional offices to carry out these activities. Phase 3 has four overarching themes: urban poverty alleviation, urban environmental sustainability, participatory urban governance and promotion of gender of equity. The strategic focus of phase 3 is on city consultations and institutional anchoring.</p>
Activities	<p>The principal activity of phase 3 has been the city consultations. The principal process for facilitating capacity-building at the regional level has been the participation of regional networks of institutions in city consultations. At the regional level, working partnerships between the anchor institutions and the programme has been formed to develop their capacity to provide technical assistance in the future. In addition, partnerships with regional networks of local authorities, regional banks, and other bilateral agencies have been established for regional activities through training on emerging regional issues.</p>
Results	<p>During phase 3, over 90 city consultations were carried out through regional anchor institutions. The city consultation activities in phase 3 have institutionalized the participatory process. The institutional anchoring process has engaged 19 regional anchor institutions, which have developed their institutional development plan Phase 4 of the programme (2001–2006) is being developed.</p>

**II. AFRICA**

## REGIONAL

Managing Water for African Cities  
(RAF/98/024)

Total cost	\$10,063,000
Partners	<p>Côte d'Ivoire, Ethiopia, Ghana, Kenya, South Africa, Senegal and Zambia</p> <p>Governments of Finland and Germany          United Nations Foundation for International Partnerships (UNFIP)          United Nations Development Programme (UNDP)          United Nations Volunteers (UNV)          United Nations Environment Programme (UNEP)          European Commission          International Atomic Energy Agency (IAEA)          World Bank (IBRD)          United Nations Centre for Human Settlements (UNCHS) (Habitat)          International Water and Sanitation Centre (IRC)          Water, Engineering and Development Centre of Loughborough University (WEDC)          Water Supply and Sanitation Collaborative Council (WSSCC)</p>
Background and objectives	<p>Africa is the world's fastest urbanizing continent with growing cities that face a major challenge in providing their populations with adequate water. There is a need to promote efficient use of limited water resources and to expand service, especially to the urban poor. Water pollution and environmental degradation must be tackled in order to forestall political conflicts over shared water resources. The objectives of the programme are to improve efficiency of water use in urban areas, using water-demand management measures, mitigation of the environmental impact of urbanization on aquatic ecosystems and promotion of awareness, information and experiences with urban water use and management.</p>
Activities	<p>Demonstrations are to be organized in Abidjan, Accra, Addis Ababa, Dakar, Johannesburg, Lusaka and Nairobi and awareness and information-based sharing of experiences will be promoted. A WACWEB Web site will be created and a WACNET established. Periodic meetings of city managers and study visits Israel and to South Africa will be organized. Interaction at major international forums on water and the establishment of regional resource centres are planned.</p>
Results	<p>The programme has been working in the seven participating cities, and demonstration activities have begun. The regional component has been initiated. An initial assessment shows that the relatively new demand-side focus of the programme has generated considerable interest and expectation among administrators, policy makers and the media. Participating Governments have demonstrated their commitment through counterpart contributions.</p>



## ANGOLA

Capacity-Building for the Community Rehabilitation and National Reconciliation Programme  
(ANG/96/100; ANG/97/101; ANG/96/B01)

Total cost	\$3,329,203
Partners	Ministry of Planning  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Angola is emerging from twenty years of war, physical destruction and a social, economic and financial crisis. During Angola's first round table conference, held in Brussels in September 1995, the Government presented the Community Rehabilitation and National Reconciliation Programme (CRNRP), for consolidating peace, encouraging national reconciliation and resuming economic and social development. The programme anticipations in the rehabilitation of productive capacity and basic infrastructure. UNCHS (Habitat) developed a subprogramme covering one of the five priority target areas, rehabilitation of Government facilities in the provinces. UNCHS (Habitat) provides technical support for rehabilitation of minimal government facilities in the 18 provinces, allow the provincial governments to undertake effectively their responsibilities and to support the Government in developing the housing and infrastructure component of the community rehabilitation programme by preparing project documents for specific reconstruction projects.
Activities	The UNCHS (Habitat) Technical Support Unit was set up in September 1996. Programme implementation has focused on building local capacity based on a policy of support, enablement, training, improving physical infrastructure, creation of job opportunities for the community and promotion of partnerships between the Government, non-governmental organizations and the private sector. Activities include rehabilitation of public buildings, rehabilitation of physical and social infrastructure and advisory services to the Central Technical Support Unit in the Ministry of Planning. Rehabilitation activities have expanded to 10 provinces in Angola. An evaluation of the programme has begun, and a documentary video has been prepared on the programme and the UNCHS (Habitat) rehabilitation activities in Angola.
Results	Methodological tools, such as a physical and social infrastructure rehabilitation manual, identification and formulation of projects and a methodological guide and a computer programme to ensure a transparent bidding process, have been prepared. These tools are being tested before publication. One annual report and quarterly technical and financial reports have been distributed. All rehabilitation activities have been completed in 10 provinces, and the provincial authorities have approved the quality and standard of the buildings.  An internal evaluation of the implementation process has been completed, and a tripartite review, held in May 1999, after phase 1, stated that UNCHS (Habitat) had completed most of its work. It was agreed that the UNCHS (Habitat) role should be enlarged to cover the rehabilitation of basic infrastructure and housing as one of the four components of the programme. Within the housing component of the programme, UNCHS (Habitat) assisted the Ministry of Public Works and a private firm to prepare of a low-cost housing programme called Luanda Sul. This project was awarded the Dubai Best Practices Award in 2000.

## ANGOLA

Rehabilitation of Health Structures in Angola in the Framework of the Community Rehabilitation Programme (UNICEF)  
(ANG/97/X01)

Total cost	\$253,323
Partners	Ministry of Health at the provincial level  United Nations Children's Fund (UNICEF) United Nations Centre for Human Settlements (Habitat)
Background and objectives	A significant number of hospitals and medical facilities have been destroyed or pillaged. Health units in most municipalities are operating without power, drinking water or sanitation systems. UNICEF has been providing support to the Government of Angola to develop a number of programmes, including rehabilitation and construction, extension and support to health units, improvement of water and sanitation facilities and the creation of a strategic health planning capacity within the framework of the community rehabilitation and national reconciliation programme. Consultations were held between UNICEF and UNCHS (Habitat) about UNCHS (Habitat) participation in the implementation of the UNICEF project, "Rehabilitation of Health Structures in Angola". The main objective of UNCHS (Habitat) support is to provide technical monitoring and support, including review missions, technical assistance and analysis of technical reports on implementation of the UNICEF project.
Activities	Technical support for the project has been set up in the UNCHS (Habitat) technical support unit in Luanda. Rehabilitation activities have been undertaken through small subcontractors, non-governmental organizations and semi-skilled community members. Quarterly technical and financial reports are being provided.
Results	At the beginning of 2000, rehabilitation of eight health posts in Malange, Huambo and Uige provinces was completed. Only two other health posts were still being rehabilitated in July 2000. UNICEF will evaluate the political situation and the performance of UNCHS (Habitat) in order to assess the feasibility of continuing the programme in the following year. Relevant documents have been submitted to UNICEF by the technical unit of UNCHS (Habitat) in Angola for that purpose.

## ANGOLA

Rehabilitation Activities in the Provincial Population Programme  
(ANG/98/X02; ANG/98/X03)

Total cost	\$641,580
Partners	Provincial government of Benguela Provincial government of Huila  United Nations Population Fund (UNFPA) United Nations Centre for Human Settlements (Habitat)
Background and objectives	UNFPA is supporting the Government of Angola in developing population programmes in the provinces. The programmes include rehabilitation of mother-and-child health care facilities. The provincial governments of Benguela and Huila and UNCHS (Habitat) were consulted, and this resulted in an agreement that the provincial governments will, using part of UNFPA funds, cooperate with UNCHS (Habitat) for implementation of the rehabilitation activities planned in the UNFPA-funded provincial population programmes in Benguela and Huila. The main objective of UNCHS (Habitat) support is to provide technical monitoring, including review missions, provision of technical guidance and analysis of technical reports in the rehabilitation activities under the UNFPA-funded provincial population programmes in Benguela and Huila.
Activities	The partners have agreed that the methodology developed by UNCHS (Habitat) in the community rehabilitation programme will be used to implement the rehabilitation process. UNCHS (Habitat) recruited project personnel in June 1998, and implementation has started.
Results	More than 24 structures were partially or totally rehabilitated in Benguela and Huila under this programme in 1999 and 2000, however, despite the satisfaction expressed by the provincial authorities and the UNFPA country representative, activities have been terminated. This decision was taken because the political and military situation in Angola has not improved, and UNFPA does not have financial resources for other rehabilitation activities under this programme.

## ANGOLA

Rehabilitation and New Construction Civil Works for the Northern Region Food crops Development Project  
(ANG/98/X01)

Total cost \$1,877,300

Partners Ministry of Agriculture and Rural Development

United Nations Office for Project Services (OPS)  
International Fund for Agricultural Development (IFAD)  
United Nations Centre for Human Settlements (Habitat)

Background and objectives Consultations were held between the Ministry of Agriculture and Rural Development and UNCHS (Habitat), through UNDP, about the civil works component of the northern region foodcrops development project, executed by the Government, supervised by UNOPS and funded by the International Fund for Agriculture Development (IFAD). Through these consultations, agreement was reached that the Government would, using part of the proceeds of the IFAD loan, cooperate with UNCHS (Habitat) in rehabilitation and new construction civil works for the northern region foodcrops development project. As a cooperating agency, UNCHS (Habitat) was to provide technical monitoring and support, including review missions, provision of technical guidance and analysis of technical reports on implementation. UNCHS (Habitat) was to provide technical support to the Government in the construction of a research centre in Malange province and to rehabilitate 18 government facilities in the provinces of Kwanza Norte, Malange and Uige.

Activities Minor rehabilitation was undertaken in the provinces of Malange and Kwanza Norte in 1999, and all architectural and engineering drawings for the research centre as well as the tender documents were prepared.

Results The selection of bidders was in its final stage when war broke out in the region at the end of 1999. In light of the security situation, a contingency plan was adopted, and project activities were suspended. However, in July 2000 the Government informed UNCHS (Habitat) that conditions permitted resumption of activities.

## BOTSWANA

Preparation of Chobe District Settlement Development Strategy  
(BOT/98/005)

Total cost	\$120,000
Partners	Ministry of Local Government, Regional and Urban Development (Department of Regional and Town Planning) North West District Council Chobe District Land Board  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project was follow-up to the national settlement strategy prepared by the Government. Its goal was to prepare district settlement development strategies based on the National Settlement Strategy. UNCHS (Habitat) was invited to provide technical assistance to prepare the district strategies and in so doing to build the capacity of the Department of Town and Regional Planning (DTRP) to undertake similar programmes. DTRP provided staff from its regional offices in Maun in the Northwest District Council Francis Town and Kasane to work with the two international and two national consultants. The activity took three months.
Activities	Activities included field work to gather data on development issues, meetings with the communities to obtain consensus on the data collected, analysis of the data and preparation of draft proposals to address identified development issues. Specific attention was paid to tourism in the Chobe District and to the Kasane-Kazungura commercial and planning area. A settlement strategy was prepared for endorsement.
Results	The team spent 35 days in the field and worked in the district offices in Maun and Kasane and at the DTRP offices in Gaborone. The final document of the Chobe District settlement development strategy was completed in Nairobi by the two international consultants.

BURKINA FASO

Implementation of a National Strategy on Local Building Materials  
(BKF/97/013)

Total cost	\$500,500
Partners	Ministry of Infrastructure, Housing and Urbanization  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Following the devaluation of the CFA franc, the price of building materials, most of which are imported, increased by 50 per cent, making them unaffordable for most of the population. The Government has prepared a national strategy on local materials to tackle this problem. The project assists the Government to implement this strategy through capacity-building in the private sector in the field of building materials.
Activities	The main components of the project launched at the end of 1997 include a study of local building material production, a report on shelter production systems using local building materials, capacity-building in small-scale enterprises in the formal and informal sectors and preparation of technical recommendations on local building materials.
Results	The study on local building materials, training in production and outside funding permitted the training of about 70 people from small enterprises. Training and sensitization sessions were organized for technicians from the private sector and the national administration. Following an independent evaluation, a tripartite meeting endorsed the recommendations of the project, focusing on local building materials and strengthening of the national institution in charge of promoting local building materials (LOCOMAT).

## CENTRAL AFRICAN REPUBLIC

Support to the Formulation of a National Housing Strategy and Action Plan  
(CAF/98/003)

Total cost	\$118,327
Partners	Ministry of Housing and Urbanization and Public Buildings  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Following Habitat II, the Government requested support from UNDP and UNCHS (Habitat) to formulate a national action plan on housing. The project seeks to assist the Government in the formulation of this strategy and action plan.
Activities	The project's activities started in December 1999 with an assessment of the national urban shelter situation. Four in-depth studies, dealing with local building materials, housing finance mechanisms, land management and regional planning are being undertaken in order to formulate a national strategy and action plan.
Results	A national forum involving key actors took place in October during celebration of World Habitat Day to discuss and endorse strategy and a national action plan. The forum recommended that the Government adopt the new strategy and action plan and organize a donor round table to mobilize financial resources for implementation.

CHAD

National Shelter Strategy and Urban Poverty Alleviation  
(CHD/97/002)

Total cost \$665,817

Partners Ministry of Public Works, Transport, Housing and Urbanization

United Nations Development Programme (UNDP)  
United Nations Centre for Human Settlements (Habitat)

Background and objectives This project is a follow-up to the national action plan prepared for Habitat II, which focused on the country's housing situation, sector-related institutions, land supply and financial mechanisms. The project seeks to formulate a national shelter strategy and an urban poverty alleviation programme.

Activities The project's activities started in February 1998 with an assessment of the national urban shelter situation. Currently, there are three in-depth studies dealing with local building materials, housing finance mechanisms, land and the building industry. A national seminar involving key actors took place in June 1999, where the results of these studies and a first draft of the shelter strategy were discussed.

Results The finalized version of the shelter strategy endorsed by the Government was submitted to the National Assembly for adoption. In the meantime, UNCHS (Habitat) assisted the Government to organize a donor meeting, which took place in Ndjamea from 23 to 25 November 1999, with great interest from several donors to fund urban sector projects. The Government will set up a follow-up mechanism with the support of UNDP.



## COTE D'IVOIRE

Municipal Programme for Urban Poverty Reduction in Abidjan  
(IVC/96/007)

Total cost	\$650,260
Partners	Municipality of Abidjan National Office for Technical Studies and Development (BNETD)  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The 3 million inhabitants of Abidjan represent 40 per cent of the urban population of Côte d'Ivoire. The Government and municipalities are faced with rapid growth of urban poverty. In 1993, about 32 per cent of the population of Abidjan had no access to basic urban infrastructure. The provision of basic urban services has failed to match population growth, and the municipalities are unable to address this problem properly, owing a lack of human and financial resources and inadequate urban poverty alleviation strategies and policies. The project aims to assist the Municipality of Abidjan, in the four communes of Abobo, Adjame, Bingerville and Port Bouet, to formulate and implement an urban poverty alleviation programme at the municipal level, involving key partners, governmental institutions, municipalities, NGOs and the private sector.
Activities	The project activities focus on strengthening the capacity of the four communes to elaborate and implement urban poverty alleviation programmes creating job opportunities in the formal and informal sectors, building capacity in community-based and non-governmental organizations and local authorities and to improve accessibility to basic services for the poor.
Results	Results include long-term action plans for each commune for poverty alleviation and a short-term action plan with priorities identified by the beneficiaries. Funding will be mobilized for specific plot projects at the municipal level, and it is expected that at the end of the project, the municipality will be in a better position to develop a poverty alleviation programme.

## COTE D'IVOIRE

Safer Cities Abidjan  
(IVC/98/005)

Total cost	\$515,500
Partners	<p>Three municipalities of Adjame, Treichville and Yopougon (Abidjan) National Council of Security (Ministry of Safety and Security)</p> <p>International Centre for the Prevention of Crime (ICPC) European Forum on Urban Safety United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Delinquency, insecurity and violence threaten the quality of life in cities of Côte d'Ivoire. This threat diverts scarce resources from social and economic development, and the situation has led the Government to take measures to centralize police action and to lead international action against drug trafficking. A prevention strategy at the municipal level was, however, lacking. The project began in October 1998 at the request of the National Council of Security and the mayors of Abidjan who wanted to address urban violence by developing a prevention strategy for Abidjan. The three municipalities of Adjamé, Treichville and Yopougon were chosen. The objective of the project is to strengthen the capacity of the city to implement prevention activities through a multisectoral and partnership approach coordinated by local authorities. The immediate objectives are the preparation of an action plan based on the results of a local security appraisal, implementation of an action plan, formulation of pilot projects and the dissemination of this experience to other cities in Côte d'Ivoire.</p>
Activities	<p>Three coordinators were recruited in 1998 and attended a general training course organized by UNCHS (Habitat)/ICPC in November 1998. They are mobilizing civil society organizations and municipal partners to formulate an action plan. One local security council was established in Yopougon in 1998.</p>
Results	<p>One month after the beginning of the project, there was a request from the Government and mayors to extend the Safer Cities project to other districts in Abidjan and to other cities in Côte d'Ivoire. The expected results of the project are enhanced capacity of the municipalities to establish a strategy of prevention and its implementation based on a local coalition in the city.</p>

## DEMOCRATIC REPUBLIC OF THE CONGO

Programme of Infrastructure and Public Buildings Rehabilitation for the City of Kinshasa and Elaboration of a National Plan of Action for Housing Development (ZAI/97/016)

Total cost	\$3,634,521
Partners	Ministry of Housing Municipality of Kinshasa  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The housing sector in the Democratic Republic of the Congo has been neglected during the past thirty years. Infrastructure has collapsed, and trained human resources in this sector are very limited. The aim of the project is to support capacity-building and rehabilitation of the main infrastructures in the city of Kinshasa. The project also supports preparation of a national action plan for housing development.
Activities	The main components of the programme launched in April 1998 include studies for preparation of a national action plan for housing development by national and international consultants and national research and training institutions for rehabilitation of infrastructure and public buildings such as the Ministry of Housing, where the project is based, draining and cleaning out the Kalamu River in Kinshasa, which has destroyed houses and damaged the environment due to heavy sand banks, rehabilitation of vehicles belonging to the national environment programme and strengthening capacity-building and human resources development of the Ministry of Housing through institutional reforms and training.
Results	The project has prepared the national action plan on housing. The Kalamu River has been drained, and additional resources have been requested to continue working. Rehabilitation of the Ministry of Housing has been completed and is used by the project team.

## ERITREA

Capacity Building for Sustainable Human Settlements Development  
(ERI/95/004)

Total cost	\$437,000
Partners	Ministry of Public Works  United Nations Development Programme (UNDP) United Nations Centre for Human Settlement UNCHS (Habitat)
Background and objectives	All the urban centres of Eritrea have been affected by 30 years of war, and many were seriously damaged. There is an extreme housing shortage, especially now that many Eritrean refugees are returning, most of them to urban areas. At the same time, there is a serious lack of qualified and experienced civil officials and almost no private sector. Eritrea has not yet articulated policies and plans for human settlements. National reconstruction is the priority which will evolve into sustained development. The Government has adopted a cautious and practical approach of learning by doing and institutional capacity-building. This programme helps the Government to build capacity in crucial areas, while developing the processes that will define long-term national human settlement policies and programmes. This programme is designed to improve the institutional capacity of local administrations to manage urban services, stimulate economic development and facilitate development of housing. The programme is funded by UNDP with UNCHS (Habitat) as the cooperating agency. A number of United Nations volunteers, mainly from developing countries, are providing technical assistance.
Activities	The programme's activities were directed towards training surveyors, cartographers and planners in the latest geographic information system techniques in the first phase of the programme. The aim of these activities is to provide direct assistance to the municipalities of Asmara and Massawa in preparing urban development strategies and improvement of infrastructure and development of a national human settlements strategy and action plan.
Results	The programme, which became operational in August 1996, has provided training in geographic information system techniques, technical assistance to Asmara and Massawa on the development of infrastructure and strategic planning. Training programmes for physical planning officers were conducted as planned. Officially, this project has been completed, however, the Government and UNDP support the preparation of a national housing policy. UNCHS (Habitat) submitted a programme proposal for a pilot project low-cost housing, in the housing sector. The new project was submitted to the Ministry of International Cooperation and Macro-Policy and UNDP for approval in November 1999 and was approved in January 2000. However, activities have been disrupted by the border dispute between Eritrea and Ethiopia, which has caused a delay in implementation of activities in the second phase of the programme.

## ETHIOPIA

Capacity-Building for Sustainable Urban Development  
(ETH/98/006)

Total cost	\$164,836
Partners	<p>Ministry of Works and Urban Development Addis Ababa City authorities Ethiopian Civil Service College</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlement (Habitat)</p>
Background and objectives	<p>In late 1997, the Ministry of Works and Urban Development submitted a proposal for identification of sustainable urban development intervention areas and preparation of implementation strategy to the Ministry of Economic Development and Cooperation for approval, funded by UNDP. This document was prepared by the Ministry of Works and Urban Development with the technical support of UNCHS (Habitat). The project was approved and signed in February 1999. The objective of this project is to assist the Government to develop a well-coordinated urban development strategy and operational guidelines for municipalities, focusing on urban management, housing development, integrated infrastructure development, municipal finance management and upgrading of institutional capacity. The programme has two main components: capacity-building of local authorities in selected regions and poverty reduction in Addis Ababa.</p>
Activities	<p>The first phase of the programme started in July 1999 to prepare a clear action plan for a long-term programme of support to improve the planning and managing of urban development in Ethiopia. An institutional capacity-building process has been started to enable municipal authorities and their partners to develop participatory policies and strategies. With the participation of UNCHS (Habitat) senior trainers, a training-of-trainers course and two pilot workshops were held in Addis Ababa in October 1999. The training course focused on the design of participatory, interactive and client-centred training programmes, based on UNCHS (Habitat) training manuals. UNCHS (Habitat) produced draft guidelines for preparation of the poverty profile study that takes into account the Ethiopian context. The Addis Ababa team finished the poverty profile for the city.</p> <p>As a second stage of the strategy of capacity-building, the trainees who participated in the course will train other officials in the regions. Two subregional courses and workshops were conducted in November and December 2000. An overall assessment of institutional capacity at the national, regional and local levels is being conducted by the Ethiopian Civil Service College in order to identify major issues and prepare another programme. Based on the capacity-building need assessment findings and the works of the regions, a national urban development strategy and action plans will be formulated at the end of 2000.</p>
Results	<p>Currently, an overall assessment of institutional capacity both at national, regional and local level is conducted with the aim to identify major issues and prepare Programme document for further implementation. The Addis Ababa Working team finished in July 2000 the Poverty Profile of Addis Ababa. This document constitutes the basis for the city consultation, which brings together all interested parties from central and local governments, the private sector, civil society, community organizations and the donor community who shall, on the basis of the information contained in the profile, agree on an action plan for the reduction of poverty and improved management of the city.</p>

## GHANA

Support to the National Poverty Reduction Programme through Implementation of Strengthening Community Management Programme and Accra Sustainable Programme Experiences (GHA/00/006)

Total cost	\$119,000
Partners	Ministry for Local Government and Rural Development  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The Regional Office for Africa and the Arab States of UNCHS (Habitat) and the Government of Ghana are preparing a comprehensive support programme to the Government's poverty reduction programme through application of principles of community development and the Sustainable Cities Programme (SCP), lessons learnt through implementation of the Strengthening Community Management Programme (SCMP) and the Accra Sustainable Programme (ASP). The SCMP and the ASP experience will be replicated and expanded to the rest of the country. The knowledge base of the two programmes will be used to prepare a proposal with external expertise providing critical analysis of the methodology.
Activities	It is a three-month programme preparation activity in which an international consultant will work with national experts to identify eight low-income communities to be mobilized and trained for replication of the SCMP and ASP in a larger programme.
Results	The result of this activity will be a framework to assist the Ministry of Local Government and Rural Development in applying the lessons learnt in the implementation of SCMP and ASP. The output will be a set of proposals to support the decentralization process and poverty reduction.

## KENYA

Localizing Agenda 21 in Nakuru  
(GLO/95/SO2)

Total cost	\$960,000
Partners	<p>Municipal Council of Nakuru  Various community-based organizations  Ministry of Local Authorities  Ministry of Lands and Settlements</p> <p>Belgian Administration for Development Cooperation  Post-Graduate Centre for Human Settlements, Katholieke Universiteit Leuven  World Wide Fund for Nature (WWF)  Municipality of Leuven  United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Nakuru, Kenya, is a rapidly growing centre with a diverse economic base of agricultural processing, regional services and tourism. Particular environmental concerns are caused by the interrelation between human settlements, Lake Nakuru National Park and expansion of the town into geologically fragile areas and rich agricultural land. This situation is aggravated by a decline in urban services, calling for a new approaches towards urban planning and management.</p>
Activities	<p>To promote urban governance, the programme emphasizes the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. This process is underpinned by a continuous broad-based consultation process.</p> <p>Capacity-building efforts focus on setting priorities for action, targeted human resources development, institutional strengthening, development and adaptation of tools, encouraging partnerships, mobilisation of resources, and promoting exchange between cities. Capacity-building efforts focus on setting priorities for action, targeting human resources development, institutional strengthening, development and adaptation of tools, encouraging partnerships, mobilization of resources and promoting the exchange of experiences with cities facing similar problems.</p>
Results	<p>A Strategic Structure Plan (SSP) for Nakuru has been prepared, and a town planning unit is being established to reinforce the council's planning capability and to coordinate implementation of the SSP. Action plans are being implemented for revitalization of the Council's rental-housing stock, resolution of space-use conflicts around the bus station, improvement of wells around the urban areas, community-assisted solid waste collection and greening projects in several parts of the city. To sustain these actions, council revenues and the pricing of services are being rationalized, the relationship between the council and CBOs is being strengthened through zonal development committees and councillors are being trained as environmental guardians. The partnership between Nakuru and the Municipality of Leuven has resulted in joint actions improving sustainable development in both cities.</p>

## KENYA

Nairobi River Basin Project (NRBP)  
(KEN/99/12)

Total cost	\$120,000
Partners	Nairobi City Council Africa Water Network  United Nations Environment Programme (UNEP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Rapid population growth, urbanization and industrialization in Nairobi have put enormous pressure on the Nairobi rivers and catchment areas. Untreated industrial waste, raw sewage and waste from activities and human settlements situated along the river have turned the once clear water into sludge, causing health hazards, accelerated eutrophication and stress on the aquatic ecosystem. The Nairobi River Basin project undertakes to complement and augment the just-initiated Nairobi River Basin project phase I of the UNEP sub-programme for sustainable management and use of natural resources.
Activities	The joint UNEP/UNCHS (Habitat) project was a leading partner in the ongoing digital mapping component of this current project, providing office space, equipment and technical expertise. The mapping component of this project is related to one thematic issue, chemical pollution of the river, but establishing an EMIS will combine information on environmental and urban activities project, allowing mobilization and strengthening of local capacity to plan, coordinate and manage sustainable and environmentally sound urban development through the preparation of an environmental profile, an environmental management information system (EMIS), identification and prioritization of appropriate interventions and evolution of institutional arrangements, as well as provision of assistance in developing replicable demonstration projects in other areas.
Results	Project activities resulted in an extensive awareness campaign with exhibitions, clean-up campaigns and publication of a CD-ROM and creation of a database on the Nairobi river basin, including thematic maps on the status of pollution of the rivers and an environmental profile of the river basin.



## KENYA

Poverty Eradication in Kenya's Urban Areas  
(KEN/95/014)

Total cost	\$90,000 for preparatory assistance
Partners	Ministry of Local Authorities Office of the President  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Recognizing the need to address the pressing issue of increasing poverty in the urban areas of Kenya, UNDP is providing support to UNCHS (Habitat) for preparation of a programme for poverty reduction in urban areas. The programme focuses at the municipal and city levels on improving decision-making structures to make them more responsive to the needs of the poor, strengthening citizen participation and facilitating community groups to interact more effectively with elected municipal leaders and local authorities.
Activities	The preparatory process has set up a consultative group on urban poverty, which includes representatives of government bodies, non-governmental organizations, United Nations agencies and donor agencies, to advise on the main issues and agree on responses. Consultations have been held with all partners, and a draft programme document has been prepared for discussion.
Results	A development assistance framework was prepared in 1999, and implementation will start soon.

LESOTHO

Urban Poverty Assessment  
(LES/96/003)

Total cost	\$113,500
Partners	<p>Ministry of Local Government</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The project will assess the degree of poverty in three selected second-level towns in Lesotho. An assessment has already been completed in three first level cities-including the capital Maseru. The objective of the exercise is to prepare an action-oriented strategic plan for the alleviation of urban poverty with particular attention to women. An action plan will be formulated for donor assistance.</p>
Activities	<p>Project activities include agreeing with the Ministry of Local Government on the second-level cities for the assessment, reviewing documented information on poverty alleviation and specifically the completed assessment for the first three cities, carrying out the assessment using local personnel and ensuring full participation of affected communities, synthesizing the findings and preparing a report showing levels of poverty and recommended actions for poverty alleviation and using the assessment report of the first-level towns and other relevant information on socio-economic situation of Lesotho, for preparation of a national urban poverty alleviation strategy with well-articulated and budgeted interventions.</p>
Results	<p>The expected results include a report on urban poverty in the selected three second-level towns, a national urban poverty alleviation strategy with well-articulated and budgeted interventions and an increased understanding of the poverty situation in urban areas.</p>

## LIBERIA

Rural Housing Programme  
(LIR/99/04)

Total cost	\$1,200,000
Partners	National Habitat Committee  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project is part of the national programme framework for human settlements and focuses on the delivery of rural housing to support the resettlement process through community participation with the Government as the enabler, leaving it to households and communities to rehabilitate their houses. Implementation of the pilot phase began in August 1999, following approval by the Government of Liberia, UNDP and UNCHS (Habitat).
Activities	The following activities were developed in 2000: a rapid assessment of the basic and social infrastructures services in the project towns, a successful training programme with eight workshops in different areas, eight courses in building materials production and construction technology, computer application and database, equipment fabrication and marketing, micro enterprise development, settlement planning and a development sanitation and community development and leadership training programme for the reconstruction programme construction of the first building materials production and training centre and reconstruction activities started in the first selected area of Cheesemanburg Town.
Results	The programme has mobilized local authorities and communities to participate effectively in the reconstruction process and in the development of their communities through individual homes and basic infrastructure. A tripartite evaluation was conducted in July 2000. Besides a positive transfer of technology to communities and adoption of cost-effective building materials production, the major achievement is reinforcement of community and institutional capacities. The programme is generating income activities and mobilizing the communities to participate effectively in reconstruction. In the second phase, which started in August 2000, a micro-credit component for housing and building materials will be introduced.

MADAGASCAR

Integrated Municipal Programmes for Poverty Reduction in Fianarantsoa and Tulear (MAG/97/008)

Total cost	\$567,420
Partners	Ministry of Regional Planning and Urban Development Municipalities of Fianarantsoa and Tulear  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The project is follow-up to the national action plan prepared for Habitat II and seeks to reinforce local capacities to design and implement integrated municipal programmes for urban poverty reduction through partnerships and participatory approaches.
Activities	Project activities include preparation of action plans for improving access to housing and basic urban services, revenue and employment and social integration of vulnerable groups; building 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; use of tested methodologies.
Results	Two integrated municipal plans for urban poverty alleviation have been formulated and validated by local partners. Demonstration activities financed by the programme are under implementation and lessons learnt will be drawn in terms of replicable methodologies and mechanisms for development of municipal action plans based on partnerships and participatory approaches and integration of poverty alleviation in all sectoral policies.

## MADAGASCAR

Slum Upgrading and City Development Strategy in  
Antsirabe, Antsiranana, Mahajanga and Toamasina  
(MAG/00/SO1)

Total cost	\$187,000
Partners	Ministry of Regional Planning and Urban Development Municipalities of Antsirabe, Antsiranana, Mahajanga and Toamasina  World Bank (IBRD) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project supports the municipalities of Antsirabe, Antsiranana, Mahajanga and Toamasina, four of the seven major cities in Madagascar, to prepare city development strategies and participatory strategic planning for poverty reduction, focusing on basic urban infrastructure, complementing local and national investments supported by the World Bank urban infrastructure project and other international partners. The project supports local arrangements for community participation and ownership of water and sanitation infrastructure and municipal and national capacities for sustainable growth.
Activities	Project activities include the documentation of city profiles and organization of city consultations, participative development of action plans, adaptation and implementation of Habitat's learning tools for local leaders and elected officials and documentation of the learning through action process and development of guidelines for formulation and implementation of a coordinated and participative pro-poor city development strategy.
Results	Detailed activities and terms of reference for sub-contractors have been prepared.

## MALAWI

Implementation of Urban Agenda 21  
(MLW/97/013)

Total cost	\$325,000
Partners	Ministry of Local Government Lilongwe City Assembly Blantyre City Assembly  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	UNCHS (Habitat) technical support assisted the Government and related agencies to establish an Urban Agenda 21 national programme and through it to start addressing urban poverty. Specific input was to bring in the Sustainable Cities Programme approach with the aim of formalizing Sustainable City Programmes for the city assemblies of Lilongwe and Blantyre. The Malawi Urban Agenda 21 project will enhance the capacity of communities, the Lilongwe and Blantyre city councils and NGOs to plan and manage urban environments, facilitate the development of urban networks, strengthen capacity for policy analysis and formulation, establish an urban database to increase access to information about low-income urban areas and disseminate best practices. In addressing urban environmental problems, the concerns of women will be given particular attention, as the majority of the affected urban poor are women.
Activities	The project will concentrate on two communities in the cities of Lilongwe and Blantyre. Specific activities include identification of community-based organizations and important community leaders, organization of training in leadership, community organization skills and participatory planning methods, support to community action planning elaborated by the urban networks and implementation of specific interventions. Preparation of a database, the establishment of mechanisms for updating the database (including preparation of city environmental profiles), facilitation of a policy dialogue through the urban networks and communities, facilitation of the development of a national urban strategy and its implementation to support local authorities and communities are priorities.
Results	Well-established community-based networks in each of the cities. A community-based planning approach for addressing local environmental development issues, city environmental profiles for Lilongwe and Blantyre, training of personnel in the local authorities to support community action planning and implementation of locally articulated projects and contribution to the preparation of a national urban strategy.

## NIGERIA

National Management for Socio-Economic Development  
(Support to Sustainable Cities Programme)  
(NIR/98/001)

Total cost	\$675,000
Partners	<p>Federal Ministry of Works and Housing (FMW&amp;H) National Planning Commission (NPC) Urban Development Bank of Nigeria (UDBN) Oyo State Government and 11 Ibadan local governments Kano State Government and 15 Kano local governments Enugu State Government and Enugu 3 local governments</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Following successful implementation of the Sustainable Ibadan Programme (SIP), the Federal Ministry of Works and Housing undertook to extend the Sustainable Cities Programme (SCP) to the Northern and Eastern Regions of Nigeria in the cities of Kano and Enugu. UNCHS (Habitat) provided funding to establish the replication process with UNDP funding out of the national management of socio-economic programme. UNDP provides \$300,000, and each of the states contributing \$125,000.</p> <p>The programme will replicate the environmental planning and management (EPM) approach in the three cities and extend it to other cities in Nigeria. The FMW&amp;H has a federal coordinating office to provide support to the three cities and to other cities interested in the programme. UNCHS (Habitat) will provide technical assistance in the EPM and environmental management information system.</p>
Activities	Starting SCP process in Kano and Enugu, consolidating achievements of SIP, developing development strategies for Ibadan, implementing investment projects identified through the EPM, developing a national SCP programme and sharing experience with other cities.
Results	Full SCP programmes in Kano and Enugu, consolidation of SIP achievements and a national SCP programme.

## RWANDA

Urgent Rehabilitation and Reconstruction of Kigali and Other Urban Centres (Umbrella Project)  
(RWA/94/010)

Total cost	\$960,000
Partners	<p>Ministry of Rehabilitation and Reconstruction Ministry of Public Works Municipality of Kigali</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>At the end of hostilities in Rwanda, UNCHS (Habitat) and UNEP undertook a joint programme identification mission to Rwanda in September 1994. That mission prepared the present umbrella project, providing support to the Government in four areas: 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 populations and returnees; and repair of war-damaged houses and construction of houses in urban areas for displaced people and returnees.</p>
Activities	<p>Because of the reduction in funds available for execution of the umbrella project, activities were concentrated on logistical support to the Ministry of Rehabilitation and Social Integration and the Kigali Municipality (first general cleansing operations), repair of a car and lorry park damaged by the war, provision of petrol and spare parts and rehabilitation of the former parliament building (Assemblée Nationale de Transition) and a few key ministries in Kigali. In addition, other proposals for improvement of public buildings resulted in the following sub-projects executed under the umbrella project.</p> <p>RWA/94/B10 – Emergency rehabilitation of public buildings in Kigali and other urban centres; total cost \$1,260,000. This sub-project aims to further rehabilitate the heavily damaged Assemblée Nationale de Transition in Kigali and public buildings in the prefectures of Butare, Byumba, Gikongoro, Gitarama, Kibungo and Ruhengeri.</p> <p>RWA/95/B22 – Urgent urban resettlement programme; total cost \$10,114,747. This sub-project aims to develop sites, road and drainage systems and water and electricity supply for settlement of displaced populations and returnees in Kigali and Butare. Kigali: Gisozi (25 hectares), Gaculiro (150 hectares) and Kibagabaga (150 hectares); Butare: Tumba-Rango (150 hectares), Rwabuye (200 hectares), and Sahera (300 hectares).</p> <p>RWA/95/XO1–Rehabilitation of Amahoro Stadium, Kigali; total cost \$100,000. This sub-project is funded by the United Nations Mission to Rwanda (UNAMIR) funded and contributes to normalization of living conditions in Rwanda.</p> <p>RWA/95/B20–Rehabilitation and equipping of communal buildings; total cost \$3,600,000. This sub-project aims to strengthen institutions at the communal level through country-wide rehabilitation and equipping of communal offices and accommodation facilities for community officials and bourgmestres.</p>



## Results

Under of the initial umbrella project, major results have been achieved in the respective sub-projects. Institutional support to the Ministry of Rehabilitation and Social Integration and Kigali Municipality has been provided throughout implementation of the projects. The Assemblée Nationale de Transition has been rehabilitated, and numerous communal and public buildings, such as the Ministry of Public Works, the Ministry of Internal Affairs and the Ministry of Rehabilitation and Social Integration, have been rehabilitated. About 3676 serviced plots have been made available in Kigali and about 1600 plots in Butare for displaced persons and returnees. About 90 houses have been completed in Kigali, while 40 houses are under construction in Butare. Cost-recovery mechanisms will be put in place to extend the project. The Government of Rwanda, together with UNCHS (Habitat), has received \$2,300,000 from the Government of Japan to provide services for the sites of Gisosi and Kimironko.

## SENEGAL

Sustainable Dakar Project  
(GLO/92/D12;GLO/96/615)

Total cost	\$195,400
Partners	Urban Management African Institute (IAGU) Urban Management Programme (UMP), Abidjan  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Greater Dakar is the industrial commercial and governmental centre of Senegal. It covers an area of approximately 217 square kilometres, 0.17 per cent of the national area, but has 2,244,682 inhabitants (1999) (24.19 per cent of the total national population) and an estimated growth rate of 4 per cent. The agglomeration also has 70 kilometers of coast. Eighty per cent of Senegal's industries are concentrated in Dakar, as are two-thirds of national income and three quarters of the country's water supply. Concentration of population in this area has led to intense deterioration in environmental conditions and has increased natural and technological hazards. This has directly affected the health and welfare of the inhabitants of low-income areas. In 1993 a workshop to launch the EPM process lead to the preparation of the Dakar environmental profile. Participants of the town meeting on the urban environment discussed the concept and methodology for rapid urban environment assessment, approved the environmental profile, identified the environmental concerns and outlined an implementation strategy. The city consultation was followed by consultation activities (elaboration of project planning document and mobilization of funding).
Activities	The Sustainable Dakar project is implemented by the Communauté urbaine de Dakar, together with local partners, such as the Ministry of Environmental and Nature Protection, the Ministry of Housing and Urban Development, the Ministry of Health (National Hygiene Service), the Ministry of Industry and the Ministry of Cities, the municipalities of Dakar (Cahba, Pikine, Rufisque and Bargny and their technical centres); the University of Dakar (Institute for the Environment, Land and Physics); the media (Sud, Walfadjri, RTS and Soleil); the private sector (the chamber of commerce and members of the business community); parastatal companies; concerned residents; NGOs (Enda Relay for Participatory Urban Development and community-based organizations, including CAMCUD, APEB, ASCONSEN and ADEC. The priority issues identified are solid waste management, natural and industrial hazards, air pollution and sanitation and sewerage.
Results	The Sustainable Dakar Project addressed the specific issue of the degradation of Hann Bay. Working groups have been established, the communal forum at Hann has been organized and the follow-up cross-sectoral committee was installed. The project is being replicated in Rufisque and Louga with the preparation of environmental profiles and consultations for each municipality. The follow-up cross-sectoral committee organized local working days for Hann Bay as a demonstration action.

## SENEGAL

National Poverty Reduction Project  
(SEN/97/003)

Total cost	\$137,300
Partners	Government of Senegal  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	UNDP and the Government of Senegal are financing a national poverty reduction project. The second component of this project is for reduction of urban poverty in the four cities of Dakar-Pikine, Djourbel, Saint-Louis and Tambacounda. UNCHS (Habitat) provides technical assistance.
Activities	Activities were launched in March 2000.
Results	A consulting firm was selected for feasibility studies on slum upgrading and infrastructure improvement.

## SIERRA LEONE

Preparation of Framework Document for Human Settlement Development  
(SIL/00/008)

Total cost	\$220,000
Partners	National Commission for Reconstruction, Resettlement and Rehabilitation Ministry for Lands, Housing, Town and Country Planning and Environment  United Nations Development Programme (UNEP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project is for the resettlement, reconstruction and rehabilitation of conflict-affected Sierra Leoneans including returning IDPs, ex-combatants and the non-displaced population. The interventions aimed at resettlement and reintegration linking emergency and development assistance in a continuum which is aimed at restoring an environment that permits the resumption of peaceful and sustainable living conditions. The principal beneficiaries are communities and the nation as a whole as the project is aimed to develop and establish sustainable systems of shelter and service delivery through the re-establishment of efficient systems and institutions.
Activities	A human settlements development framework will be developed taking into account lessons learned through the implementation of the resettlement, reconstruction and rehabilitation programme. An international consultant is being recruited for 6 work months. The activities include review of previous and existing policies, study of government development plans, consultations with various stakeholders and designing from that a national strategy. A draft of the proposed framework will then be presented at a national consultation workshop.
Results	The principal beneficiaries will be the communities and all of Sierra Leone. The project will develop policy guidelines and strategies for establishing sustainable shelter and service delivery with the resettlement, reconstruction and rehabilitation programme being the initial intervention in an emergency relief to development continuum. It is expected to lead to the articulation of a national housing policy and implementation strategy.

## SIERRA LEONE

Support to Resettlement and Reintegration Programme  
(SIL/00/001)

Total cost	\$3,000,000
Partners	National Commission for Reconstruction, Resettlement and Rehabilitation  United Nations Development Programme (UNDP) United Nations Office for Project Services (UNOPS) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project supports settlement and reintegration including ex-combatants, through a community-based multi-sectoral resettlement and reintegration programme, linking emergency and development assistance with peaceful and sustainable living conditions. Everyone benefits. UNOPS is the implementing agency of this programme with UNCHS (Habitat) as collaborating agency. The component to be executed by UNCHS (Habitat) involves construction of 2500 basic shelter units for the displaced population in 6 to 10 geographic areas. Four community centres will be developed to promote a favourable environment for reintegration and economic recovery. Development committees and community-based organizations will be trained in shelter strategies and environment management skills. Activities by other partners include micro-enterprise development and training for income-generating skills by the International Labour Organization and counselling, reconciliation and peace-building trauma healing by UNIFEM.
Activities	UNOPS is the implementing agency of this programme with UNCHS (Habitat) as collaborating agency. The component to be executed by UNCHS (Habitat) involves construction of 2500 basic shelter units for the displaced population in 6 to 10 geographic areas. Four community centres will be developed to promote a favourable environment for reintegration and economic recovery. Chiefdom development committees and community-based organizations will be trained in shelter strategies and environment management skills. Activities by other partners include micro-enterprise development and training for income generating skills by the International Labour Organization, counselling, reconciliation and peace-building trauma healing by UNIFEM.
Results	The results of the activities are expected to be immediate relief to the traumatized population; a framework for community-based rehabilitation of shelter and social infrastructure; construction of 2500 basic shelter units in 6 to 10 areas; improved project design and management skills for CDCs and CBOs; sustainable income and employment generation in at least four communities; establishment of a micro-credit system serving at least 3000 women and youth; revival of at least 3000 pre-existing jobs and micro enterprises and increased food security and agricultural output.

## SOUTH AFRICA

Capacitation Programme to Support the people's housing Process  
in South Africa  
(SAF/96/001)

Total cost	\$3,089,000
Partners	<p>Ministry of Housing and Department of Housing Provincial Governments NGOs and Communities Local Governments and Urban Local Authorities</p> <p>United States Agency for International Development (USAID) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>South Africa's housing problems are mainly a legacy of the apartheid system. Housing was provided and used as an instrument of social segregation. There was no housing market for all South Africans and no coherent national housing policy. Housing, therefore, became a political rallying point during the struggle for liberation and majority rule and a top priority of the new Government. The Department of Housing has initiated several interventions at different levels with the objective of housing the nation without discrimination and in particular to correct the historical imbalance. The People's Housing Process has been initiated to assist people who are poor and homeless or inadequately housed. The objective of the project is to develop support mechanisms for building capacity at all levels to enable people to address their own housing needs.</p>
Activities	<p>The activities include a preparatory phase during which linkages between national policies and sub-national and community-level structures were established through a series of consultations. Specific activities for the implementation phase include the establishment of facilities and recruitment of personnel, a contribution to the national policy on housing in general and to the People's Housing Process in particular, carrying out 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 at all levels for the process by engaging with officials and communities in housing activities such as mobilization of savings, organization skills and actual planning, design and construction of houses, development of 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.</p>
Results	<p>Results include establishment of a People's Housing Partnership Trust at the Department of Housing charged with implementing the training programme and the People's Housing Process. This includes legal documents and a comprehensive business plan, an increased awareness among the people of their ability to contribute towards finding solutions to their housing needs as well as several documents, videos and other displays, a national housing policy for supporting the People's Housing Process guidelines for supporting the People's Housing Process within the national housing policy and in the application of the housing subsidies procedures for establishing housing support centres and personnel in three provincial housing departments trained in facilitation skills.</p>

## SOUTH AFRICA

Capacity-Building for Local Governance  
(SAF/99/001)

Total cost	\$972,000
Partners	<p>Department for Provincial Affairs and Local Government Northern Province Government North West Province Government South Africa Local Governments Association</p> <p>United Nations Department of Economic and Social Affairs (UNDESA) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The overall objective of the programme is to assist the Government to implement the national Local Government Transformation Programme launched in early 1999 by the Department of Constitutional Development. This programme addresses issues of capacity-building in pilot local authorities from the North West and the Northern Province, supporting the transformation process through the following three components: improvement in service delivery, institutional capacity-building and integrating the rights approach to development. On the whole, this programme seeks to contribute towards achieving sound developmental local governance by enhancing the capacity for integrated development planning, local economic development, performance management systems, financial viability and management, project management and a culture of collective civic responsibility.</p>
Activities	<p>Within this framework, the cooperating agency is expected to provide assistance in the implementation of the following specific activities: implementation of the Integrated Development Planning (IDP) process manual to assist local authorities formulate integrated development plans by prioritizing and strategically focusing their efforts and resources, assist local governments and community leaders to formulate a strategic framework on the relation between traditional leaders and elected officials. In this context, the Municipal Service Partnership is preparing a Municipal Service Partnership strategy, which will include case studies on the pilot local authorities strengthen existing partnerships and facilitate the creation of new municipal service partnerships through four seminars targeting councilors, local government associations, CBOs and representatives from the private sector, organize a national workshop on service partnerships to discuss problematic issues and innovative solutions and contribute to the debate at local, provincial and national level. Develop and publish monitoring and evaluation guidelines related to the IDP implementation process.</p>
Results	<p>Expected results include: IDP process clearly understood and applied in the selected local authorities. Procedures for establishing municipal services partnerships elaborated and demonstrated and contribution to the debate on the relationships between elected representatives and traditional leaders.</p>

## SOUTH AFRICA

Johannesburg City Assistance Support Programme (CASP)  
(GLO/99/S03)

Total cost	\$195,000
Partners	Johannesburg Metropolitan Council Wits University (P&DM/UMP Partnership)  World Bank United Nations Centre for Human Settlements (Habitat)
Background and objectives	Igoli 2002, initiated in March 1999, is a city-wide, participatory planning process, which aims to address critical financial and institutional problems facing the metropolitan council and to lay a more stable foundation for the effective and efficient delivery of services to all Johannesburg's residents. The plan will provide for the establishment of new institutional arrangements, including utilities, agencies and corporatized units to better manage the Council's core service responsibilities, a refinancing programme to decisively address a severe financial crisis and a series of special projects and programmes, which will enable the metropolitan council to take a longer term and more developmental perspective on key metropolitan challenges of slum upgrading, housing, local economic growth and investment. The programmes to be supported and the sub-components to be targeted for CASP funding are a water and sanitation utility programme, modelling technical and financial systems and tariff structures to ensure an acceptable and sustainable level of water and sanitation services to low-income communities, metropolitan housing delivery strategy and programme, defining a new housing delivery approach and designing the housing finance systems and institutional arrangements necessary to support this and the greater Alexandra and N3 development project, first phase sub-regional plan to provide greater access to land and infrastructure to the people of Alexandra.
Activities	Support the project team to prepare an initial strategic business plan for the utility, modelling of ideal service levels, tariff structures, external funding requirements, subsidy and lifeline measures and possible water loss reduction measures. Contribute to the development of an appropriate, realistic and affordable housing delivery strategy and design an implementation programme and plan for the city of Johannesburg, consistent with the national and provincial policies, as well as the city's strategic metropolitan integrated development framework. Contribute to the development of a first phase sub-regional plan, which consolidates all existing plans on Alexandra, identifies gaps and provides a framework for a comprehensive plan covering land-use, infrastructure requirements, property market and economic investment requirements, transportation and community commitment to the plan development and implementation
Results	An initial strategic business plan for the utility, affordable housing delivery strategy for the city of Johannesburg and the first phase of a sub-regional plan, which consolidates all existing plans on Alexandra and the N3 corridor.



## SOUTH AFRICA

Safer Cities Durban  
(GLO/96/S12)

Total cost	\$142,560
Partners	Municipal Authority of Durban  Government of the Netherlands International Centre for the Prevention of Crime (ICPC) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Violent crime and delinquency threaten the quality of life of urban populations in South Africa in general and particularly in Durban. Since December 1997, several high-profile murders and attacks on foreign tourists in the centre of Durban have confirmed increasing crime levels in the city. A victimization survey was conducted by the Institute of Security Studies. Quite significantly, Durban has higher victimization rates for burglary, robbery and murder and an equal rate of victimization for car theft than Johannesburg. This situation has led the national Government to take initiatives, focussing on crime prevention and addressing the causes of crime. The city of Durban intends to develop a specific local strategy to address insecurity at the City level. The Durban project responds to a request of the national crime prevention strategy. The objective of this project is to strengthen the capacity of the city to implement prevention activities through a multisectoral and partnership approach coordinated by local authorities. The immediate objectives are the setting-up of a city-wide crime assessment, the definition of a plan of action with the creation of a local coalition on crime prevention in the city of Durban and the implementation of this action plan.
Activities	The Safer Cities Durban project team has developed a comprehensive crime prevention strategy approved by the Durban Metro Council and supported by a crime victimization survey and by active consultation with. A research group has been established to formulate and implement a strategy. Activities have started in the area of support to youth at risk and in sensitive areas such as KwaMashu, one of the most violent townships in metropolitan Durban. The project provides an opportunity to exchange experience with other safer cities projects.
Results	Expected results include intensive collaboration between Johannesburg and Dar es Salaam on the reduction of urban violence, a community-wide and multisectoral crime prevention strategy and an action plan against urban violence.

## TOGO

Rehabilitation of Urban Community Infrastructure  
(TOG/97/005)

Total cost	\$1,581,125
Partners	Ministry of Mining, Equipment, Transport and Housing City of Lomé and the commune of Tsévié  International Labour Organisation (ILO) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project aims to improve living conditions through access to basic infrastructure, giving employment opportunities in urban low-income communities and helping the Government and the municipalities to develop and implement programmes addressing urban poverty involving the poor, non-governmental organizations, community-based organizations, the private sector, municipalities and Government, while ILO assists in the field of infrastructure rehabilitation (drainage, markets, roads), using high-level labour intensive methods and training small-scale entrepreneurs and local artisans. UNCHS (Habitat) support will focus on capacity-building in urban management through training of municipal staff, assessment of the financial situation of participating municipalities and elaboration of guidelines on municipal financial management.
Activities	Project activities will focus on the creation of job opportunities for low-income people, through construction and rehabilitation of basic infrastructure and services such as markets, drainage and sewerage systems, latrines, solid waste collection and management and training of artisans, small-scale entrepreneurs in production and the use of local building materials. The project will also assist the Government to build the urban management capacity of the municipalities of Lomé and Tsévié.
Results	A new market in Nukafu (Lomé) is being constructed, and a market in Tsévié is being rehabilitated. The financial and institutional situation of the municipality of Tsévié has been assessed, and recommendations are being implemented, helping to improve resources. Training on municipal financial and administrative issues related to contract and procurement have been organized for municipal staff and small-scale entrepreneurs involved in implementation of the project activities.

## TUNISIA

Sustainable Tunis Project  
(TUN/93/006)

Total cost	\$440,000
Partners	Tunisian Government  France United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Sijoumi is located in the western sector of Greater Tunis in the basin of the Sebkha de Sijoumi, and covers an area of approximately 7500 hectares. Industry is the predominant economic activity within the zone, although it is somewhat weak, followed by services, commerce, and agriculture, which is beginning to be surrounded by urbanisation and is in the process of disappearing. The Sijoumi area has a particular environmental potential and is the site of significant degradation, owing to rapid development and uncontrolled urbanization in the catchment area of the Sebkha. Notable features include the encroachment of illegal housing on agricultural land, an increase in pollution sources entering the Sebkha and a disturbance in the functioning of the water ecosystem of the Sebkha due to poor drainage and an influx of polluted water. In 1995, an environmental profile was prepared, the work plans for consultations developed and meetings with the organizing committee and resources persons hold to mobilize participants and prepare discussion papers. The city consultation on water and land management, and institutional issues lead to the establishment of a steering group and working groups.
Activities	The Sustainable Tunis project is implemented by the Municipality of Tunis with the following local partners: the Ministries of the Environment, Public Works, Agriculture, Social Affairs and Professional Training and Employment; and with the following parastatals: ONAS (sewage), ANPE (environment), SONED (water supply), STEG (electricity and gas), AFH (urban land), AFI (industrial land); and with the unions UNAP (agriculture and fishing) and UTICA (industry and trade). Other local partners include NGOs and CBOs. The project presented actions plans and established financing mechanisms for the following priority issues: degradation of Sejoumi Lake loss of agricultural land, poor drainage, creating flooding and health hazards uncontrolled urban growth and integrated urban management of the Sidi Hassine neighbourhood.
Results	This project developed a comprehensive action plan with bankable project proposals for implementation. Various funding sources have committed interest to support the various proposals.

## UNITED REPUBLIC OF TANZANIA

Promoting Environmentally Sustainable Development in Tanzania  
(URT/97/022)

Total cost	\$3,650,000
Partners	<p>The President's Office: Regional Administration and Local Government The Greater Dar es Salaam City Council and Municipalities of Ilala, Temeke and Kinondoni Nine Municipal councils throughout the country</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The Sustainable Cities National Programme in Tanzania operates under the programme Promoting Environmentally Sustainable Urban Development in Tanzania. This is presently coordinated by the programme established Urban Authorities Support Unit (UASU) under the President's office: of Regional Administration and Local Government (POMRALG). The programme originated in the National Programme Framework for Human Settlements, which focuses on capacity-building in public sector institutions, urban land management and urban shelter. The new programme was signed in July 1997 and follows on from the Sustainable Dar es Salaam Project (URT/90/033) and its follow-up phase, Managing the Sustainable Growth and Development of Urban Centres (URT/95/005). UNCHS (Habitat) continues to provide technical support to Dar es Salaam and nine other urban centres throughout the country. The Zanzibar component has been developed as a separate project, URT/97/010. The programme focuses on two objectives: consolidation of the environmental planning and management (EPM) process in the Greater Dar es Salaam City Council and use of the methodology and experience gained from implementation of the SDP. The programme is a sub-programme of the national environment programme.</p>
Activities	<p>The sub-programme coordinated by UASU strives to build the capacity of urban local authorities to manage urban development through training and communication, to establish an environmental management information system and strategic urban development planning framework; to create gender awareness in EPM and to address poverty eradication; and to assist the city municipalities to mobilize resources in order to ensure project sustainability. The methodology used to achieve these objectives is based on the philosophy of the Sustainable Cities Programme in general and the EPM process in particular. UNCHS (Habitat) has been providing support to the new Planning and Coordination Department at the city level and developing the environmental management information system (EMIS).</p>
Results	<p>The Dar es Salaam City Commission has implemented the reorganization of the city into three municipalities (Temeke, Ilala, Kinondoni). The Sustainable Dar es Salaam project provides EPM technical support to the three new municipalities. The SDP has finalized the Strategic Urban Development Plan (SUDP), a planning framework for guiding the future city expansion and city renewal. The SUDP is the core product of the EMIS. The Urban Authorities Support Unit (UASU) provides support to 12 municipalities, which have prepared environmental profiles and conducted city consultations. The municipalities are at different stages in their implementation of the EPM process. The UASU is providing technical assistance and training to the municipalities supported by UCLAS and (UNCHS) Habitat.</p>



## UNITED REPUBLIC OF TANZANIA

Zanzibar Sustainable Programme  
(URT/97/010)

Total cost	\$472,107
Partners	Government of Zanzibar Zanzibar Municipal Council  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	UNCHS (Habitat) has been providing technical support to the national programme since February 1998. The programme's objectives are to develop the capacity of the Zanzibar Municipal Council to work with its partners in the public and private sectors to set up an environmental planning and management (EPM) process for the sustainable development of the city. The main issues the municipality faces are haphazard construction, developed areas characterized by a lack of basic infrastructure services, solid waste management, water and sanitation, flooding during heavy rains, institutional conflicts and municipal financing. An environmental profile of the city has been prepared and discussed with all parties. A city consultation took place in December 1998.
Activities	Priority environmental issues and approaches to dealing with these issues were identified and elaborated at a city consultation: managing haphazard construction, unplanned settlements, city expansion, solid waste management, water supply, flooding (storm water drainage) and sanitation, institutional responsibilities (including changing of town boundaries), upgrading of infrastructure service in Ng'ambo Areas; and municipal financing. Environmental-issue-specific working groups have been set up to prepare strategies to address specific issues and agree on action plans for their implementation. Agreed priority actions have been formulated into development packages for implementation. An environmental management information system (EMIS) has been set up to support a development strategy for the city on the findings of the working groups.
Results	Results include the establishment of ZSP core team and steering committee of the project, sensitization and briefing through mini-consultation, preparation of environmental profile, city consultation, youth consultation specifically for the school children, training working groups established and operationalized for priority issues identified at the city consultation, capacity-building, demonstration projects on infrastructure service in Ng'ambo areas and on waste management. The external funding support will come to an end in December 2000. The German Development Service will continue support to the ZSP.

## ZAMBIA

National Urban and Peri-Urban Settlement Management  
(ZAM/97/002)

Total cost	\$1,368,000
Partners	Ministry of Local Government and Housing  France United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The National Urban and Peri-Urban Settlement Management Programme brings together experience from the implementation of five projects supported by UNCHS in Zambia. The Programme has three components: Assistance in Promoting Low Cost Housing, Community Participation Training Programme and Urban Environmental Planning and Management, which constitutes the first phase of the Sustainable Lusaka Programme (SLP). The main objective of the Programme is capacity building to strengthen the institutions and local communities, to improve and ensure effective delivery of housing, infrastructure and services; and to support the first phase of environmentally sustainable development and growth of Lusaka by strengthening local capacity to plan, coordinate and manage environment/ development interactions. The initial stages of SLP included the preparation of the Environmental profile of the city of Lusaka, holding of the city consultation for the sustainable Lusaka programme and formulation of the working groups. The EPM demonstration programme focussed on issues of immediate public health concern in the high-density areas such as solid waste management, water supply and sanitation, and congestion of the central business district. A project document to cover further stages of the sustainable Lusaka programme was prepared and signed.
Activities	Activities of components one and two of the programme included provision of technical assistance to the preparation of the national housing policy and to the formulation of a national housing programme. Training of selected artisans in the production and use of local building materials; training courses in fieldwork, organisation of seminars for resource persons on the principles of teacher training for community participation; the development of skills and awareness to enable communities to identify their own problems and priorities and formulate project proposals for settlement upgrading have also been undertaken. The SLP prepared ground for the installation of an environmental management information system (EMIS) to be integrated in the Planning Department of the Lusaka City Council.
Results	UNCHS (Habitat) support to components one and two of the programme has been completed. The National Housing Policy for Zambia has been approved. A National Housing Programme has been approved and several training programmes have been undertaken. An environmental profile of the city of Lusaka has been completed, and the city consultation for the sustainable Lusaka programme was held in March 1997. Issue-specific working groups have been formed and are working on defining strategies and action plans. Project implementation in demonstration settlements commenced, solid waste management entrepreneurship training in demonstration settlements was conducted community training replicated in Linda, Bauleni and Kalingalinga, project replication in Linda (water supply) Bauleni (water supply), and Kalingalinga (solid waste management, construction of midden boxes). UNCHS (Habitat) has provided technical support in the establishment of an EMIS and conducted a training in EMIS.

**III. ASIA AND THE PACIFIC**



## AFGHANISTAN

Rebuilding Communities in Urban Afghanistan  
(AFG/96/005)

Total cost	\$7,170,520
Partners	Municipalities of Farah Community forums, Heart, Kabul, Kandahar, and Mazar-e Sharif,  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The conflict in Afghanistan has taken a heavy toll on the physical and economic infrastructure and also wreaked destruction on social services and dislocated the population. This has severely affected the urban centres of Herat, Kabul, Kandahar and Mazar-e Sharif and urban residents. These towns have become the destination for many internally displaced persons and returnees. The combined result is an acute shortage of food and other essentials, rampant unemployment and inflation and the overall breakdown of social institutions that had enabled people to endure deprivation for the past 20 years. UNDP has funded UNCHS (Habitat) to rebuild communities in urban Afghanistan, project contributing to the process of self-recovery that recognizes the demonstrated ability of people to cope with this man-made disaster. However the coping mechanism has suffered from being reactive and rather exclusive in nature, as trust has been broken down amongst groups divided along religion political beliefs and ethnic group. The project addresses this problem by enabling people to take collective action towards this end. The organizational manifestation of this strategy has been the community forums that have sprung up in these cities as a neighbourhood institution that guides the process of consultation and the implementation of its results. In this context, the project contributes to good governance.
Activities	The project operates in the four urban centres of Heart, Kabul and Mazar-e Sharif, Kandahar and the two peri-urban districts of Bamyan and Farah. The principal thrust is to assist in providing a range of basic services managed and, wherever necessary, operated by the community forums through regular area-wide consultation meetings where problems are analyzed, actions are formulated and progress are assessed. As a catalyst to the process of self-recovery, the project responds to the technical and management needs of communities by helping establish a number of community enterprises, a system of funding social services such as health clinics, vocational training courses and a system of management of neighbourhood services. In addition, the project provides direct support for community-managed and implemented works on a small-scale, primarily for improvements to water supplies, access and drainage. A number of medium-scale infrastructure repairs are being implemented to support neighbourhood-level initiatives. An important aspect of these work is the creation of employment among urban communities through labour-intensive activities.
Results	The project has already provided direct support for several thousand urban families to improve their living conditions, through community-implemented activities in sanitation, water supply, drainage and access improvements. In addition, activities like health clinic, schools for girls and a number of income-generating activities—all managed by the community fora-have demonstrated the efficacy of the strategy in the current situation prevailing in the country.

## AFGHANISTAN

Supporting the Development of Local Systems of Governance  
(AFG/99/SO3)

Total cost	\$400,000
Partners	Community forums in Bamyan, Farah, Herat, Kandahar and Mazar-e Sharif  USAID, Centre for Democracy and Governance United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The ongoing strife of more than twenty years in Afghanistan is one of the longest conflict in the recent history of mankind. This period also marks the wholesale destruction of the country's social services, a massive dislocation of its population and the emergence of a totalitarian form of government that relies heavily on control and restrictions, often crossing the boundary of universal human rights. While the international community has managed to remain active in discharging humanitarian support to the country, the unabated conflict has cast a dark shadow over any hope for enduring peace. And yet vast majority of the Afghans have managed to survive the conflict, albeit with deprivation, suggesting that, in absence of a functioning and enlightened government, the hope for peace must start with people themselves. For peace to be enduring, it must be meaningful to people and their needs. The umbrella rebuilding communities in urban Afghanistan project aims to foster community solidarity, irrespective of ethnic origin, religion or political ideology, by creating a conducive environment for people to consult and to come up with measures that meet their needs. The strategy has been the community forums that manage consultations and implement decisions. As a result, fifty community forums have been established in five cities and one rural area (Bamyan). These institutions elect their own leaders, hold regular consultations and take decisions through consensus-building and majority vote. These forums have been carrying out a range of activities, such as primary education for girls, child and maternity care and income-generating enterprises. The development of local systems of governance project consolidates community consultation by supporting two activities. These are hands-on and structured training of community members in management and consensus-building and of 4,000 rural youths to influence actively the course of development by participating in basic service delivery.
Activities	A series of structured training for community members in accounting, administration, community mobilization, marketing and conflict-resolution are already underway. This training are being conducted with the support of the project by the Community Forums Development Organisation (CFDO), a body formed by the community forums to foster inter-forum exchange of experience and expertise and to mobilize external support. The youth component of the initiative will commence from the end of 2000 and comprises service-leadership training, neighbourhood mapping, model-building, education rights, modeling of good governance, publishing newsletters, health education, culture, and environment.
Results	The result of the project goes beyond the number of people trained or the number of forums established. As a good measure of its success, the forums have now become the main vehicles for delivering support to communities for this project and the umbrella project.

## AFGHANISTAN

Emergency Support: Urban Afghanistan  
(AFG/00/002; AFG/00/005; AFG/00/011; AFG/00/012; AFG/00/013)

Total cost	\$1,334,842
Partners	Community Forums Bamyan, Herat, Kabul, Kandahar, and Mazar-e Sharif  European Union (ECHO) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	While Afghanistan has been in conflict for the past twenty years, during the past two years it has also been going through a cyclical drought that occurs once every 30 years and lasts for three years. The impact of the conflict and the drought on ordinary Afghans has been extraordinarily severe both in terms of their ability to survive through the crisis and take preventive actions. The consequences of this catastrophe are many: acute shortage of drinking water, inability to maintain even rudimentary hygiene in the cities that are also the first destination for returnees and internally displaced people and rapid liquidation of household assets to meet emergency needs, including the premature slaughtering or disposal of animals, all leading to greater vulnerability. This situation has been exacerbated by the continuous inflow of the returnees from Iran and Pakistan. The five emergency projects with ECHO-funding aim to enhance access to food and essential supplies, especially of the poor and most vulnerable like the physically challenged, woman-headed households and orphans and to enable people to meet their emergency needs by providing them with employment opportunities encouraging them to engage in mutual and self-help, making maximum use of local potentials (instead of buying clothes from outside, they have them made by the communities themselves). The linchpin of the implementation mechanism is the network community forums created as a result of UNCHS (Habitat) work of the past several years.
Activities	The underlying implementation concept is to maximize the strength of communities to assess needs, validate the selection of beneficiaries, oversee distribution of benefits, and manage relief works so as to generate gainful local employment. To these ends, the project works with the network of community forums (CFs) established in those towns. The overall activities include supporting CFs in planning and programming the assistance, carrying out various surveys, moderating consultations to design implementation details, accepting and managing subcontracts from the project to procure and produce relief materials, where applicable, and monitoring and reporting. The list of activities cover community consultation, procurement of materials, design of engineering works and the execution of works that not only improves the living condition but also provide employment and management skills at the community level.
Results	With the completion of these five projects, about 16,000 man-months of employment will have been created (more than half for women), more than 850,000 people will have benefited from a cleaner environment (waste removal), 11,000 families will have received winter clothes, 17 neighbourhood emergency funds will have been established a number of water sources will have been rehabilitated and distribution networks improved. In addition, the experience gained in setting up projects will have imparted higher skills among community members in managing disasters.

## AFGHANISTAN

Establishment of Community Forums and Pilot  
Micro-Finance Programme: Urban Afghanistan  
(AFG/00/S01)

Total cost	\$320,000
Partners	<p>Network of community forums</p> <p>Swiss Agency for Development Co-operation (SDC) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>More than a decade of UNCHS (Habitat) engagement in Afghanistan has revealed that people in general and those in a crisis situation in particular, have an inherent capacity to cope with disasters. If this strength is appropriately harnessed, exclusive reliance on external assistance can give way to greater self-reliance and self-management, thus laying a foundation for sustainable peace and good governance. For the past several years, UNCHS (Habitat) has been pursuing an approach to community-based development in Afghanistan that enables people living in a community to engage in a consultative process in addressing their family and soci- needs and aspirations. The process that started with a few key figures in a community has taken a more institutionalized shape with its organizational articulation in the form known as community forum (CF). To date, there are more than 50 community forums, each with its own constitution, rules governing its operation and an executive body to facilitate wider participation and to manage activities. Each forum performs a diverse range of activities, quite a few without the support of the project. All the forums pursue activities related to basic health, childcare, schools for girls and boys and employment creation. In addition, these also act as a platform for people from different walks of life to engage in a wider dialogue, thus contributing to social harmony and filling the gap left by moribund government institutions. UNCHS (Habitat) resources are being gradually channelled through the forums for operational reasons and to enhance their capacity to manage community-level development. The primary hub of the network of the CFs is the Community Forum Development Organisation (CFDO), which operates under a management board that draws its memberships from the forums it serves. It is through CFDO that continualtraining is conducted for existing and emerging forums. The current project aims at furthering four basic objectives: improved governance, improved common programming, improved livelihoods and reduced poverty.</p>
Activities	<p>Activities include initiating community dialogue, assisting the formation of a management board, guide in establishing community enterprises, and social service delivery units (education, health, maternity childcare). In addition, training is carried out using the experience gained by other forums. Another stream of activities that relates to assisting CFs in developing a model of self-sustainable micro-finance programme.</p>
Results	<p>Fifteen CF's will have been established in Farah and Mazar-e Sharif a pilot microfinance scheme will have been introduced, and all the 65 CFs will have benefited from additional experience sharing and training.</p>

## BANGLADESH

Local Partnerships for Urban Poverty Alleviation  
(BGD/98/006)

Total cost	\$20,368,600
Partners	<p>Ministry of Local Government, Rural Development and Co-operatives Local Government Engineering Division (LGED) Eleven urban local authorities</p> <p>United Nations Development Programme(UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The objective of this project is to eradicate urban poverty from poor communities in the selected urban areas. The basic premise is that poverty eradication is the responsibility of empowered urban poor communities, backed by Government and non-government supportive efforts and policies at the local and national levels. The strategy adopted is to initiate or strengthen group formation within urban poor communities, facilitate community-level development, planning and implementation of community projects. At the same time, while the community is being mobilized, project staff will work with government and non-government actors to create an enabling environment for the urban poor, through provisions of training, technical support and capital in the form of credit or grants. This is a holistic bottom-up approach to poverty eradication through urban community organization, capacity-building at ward and community levels and establishing or strengthening linkages between poor communities and the private sector, with the support of local government and non-government service providers and policy makers. The project aims to build the capacity of the urban poor to alleviate poverty in three cities (Chittagong, Khulna and Rajshahi) and eight pourashavas (Barisal, Bogra, Gopalganj, Hobiganj, Kushtia, Mymensingh, Narayanganj and Sirajganj) through supporting empowerment of the poor by participatory local-level action, including community action planning and management, skill development, micro-financial services and technical assistance and activating local government and other organizations to provide more responsive services to the local communities through multi-sectoral interventions with the facilitation of LGED through local governments.</p>
Activities	<p>The project will establish two micro-capital investment funds: a micro-credit grant scheme and a community development fund to support the establishment of revolving micro-credit funds and saving and loan organizations, and to finance community-based projects through local contracts. The project undertakes capacity-building of community groups to identify, articulate and represent their interests, participate in the preparation and implementation of community development plans, lobby the Government and non-government agencies and manage the of resources. It also supports capacity-building of local government staff, people's representatives and NGOs to become responsive to the needs of the poor. The project further facilitates the participatory preparation of community development plans for all selected slum neighbourhoods, with emphasis on poverty alleviation, community empowerment and provision of social, legal and physical services and facilities.</p>
Results	<p>The basic premise is that poverty eradication is a responsibility of empowered urban communities, supported by governmental and non-governmental agencies at local and national levels. The strategy is to initiate group formation within poor urban communities and facilitate community-level development planning and project implementation.</p>

## BHUTAN

Strengthening Capacities for Urban Management and  
Human Settlements Sector Planning  
(BHU/96/004)

Total cost	\$522,750
Partners	Public Works Division, Ministry of Communications  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The scale, distribution and growth of human settlements in Bhutan have been influenced by the rugged terrain, the remote landlocked location of the country and the long socio-economic isolation. Settlement patterns can be traced to the historic trade routes, traditional religious and fortification sites, the limited dispersed cultivable areas along river valleys and, more recently, the network of all-weather vehicle roads. By international standards, Bhutan's urban centres are comparatively small, both in population and area. There are, nevertheless firm indications of increases in the rate of urbanization of around 5 to 10 per cent per annum, with reliable data for the capital, Thimphu, recording a doubling of population over the past ten years. The project contributes towards institutional development through strengthening decentralization, community participation and human resource development in the emerging urban sector. Specifically, the project is designed to build the capacities for national strategic planning and policy formulation and for integrated urban management, focusing on the major centres of Thimphu and Phuentsholing.
Activities	The earlier national human settlements review and strategy, together with the outdated development plans for the two cities (Thimphu and Phuentsholing), have been updated and broadened in scope in parallel with providing policy, legal and operational initiatives in the fields of land administration and municipal finance. Data management and physical planning have been enhanced through installation of urban geographical information systems, and human resources have been developed through an intensive training course and workshop programme. A networking process, supported by regional study visits, has been initiated, and linkages have been established with United Nations regional and global projects.
Results	The project was closed at the end of 1999. The development of a land registration system has been completed and installed, and training workshops have been carried out to enhance land administration in selected urban areas. The development plans for Thimphu and Phuentsholing, based on the earlier master plans of 1986 and 1987, have been prepared as a strategic policy framework and have provided a framework for infrastructure investment programmes supported by ADB and Danida. Within the framework of the development plan for Thimphu, a local area plan was initiated for Changzamtog to prepare a detailed plan for its physical development. A municipal finance policy for Thimphu was developed, which has the potential to provide a framework for increased financial autonomy for the Thimphu City Corporation. The preparation has been undertaken to develop a Geographic Information Service for the Bhutan urban sector, which will become a databank for the city corporations and central ministries and agencies with activities in the urban areas. The national human settlements sector policy and strategy and associated strategies such as the outline housing policy and urban shelter strategy, which are included in the document, will be connected with the ADB envisaged support towards the formulation of a national housing policy.

## CAMBODIA

Phnom Penh Urban Poverty Reduction Project  
(CMB/00/003)

Total cost	\$2,500,000
Partners	<p>Municipality of Phnom Penh (MPP) NGOs and CBOs working with squatter and urban poor communities in Phnom Penh</p> <p>United Kingdom, Department for International Development (DFID) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Building on the experience gained through the first phase project, the Phnom Penh urban poverty reduction project will institutionalize the poverty reduction programme in the Municipality of Phnom Penh (MPP). It will strengthen the capacity of MPP in its upstream policy formulation and delivering mechanisms. The programme also aims at assist the MPP in delivering the Phnom Penh poverty reduction strategy. The strategy covers three broad areas, access to basic services, income generation and improved local governance and the activities are built around these components. The objectives of the project are to strengthen Phnom Penh governance through interventions that integrate pro-poor policy development with programming and operation reforms and capacity-building for municipal administration with that for urban civil society; improve access to affordable basic services for the poor through an approach that addresses the interdependencies of community-based social programmes and physical infrastructure development; and to. promote economic development among the city's poor communities through a combined programme of employment creation, human resource development and micro-finance services.</p>
Activities	<p>Under objective one, the project will build on the activities undertaken during the first phase of the project. These include implementation of MPP's urban poverty reduction strategy, strengthening of the capacity of NGOs and CBOs, concurrent community based monitoring and impact assessment will provide policy and operational level inputs to the urban poverty reduction unit. Under objective two, the project will support a process of improving environmental conditions and access to basic services for all urban poor with support for the development of new sites for poor urban communities as part of a planned programme of voluntary relocation. Under objective three, the project will directly address urban poverty through support to vocational training and apprenticeship programmes, introduce a wider range of financial services and strengthening existing savings and credit programmes and micro-finance schemes for small businesses.</p>
Results	<p>The Community Development Management Committees (CDMC) and the poverty unit have been well established at MPP to deliver poverty reduction strategy. Through this mechanism, voices of the poor have been channelled to the municipality and reflected in the policy formulation. Capacities of the Municipality of Phnom Penh have been enhanced to become more responsive to the needs of the poor. Access to the rights of the poor has been enhanced through better community organization. Access to basic services has been enhanced, and income for the target groups has been increased. Partnerships and dialogues between the Municipality and urban poor communities have been strengthened. Based on these activities and experiences, policy level dialogues at MPP have begun, on regularization of land and housing policy.</p>

## CAMBODIA

City Development Strategy for Phnom Penh  
(GLO/99/S03)

Total cost	\$185,000
Partners	<p>Ministry of Land, Urban Planning and Construction Municipality of Phnom Penh</p> <p>Asian Coalition for Housing Rights (ACHR) World Bank (IBRD) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The City of Phnom Penh, is the largest urban centre in the country. The recent peace and reconciliation process has brought about opportunities and interests in the development of the city by the private and public sectors. As a result, pressure on the land development has been affecting squatter communities. The phenomenon of the transfer of rural poverty to urban poverty has been observed as a cause of the urbanization of poverty. Although an urban sector study has been concluded, Phnom Penh still lacks a clear urban development policy or strategy. Amongst the ongoing major urban development efforts are the Asian Development Bank, the World Bank and JICA's urban transportation master plan, the European Union's Asia Urbs Programme and UNCHS (Habitat)/UNDP/UK-DFID's poverty reduction programme. There is, however, a lack of understanding amongst all parties as to how these activities contribute to the holistic and coherent urban policy, which would set priorities, guide investments in the city, build capacities in urban management and ensure sustainable urban development. This calls for strategy planning for the city to achieve sustainable growth, which would benefit the population, in particular the urban poor. The World Bank has indicated an interest in supporting bankable projects identified as the result of the city development strategy exercises. Two main objectives are expected to be achieved: to formulate the pro-poor city development strategy or urban strategy for Phnom Penh through consultative process and to strengthen community-based organizations and NGOs to contribute to this formulation.</p>
Activities	<p>A visioning exercise implemented with the participation of all stakeholders in identifying issues to be addressed and prioritizing them as an action agenda. This will form the basis for the urban development strategy for the city of Phnom Penh, which will aim at reducing poverty. The project will also review various development assistance and investments made by the private sector to explore how positive impact on the urban poor could be ensured and also to identify the gap within the overall framework of development strategy. Furthermore, it will assist in developing an action agenda for communities based on the poverty reduction strategy formulated by MPP within the overall framework of the city development strategy, in coordination with the project CMB/00/003.</p>
Results	<p>Amongst expected outputs of the project are formulation of a city development strategy for Phnom Penh, introduction of a broad-based participatory consultative mechanism at the city level strengthened capacity of the Phnom Penh Municipality in coordinating donors and mobilizing resources Identification of a portfolio of bankable projects for negotiated with the World Bank and other donors, assistance to urban poor communities and their supporting CBOs and NGOs to develop their capacities for contributing to the city development strategy and an action agenda under poverty reduction strategy for mobilization of resources.</p>



## CHINA

Managing Sustainable Development in Shenyang and Wuhan  
(CPR/96/321; CPR/96/322)

Total cost	\$1,608,000
Partners	<p>China International Centre for Economic and Technical Exchanges (CICETE) Shenyang municipal government Wuhan municipal government Local companies and neighbourhood groups</p> <p>United Nations Development Programme (UNDP) United Nations Environment Programme (UNEP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The rapid economic development of China, particularly in the cities, has led to severe environmental problems. At the same time, municipal governments are being required to bear more responsibility for urban environmental service provision, and urban environmental protection and development management. The objective of these two projects is to improve the environmental planning and management capacities in Shenyang and Wuhan. The project will strengthen cross-sectoral and inter-organizational coordination, improve mechanisms and practices for broad-based public participation, integrate environmental issues into strategic urban development planning, strengthen municipal financial management and reduce the shortage of management skills and experience. The project is executed within the context of the UNCHS (Habitat)/UNEP global sustainable cities programme.</p>
Activities	<p>Project activities were organized into three broad phases. Phase one was a nine month start-up period for the consolidation of participation. This period culminated in a high-impact city consultation, a meeting that involved all participants and in which the priority environmental issues were determined. Phase two was an 18-month period during which broad based working groups were established, developing issue-specific strategies and action plans, focusing on the priority environmental issues determined during the city consultation. These working groups further prioritized key intervention areas, developing detailed demonstration projects that have had an impact in improving living conditions for citizens in the cities. Phase three, an open-ended consolidation, institutionalization and replication phase, began during the last months of the project and will continue after direct project support has terminated. The agreed strategies and action plans have produced a variety of proposals for capital investment and technical cooperation projects, which are currently the subject of discussion with a variety of potential funding agencies in order to further develop them to international standards.</p>
Results	<p>The projects have made substantial progress in raising awareness of environmental concerns amongst public and non-governmental institutions, putting environmental concerns at the forefront of urban development decision-making and strengthening inter-agency coordination arrangements in both cities. As a result, the projects have strengthened local capacities to plan, coordinate and manage environmental issues, have promoted the integration of sector strategies, and, through demonstration projects, are providing the foundation for larger-scale bankable projects. Moreover, ongoing documentation of project experiences and lessons learnt have provided solid foundations for adaptation of the process and management tools, with nine secondary cities requesting support in applying these lessons to their own institutional and management arrangements.</p>

## EAST TIMOR

Land and Property Administration Project  
(TIM/00/S01)

Total cost	\$281,400
Partners	Governance and public administration in Pillar  United Nations Transitional Administration in East Timor (UNTAET) World Bank Trust Fund for East Timor United Nations Centre for Human Settlements (Habitat)
Background and objectives	The uncertainty and lack of public confidence that characterises the land and property environment in East Timor is leading to serious social disruption because of conflicting claims to land and impedes the urgently needed resettlement of people and re-establishment of business and public services. The UNCHS (Habitat) assistance to UNTAET will focus on strengthening the land ownership and property rights environment in East Timor, by providing technical assistance to immediately restore institutional capacity to provide the essential components of a formal land registration system, develop national policy and procedures for the effective resolution of land and property disputes and develop interim policies and procedures for allocation of public and abandoned land in support of the rehabilitation process. The project is designed to lead further medium-term intervention to develop fully the East Timorese institutional capacity for land administration.
Activities	The urgent need is to minimize uncertainty in the community by providing a formal vehicle for processing and recording land and property rights. It is universally agreed that this should build on the foundation of the existing system. The primary aim is, therefore, to restore rapidly essential components of the land administration system. While necessarily based on the existing situation, the team will begin the process of transformation to an East Timor national system by identifying options for change and improvement. The urgent and imminent policy need is to implement a model for the resolution of land and property disputes as an integral, part of the land administration system. In addition there is a demonstrated need for the LPC to fill the current void in the administration of property development. The immediate priority for the LPC has been to meet the real estate needs of the public service, business, diplomatic and humanitarian sectors by re-allocation of land classified as public and abandoned. While standards for buildings may not ultimately become a function of land and property administration, there is presently a need to develop innovative strategies and standards for rehabilitation, which make maximum use of existing buildings and local capacities.
Results	At the conclusion of the project, assuming the appointment of East Timorese staff and the availability of proposed budget for basic capital improvements in the land office, the following specific outcomes are expected to be completed: the key components of the land registration system operational, and serving the public of Dili, within the limitations of the existing records and available staff; the cadastral survey system operating to define property boundaries within the limitations of existing records and staff; a comprehensive documentation of all laws and regulations affecting land in East Timor and a draft program of legislative priorities for improved land administration; a recommended model approach and formal organisation for land dispute resolution; interim regulations to govern building on public land; and East Timorese counterpart staff trained.

## INDIA

Sustainable Urban Development for Chennai (Madras)  
(IND/95/004)

Total cost	\$734,364
Partners	<p>Ministry of Urban Development and Poverty Alleviation Housing and Urban Development Corporation Ltd. (HUDCO)/Human Settlements Management Institute (HSMI) Housing and Urban Development Department, Tamil Nadu Government Chennai Metropolitan Development Authority Tamil Nadu Pollution Control Board</p> <p>United Nations Development Programme(UNDP) International Centre for Sustainable Cities United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The project supports environmentally sustainable development and growth for the city of Chennai by enabling a process of broad-based participation and the forging of partnerships between a range of public, private and popular sector interest groups and institutions. Environmental conditions in Chennai have deteriorated over the past decades, as population growth and increased economic activity has exceeded the human, institutional and financial management capacity to adequately respond to those growing needs. Given the complexity of the issues at hand, the project facilitates a series of high-profile consultations and cross-sectoral working groups, through which those interest groups and institutions collectively agree on the priority areas to be addressed, negotiate and agree strategies and detailed action plans for intervention; mobilise stakeholder resources to implement demonstration projects, and upscale the lessons from those projects to citywide and longer-term capital investment and technical assistance packages.</p>
Activities	<p>Chennai is participating in the joint UNEP/UNCHS (Habitat) Sustainable Cities Programme (SCP) through the Chennai Metropolitan Development Authority (CMDA) of the Tamil Nadu state government. A high profile city consultation in late 1997, prioritised the following for project support through broad based, cross-sectoral and multi-institutional participatory working groups: improving solid waste management in peri-urban and city-poor areas;improving traffic and air quality management; and cleaning the city waterways. For the past three years, working groups involving key national and local government officials and representatives from the city's private sector and NGOs have prepared and implemented a number of urban partnerships to manage better the sanitary services to the city, along with lead projects to reduce traffic congestion and improve air quality. These demonstration projects, along with the participatory urban environmental planning and management arrangements are now being reviewed and consolidated as a basis for their up scaling into bankable capital investment projects.</p>
Results	<p>The project has made substantial progress in establishing a participatory system in Chennai, including improved cross-sectoral and muliti-institutional coordination, which involves the key sectors of civic society. As a result, the project has strengthened local capacity to plan, coordinate and manage environmental issues, has promoted the integration of sector strategies and, through the demonstration project is providing the foundation for larger-scale bankable projects. Moreover, documentation of project experiences and lessons learnt will be invaluable for national and regional replication.</p>

## INDONESIA

Breakthrough Urban Initiatives for Local Development (BUILD)  
(INS/94/008)

Total cost	\$2,977,000
Partners	<p>Ministry for Regional Autonomy Ministry for Settlements and Regional Development</p> <p>United Nations Development Programme (UNDP) World Bank United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The BUILD programme introduces reforms that provide a better environment for innovative and effective urban management by local governments in partnership with stakeholders. The development phase of the project was completed in 1999. The second phase, presently under implementation, continues assistance to cities to introduce good urban governance principles and practices and documents the results of those reforms and examples of participatory urban management practices for nation-wide dissemination. New legislation in Indonesia has brought radical changes relations between and local governments. They have contributed to strengthening decentralization and democratization. The project will assist the participating cities to take the best advantage of these changes leading to greater autonomy through changes in their institutional framework and operating procedures. The BUILD programme further assists the central government agencies in incorporating them in the national policies for broader application. It also assists them in strengthening their capacity to support effectively the decentralization of urban management.</p>
Activities	<p>The programme is implemented in nine cities, Bogor, Gorontalo, Kendari, Mataram, Metro, Probolinggo, Sawahlunto, Solo and Sukabumi. These cities have been selected on the basis of good urban governance in these cities. The objectives are to be achieved through assistance provided to develop responsive, accountable, transparent and participatory urban management practices in selected cities; introduce change in the institutional framework and operating procedures in response to the new law on local autonomy and fiscal decentralisation; document and disseminate success stories; and support the national agencies to coordinate change in keeping with the spirit of new legislation.</p>
Results	<p>Research has been completed to profile the existing conditions in the nine programme cities. Four new cities will be covered with additional funding received from the World Bank to replicate the approach promoted by the programme in a larger number of cities. Five cities have completed their city development visions, mission and strategy and are conducting consultations with stakeholders. Four other participating cities are expected to complete the visioning stage and move into broad-based city consultations. In the meantime, the first series of training activities have been delivered for the newly elected municipal councillors in six programme cities and municipal officials in three programme cities. The innovations and best practices in city management through out Indonesia have been identified and documented through research undertaken with universities and the Urban and Regional Development Institute (URDI). Documentation of innovations in the first group of participating citres is presently underway for wider dissemination.</p>

## INDONESIA

Poverty Alleviation through Rural and Urban Linkages  
(INS/97/021)

Total cost	\$1,701,000
Partners	Government of Indonesia  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The programme aims to bring the lagging regions in Indonesia into the mainstream economy by strengthening the economic linkages connecting the rural and urban areas. The first phase of the project was completed in 1998 and laid the basis for developing a rural-urban linkage approach to planning and development in selected provinces and districts of Indonesia. The approach involves the development of public-private partnerships that prepare action plans for production and trade for clusters of associated economic activities. As more clusters are added, these partnerships will evolve into broader-based local development coalitions that explicitly include marginalized actors in the economy. The programme will seek to improve the living conditions of the urban and rural poor, taking into account the effects of Indonesia's economic crisis. The programme aims to produce a framework for a rural-urban linkage approach to planning and development that can promote, more balanced pattern of urban and rural development; economic development of selected regions of Indonesia that are particularly underdeveloped, and raise incomes and create employment opportunities for the poorer households in the targeted regions. This rural-urban linkage approach developed through the programme will be incorporated in a national strategy for the next five-year development plan.
Activities	The programme seeks to create a mutually supportive sequence of production and exchange between rural and urban areas within the participating regions. The programme is now being implemented in six regions of Indonesia, namely, North Sulawesi, South Sulawesi, South East Sulawesi, Sorong, Jambi and Lampung. Based on initial action research on existing market linkages, it will identify economic interventions with highest impact for developing proposal for action. The programme will also develop an overall framework that can be adapted in other projects and eventually institutionalised in the regional planning process and replicated in other parts of Indonesia. Further, it will contribute towards formulating a national strategy for poverty alleviation responding to the search for new interventions by the government to minimize the impact of the Indonesia's economic crisis on the poor.
Results	The programme will develop a better understanding of how to assess rural-urban linkages and to stimulate them to bring about greater economic development and alleviate poverty. The programme would also help to develop institutional structures that create public-private partnerships in support of economic development and poverty alleviation and test them at the national and local level. Advanced public-private coalitions will design and implement action plans to develop high potential economic clusters that have a significant poverty alleviation effect. Further, a plan for replicating public-private coalition approach to rural-urban linkage stimulation and economic development will have been developed.

## INDONESIA

Community-Based Initiatives for Housing and Local Development (COBILD)  
(INS/00/013)

Total cost	\$4,897,000
Partners	Ministry of Settlements and Regional Development  Government of the Netherlands United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The project Community-Based Initiatives for Housing and Local Development (CoBILD), initiated in October 2000, seeks to consolidate and expand on the positive experience of the UNDP-funded project “Implementation of an Enabling Strategy for Shelter Development (INS/94/003)”, which produced a successful model for a community-based approach to shelter development. CoBILD is expected to apply the concept of community-based development to the improvement of housing and living conditions of poor and under-served urban households in selected kampungs in twelve cities over the national territory.
Activities	CoBILD will undertake the following activities: create an enabling institutional support system at national and city levels, for the design, implementation and management of community-based housing and human settlements initiatives; build the capacity of the community organizations to become development fora for housing and development improvement activities; develop financial mechanisms that support local communities, especially the poor, in their efforts to provide for land, infrastructure and housing, and related improvement measures.
Results	By the end of the project it will have been demonstrated that communities, particularly those of a low-income level, have the dynamism and commitment, when combined with the right type of support, to bring about dramatic developmental changes. It will be shown that communities can play a pivotal role in meeting the enormous worldwide challenges of providing shelter for all. Furthermore, that it can be done in a way that is sustainable and environmentally sound. The project is also expected to demonstrate a feasible, practical and affordable way of financing housing and settlements development even where income levels are low. As a result, approximately 10,000 households in about 96 kampungs in 12 selected cities will have benefited from loans for new and improved homes by the end of the first loan cycle two years after the start of the project. Towards the end of the project, the number of beneficiary households will increase substantially as a result of revolving funds in operation in the kampungs. A range of sustainable community-based organizations will be operational in each beneficiary community neighbourhood. For example, around 100 Kampung Development Boards (KDBs) will be operational, each consisting of representatives from neighbourhood loan and development groups. Neighbourhood groups will have up to 30 households each. There will be a total of approximately 300 such groups.  In line with the national policy on housing and human settlements, there will be in place appropriately refined mechanisms, together with appropriate regulations and procedures, for land transfer and registration and settlements planning, building codes and by-law approval.

## MYANMAR

Community Water Supply and Sanitation Projects  
(MYA/96/002; MYA/99/002)

Total cost	\$10,900,000
Partners	<p>Ministry of Health (Environmental Sanitation Division)  Ministry of Agriculture (Water Resources Utilisation Department)  Ministry of Border Areas, and National Races and Development Affairs</p> <p>United Nations Development Programme (UNDP)  United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The community water supply and sanitation project is one of 10 projects that is implemented under an umbrella programme called the human development initiative. This programme has now entered its third phase (September 1999–December 2001). In the second phase, project emphasis was on building direct links between communities and the myriad of private sector entities involved in the supply of services and materials related to water supply and sanitation. Towards this end, project support (material and technical assistance) will be delivered at the community level through community construction contracts and support to community initiatives. The third phase will increase its focus on building awareness of environmental sanitation and personal hygiene practices through a large health education component. Project impact monitoring on the basis of predefined indicators will be carried out in a systematic manner. The new project will intensify the coverage of access to safe water and sanitation in the same eleven townships, located in three different climatic zones of the second phase. A total of close to 1.8 million inhabitants in 3,665 villages are expected to receive project support in meeting their water supply and sanitation needs.</p>
Activities	<p>A component that was strongly present already during the first and second phase of the CWSS project is action research for improved water supply and sanitation options. This activity will continue in the third phase, focusing on the development and improvement of latrine design to meet the requirements of special conditions such as waterlogged areas and solving special water supply problems such as excessive evaporation and seepage in ponds, drinking water transport to areas affected by salinity and improved technologies to extract water from great depths. Action research will increasingly involve the communities affected and will establish further linkages with national agencies and institutes. The CWSS project experience in planning and implementation will assist in identifying what level of community capacity is needed for sustainability beyond the project intervention. Based on this experience indicators of sustainability will be developed and used to assess the level of completion of its projects. This will not merely be the physical completion, but rather considerations of community capacity to maintain and further develop water supply and sanitation facilities. The project's exit strategy will be based on the application of sustainability indicators to be developed during the third phase of the project.</p>
Results	<p>The project, during phase II, has adopted a rationalized approach, which concentrates resources and activities firstly on first priority village tracts (to be followed by priorities 2 and 3). The priorities are a result of the joint township planning exercises that were based on the levels of deprivation identified during the needs assessment surveys. The total number of villages surveyed in the three zones is 3665, of which 1268 are termed complete. Complete is defined as a situation where all of the project objectives have been accomplished. This leaves an overall target figure for phase III of 2397 villages.</p>

## NEPAL

Rural-urban Partnership Programme  
(NEP/96/003)

Total cost	\$3,300,000
Partners	National Planning Commission Ministry of Physical Planning and Works Ministry of Local Development  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The Rural-Urban Partnership Programme in Nepal is directed towards local development through facilitating the utilization of social and economic opportunities in rural and urban areas. In order to achieve this, the programme supports a well-articulated network of different levels of settlements, embracing urban centres, rural market centres and villages. The Government through its strategies under the ninth five-year plan and in terms of its commitments made to Habitat II Conference, seeks to enhance the involvement of the rural and urban poor, particularly women and disadvantaged, in a process to improve their livelihoods. For this purpose, it proposes to take advantage of the social and economic development opportunities that can be obtained through strengthening rural and urban linkages. The programme is built on past experiences in social and economic development in Nepal. In particular, they have demonstrated the fallacy of seeing the issues relating to urban and rural development in isolation without reference to realities of social and economic linkages that connect them; the importance of the involvement and participation of people in all stages of the process for sustaining the impacts of the intervention; and the need for complementing the efforts of the government at local development with partnerships of other stakeholders such as the private sector and the communities. The programme also contributes to improving urban governance and poverty alleviation through the development of self-sustaining economic enterprises. It will assist selected municipalities to promote and expand the rural-urban linkages for the benefit of the poor.
Activities	The programme helps people of urban centres and their rural hinterlands of the three selected regions to organize into self-managed institutions for strengthening functional linkages that help in creating better economic and social development opportunities. The local production systems are assisted and guided to take advantage of the opportunities that exist in the urban sector. Based on the experience gained in these areas, the programme will also support the National Planning Commission to develop policies, strategies and institutional capacity at the local level to undertake effective local development programmes for strengthening local economies. Further, the programme also expects to develop an institutional system for the channelling of development credit, a seed grant fund to support the communities of urban and rural areas, develop a database and an information system and conduct research to identify forward and backward linkages in the economy.
Results	The programme is now being implemented in 12 cities and 24 market zones. In these areas, 102 economic enterprises have been started. Training has been provided to over 4500 persons including 1800 women in enterprise development and management and to 250 officials of the municipalities in participatory planning. The savings programme started by the programme has grown in popularity with savings by communities reaching NRs.1.5 million.



## PHILIPPINES

Local Environmental Planning and Management Project  
(PHI/96/013)

Total cost	\$1,800,000
Partners	<p>National Economic and Development Agency          Department of Environment and Natural Resources          Department of the Interior and Local Government          League of Cities of the Philippines          Cagayan de Oro Local Government Unit          Lipa Local Government Unit.          Tagbilaran Local Government Unit          Numerous CBOs and NGOs in the cities</p> <p>Government of Japan          United Nations Development Programme (UNDP)          United Nations Environment Programme (UNEP)          United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The fundamental objective of the project is to strengthen Local Government Units (LGUs) and their ability to function effectively as the basic units of local governance and to enhance their capacities for participatory environmental planning and management, thereby fostering development which is sustainable and equitable. The project carries this out through a range of interventions targeted at the city, national and global levels. At the city-level, support is given to three demonstration city LGUs and their local partners for developing and strengthening environmental governance. In the process, the project is supporting the national-level partners to explore pragmatic operational mechanisms to implement the Local Government Code, which aims to transform the LGUs into autonomous, self-reliant and active partners in the overall pursuit of sustainable development. The attainment of this objective being contingent on the continuous capacity building efforts for LGUs through skills enhancement, staff recruitment and systems improvement in the devolved areas of environmental planning and management. The national-level partners are also to explore up-scaling and replication mechanisms to ensure maximum leverage and use of lessons of experience. At the global-level, UNCHS (Habitat) actively connects the project partners to regional/global environmental planning knowledge management networks.</p>
Activities	<p>This led to Local-EPM offices being established and staffed in the three demonstration cities, DENR and the League of Cities, who immediately undertook rapid assessments of demonstration city development concerns, natural resource utilization, environmental hazards and institutional responsibilities. These facilitated the preparation of city environmental profiles late-1999, assisted by a number of broadbased, cross-sectoral and multi-institutional consultative groups established to access information, review past efforts and mobilise broad institutional support for an EPM process. The key environmental concerns highlighted in each of the Environmental profiles were discussed at city consultations towards the end of 1999, when key environmental concerns were prioritised for project support, including: solid waste management. Air quality and transportation management, coastal resource management and upgrading shelter conditions. During the current phase of project support, issue-specific cross-sectoral task groups have been established, comprising those key stakeholders who need to be involved and who are directly affected by the environment/development concerns prioritised. Regular meetings of the task groups have reached consensus on the strategies of intervention to address each of the prioritised issues, which are currently being further refined and negotiated into detailed</p>

institution-specific action plans and demonstration projects, some of which are starting to be implemented through city/CBO/NGO partnerships. Most recent project activities are concentrating upon strengthening the monitoring systems for the demonstration projects and participatory processes, as well as documenting experiences and drawing lessons of experience that can be replicated in other cities in the Philippines. Indeed, a replication strategy is under discussion, which would involve around other secondary cities. The final phase of project activities (2001) will be to further institutionalize the broad-based participatory approaches and mobilize resources to implement up-scaled bankable projects, and support replication of these experiences and the lessons learned.

## Results

The project has made substantial progress in integrating environmental concerns into city development decision-making structures, including proposals for the institutionalization of the approaches and lessons learned in the statutory land use planning and management activities. Similarly, the operational support mechanisms by DENR to city administrations have been significantly strengthened, thus implementing key components of the country's devolution policy through the Local Government Code. As a result the project has strengthened local capacity to plan, coordinate and manage environmental issues; promoted the integration of sector strategies with strong concerns for environmentally sustainable development and, through the demonstration projects is providing the foundation for the development of larger-scale bankable projects.

## SRI LANKA

Sustainable Colombo Core Area Project  
(SRL/98/007)

Total cost	\$250,000
Partners	<p>Ministry of Housing and Urban Development Western Province Provincial Council Municipalities of Colombo, Kotte and Dehiwela-Mt. Lavinia</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Colombo Core Area (CCA) that consists of three municipal councils, Colombo, Jayawardenapura-Kotte and Dehiwela-Mt. Lavinia face serious urban development and environmental challenges. By their very nature, environmental problems cut across traditional forms of government organization, which tend to address individual segments of the environment in comparative isolation from each other and separately from development management activities. This limits the understanding of the complexity of interactions and the long-term nature of such problems, frustrating attempts to ameliorate the various environmental issues confronting the Colombo-Core Area.. Poor sectoral and inter-agency coordination, lack of public participation, negligence to incorporate environmental concerns in strategic development planning, and shortage of particular skills are the main causes that result in poor environment in CCA. The sustainable Colombo Core area project is a modest capacity building and institutional strengthening project that assists CCA to overcome these negative issues by building the capacity of key institutions of the CCA.</p>
Activities	<p>The project assists in developing urban management and strategic planning processes for sustainable development within the three municipalities through project activities which integrate environmental and development planning and management. It strengthens the capacity of the municipalities to plan, coordinate and manage sustainable urban development with particular emphasis on the sanitation sector and environmental management. In addition, the project will strengthen the capabilities of the Western provincial council to facilitate and support the municipal councils and their local partners in the development and institutionalization of the new EPM approaches and activities.</p>
Results	<p>Gradually addressing environmental planning and management constraints in priority sanitation concerns, the project will lay the foundation for strengthening the ability of Colombo as a whole to deal effectively with other environmental concerns as well of the three cities. The project will result in improved understanding of issues underlying poor sanitation services in the CCA including an updated information base. It will also identify priority sanitation issues that need immediate attention and develop broad environmental strategies for intervention. Furthermore, popular sector participation in environmental decision-making will be strengthened through collaborative implementation of demonstration projects and overall environmental management and planning capacities will have been strengthened. It is also expected that improved international partner collaboration will make the project attractive for continued participation of donors in addressing environment related development needs of CCA, including mobilization of resources to support implementation of phase two of the project covering a larger number of cities.</p>

## SRI LANKA

City Development Strategy, Colombo  
(GLO/99/SO3)

Total cost	\$159,200
Partners	<p>Ministry of Housing and Urban Development Western Province Provincial Council Municipalities of Colombo, Kotte and Dehiwela-Mt. Lavinia</p> <p>United Nations Development Programme (UNDP) Japan Bank for International Cooperation (JBIC) U.K. Department for International Development (DfID)</p> <p>World Bank (IBRD) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Colombo City Development Strategy (CDS) covers three contiguous municipal councils of the Colombo Metropolitan Region namely, Colombo, Jayawardenapura-Kotte and Dehiwela-Mt. Lavinia. Many reasons have influenced the selection of the city of Colombo. In the recent years, Colombo has demonstrated a strong interest and commitment to performance improvement and change. The city management has implemented several innovative approaches of good governance and focussed on making the city administration people friendly. It has facilitated the participation of a wide range of stakeholder groups in planning and decision-making and also involved the private sector in the management and provision of urban services. The influential position of the City of Colombo as an able and willing partner to guide and assist other smaller cities in promoting an integrated cross-border approach to address urban problems affecting the population as a whole, also makes Colombo a strong and a strategic partner city for a pilot project in CDS in Asia. The CDS will provide a comprehensive development framework for Colombo. A broad participatory process involving all key stakeholders will guide the three partner cities the Western Province Provincial Council in arriving at this.</p>
Activities	<p>The project is lead by a CDS task force comprising public sector decision makers, private and popular sector representatives. The task force is also be assisted by a national partner organization with experience in participatory decision-making. The task force has conducted a series of consultations involving all stakeholders to identify specific strategies and sectoral focus areas. These consultations were assisted by a series of research studies and a set of focus area working groups, responsible for the in-depth and cross-border analysis of specific issues.</p>
Results	<p>The project assists in using participatory methods involving all stakeholder groups, facilitated by a project task force to develop an analysis of the principal strategic needs of the city economy and its people. This provides the basis for a comprehensive development framework for Colombo. Based on this, a comprehensive action plan, which will identify key issues, constraints and opportunities outlining a shared vision of the city, will be developed. A strategic action plan will elaborate the legislative, policy, institutional and capacity constraints that hinder the autonomy and decision-making powers of the city. A City Assistance Programme (CAP) formulated through the project will include both short-term, quick- yielding activities and priority programmes that will require coordinated cross-sectoral planning. The CAP will cover investment proposal for the use of resources of the city authorities, Western Province Provincial Council and the national government proposals for consideration by other stake holders in the city and external funding agencies.</p>

## VIET NAM

Support For Provincial Cities  
(VIE/97/008)

Total cost	\$491,150
Partners	Five provincial towns of Hue, Can Tho, Quy Nhon, Viet Tri, and Doung  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Viet Nam's urban growth rate is almost twice the national population growth. Urbanization has received added impetus with the gradual introduction of a free market economy led by liberalization of land ownership, trade and commerce. Given that most modern infrastructure facilities are concentrated in the cities of Hanoi and Ho Chi Minh City, in the recent past these cities have been the main place of foreign direct investment and hence the destination of many rural-to-urban and urban-to-urban migrants. There is increasing concern on the flow of population into these cities often leading to control measures that are inconsistent with liberalization policies or the needs of the poor migrants. The urban sector strategy study carried out under the aegis of UNCHS (Habitat), the Asian Development Bank and the Ministry of Construction has revealed the importance of provincial and secondary cities in the overall development of the country and as a way of providing alternative destinations the migrants. The preparatory phase of the Support for Provincial Cities project was launched to design a main phase project to promote participatory urban development approaches in the five provincial cities within the framework of poverty alleviation and the development of sustainable livelihoods. As an integral part of the formulation process, ways and means of fostering community-based development were to be identified through a series of pilot projects, training courses, in-country and regional experience-sharing workshops and study visits. Another important objective was to test options for institutional arrangements and developing capacity for initiating and undertaking community-based development.
Activities	Based on the project design, a series of community-level pilot projects has been initiated in a number of communities to explore existing community-based approaches and to promote complementary relationships between communities and their municipalities. To ensure a participatory identification of pilot projects, a series of workshops at different levels are being organized. In addition, for institutional development through the sharing of innovative experiences within and outside Viet Nam, a number of inter-city visits and inter-regional consultations are being organized. On site training of community leaders, mass organization personnel and local government officials are being conducted. In addition, community managed savings and credit groups, as vehicles for poverty alleviation and livelihood development and platforms for community action and human development, have been established.
Results	The project has completed two sets of consultation workshops, each comprising city and ward levels consultations to identify, design and evaluate the performance of the pilot project activities. It has also held three national workshops to set the criteria for the pilot projects and to formulate the project document for the main phase. Two study tours, one for the community members and mass organizations and another for the city and ward level officials have also been delivered. The five participating cities are implementing fourteen pilot projects on sustainable livelihoods creation and micro infrastructure improvements.

## VIET NAM

Localising Agenda 21 in Vinh City  
(GLO/95/SO2)

Total cost	\$430,000
Partners	<p>People's Committee of Vinh City and Nghe An Province Environmental committees of urban wards in Vinh City ENDA-Viet Nam</p> <p>Government of Belgium, Belgian Administration for Development Co-operation Post Graduate Centre for Human Settlements, Katholieke Universiteit Leuven United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Vinh City, the political, economic and cultural centre of Nghe An province in North Central Viet Nam, is one of the poorest provincial cities in the country. The city has a harsh climate and is frequently affected by the Lao hot-dry winds and by storms. Part of the urban area is flood prone. Urban infrastructure is outstripped by population growth, as evidenced in insufficient water supply, solid-waste collection and liquid-waste management. In contrast with other cities, Vinh City has not yet significantly benefited from the Vietnamese open door policy. The urban planning tools need to be reviewed to become more participatory and strategic and to better integrate concerns of socio-economic, environmental and spatial sustainability.</p>
Activities	<p>To promote good urban governance, the programme strategy emphasizes the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. This process is underpinned by a continuous broad-based consultation process. Capacity-building efforts focus on setting priorities for action, targeted human resources development, institutional strengthening, development and adaptation of tools, encouraging partnerships, mobilization of resources and promoting exchange between cities facing similar problems.</p>
Results	<p>Main results include the revision of the master plan, encouraging strategic planning and coherence in investment projects, improvement of solid-waste management, including sensitization campaigns, pilot projects at ward level and alternative disposal options, the revitalization of public housing scheme of Quang Trung and adoption of participatory management approaches and targeted training on environmental planning and management issues for the People's Committee for community leaders.</p>

**IV. LATIN AMERICA AND THE CARIBBEAN**

## REGIONAL

Iberoamerican and Caribbean Forum on Best Practices  
(RLA/99/S01)

Total cost	\$132,000
Partners	Government of Spain International City/County Management Association (ICMA) United States of America (USAID) United Nations Centre for Human Settlements (Habitat)
Background and objectives	<p>The Iberoamerican and Caribbean Forum on best practices was formed in 1997 with the support of Spain to promote the transfer of best practices at a regional level. General objectives for the year–2000 phase of the forum were to improve the quality of practices from the region included in the best practices database and to promote the transfer best practices throughout Latin America and the Caribbean. Forum goals are achieved through the identification and analysis of innovative experiences in the region and through promoting the exchange of this knowledge at the regional level. The forum is a network of institutions whose work is dedicated towards improving the human environment and includes central and local government agencies, non-governmental organizations, universities, community-based groups and the private sector. Forum participants identify and analyze innovative experiences throughout Latin America and the Caribbean through implementation of an agreed upon action plan coordinated by a forum secretariat and administered by six forum subregional nodes. Through a grant from the International City/County Management Association (ICMA) through its cooperative agreement with the United States Agency for International Development (USAID), HABITAT launched a search for municipal best practices in Latin America and the Caribbean to serve as the municipal focal point of the Iberoamerican and Caribbean Forum.</p>
Activities	<p>The principal activities of the forum for the first six months of 2000 were to identify and document best practices in the region to participate in the Dubai International Award for Best Practices. Funds were distributed to sub-regional nodes which in turn activated their own networks to identify potential practices and assist small municipalities and NGOs document their experiences. Following the identification of practices, the forum fosters the transfer of experiences and technologies through the holding of thematic and sub-regional workshops, the elaboration of case studies, the maintenance a forum home page, the holding of electronic conferences and the distribution of learning materials and capacity building tools. A municipal forum on best practices was formed to identify, analyze and document innovative municipal practices. Of the 133 municipal practices identified, an independent selection committee chose 25 practices for further study and inclusion in a municipal best practices casebook which also served as the background material for an international electronic debate on city management practices.</p>
Results	<p>Over three hundred practices were submitted to the Dubai Award process from the LAC region. thirty short case studies were elaborated on municipal practices. Two Iberoamerican and Caribbean forum meetings were held, one to outline the year's activities and another to stimulate the transfer of best practices experience and technologies among the participants. An electronic conference was held on the Internet to permit the debate and exchange of information among municipalities across the region.</p>



## BRAZIL

City Assistance Strategy Programme (Casp) in Santo André  
(GLO/99/S03)

Total cost	\$159,250
Partners	Municipality of Santo André  World Bank United Nations Centre for Human Settlements (Habitat)
Background and objectives	The City Assistance Strategy Programme (CASP) is a global partnership between the World Bank and UNCHS (Habitat) to identify key strategies to foster local sustainable development along with competitiveness. The current pilot phase of this exercise is being held in three selected cities around the world. Through broad-based consultations, the local public administration and the private sector team up to define investment packages and to agree on priorities, in order to seek appropriate funding.
Activities	UNCHS (Habitat)-LAC and UMP-LAC teamed up to provide technical support to the Economic Development Agency for Greater Santo André (seven municipalities within the metropolitan area of São Paulo) regarding the survey and analysis of the services and informal sectors in the study area. The results of these surveys will be grounds to hold a broad-based consultation on economic opportunities and strategic investments to realise them. A pre-feasibility study will also be prepared according to the parameters of the key national and international financing agencies working in Brazil. Assistance will also be provided to strengthen the local capacity to monitor such a process. Finally, a workshop is scheduled to gather cities involved in the CASP initiative around the world and share lessons learned. Time schedule runs through year 2000 until January, 2001.
Results	Results include two technical reports on the sectors researched, as well as an investment package agreed upon with main urban actors (public, private and community). Additionally, the process includes preparing a monitoring report on lessons learned and costs incurred.

## COLOMBIA

Technical Assistance for the Redefinition of the  
National Savings Fund Competitiveness  
(COL/96/026)

Total cost	\$5,500,000
Partners	Fondo Nacional de Ahorro Ministry of Economic Development  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The Government of Colombia has opened most of the social sectors to private investment. Private severance payment insurance institutions are operating and competing openly in the market. The National Savings Fund has been a public institution for more than thirty years, managing severance payments of public sector employees. Since its inception, it was permitted to grant housing loans to its members, which it did at low interest rates thus facilitating employees in solving their housing problems. Up to UNCHS (Habitat)'s involvement in providing technical support to its restructuring, most loans went to mid and high-income families. Since then, a specific objective has been added to tend also the housing needs of the lower income stratas at preferential interest rates to facilitate their access to housing. Another added objective was to bring severance payments from three months to ten days, at the most. While on this process, the private operators were allowed in this market, so it was mandatory to prepare the FNA to open competition not only increasing its coverage of the different income groups but also improving its operational efficiency.
Activities	UNCHS (Habitat)'s support is being granted by direct involvement of its technical advisors in the programme, through a national execution project under UNDP's administrative umbrella. Four missions per year are implemented, discussing extensively with FNA counterparts the progress made in the tasks undertaken. Technical reports are submitted to the FNA authorities, covering both the activities and recommendations of the mission, as well as follow-up.
Results	The final result should be a streamlined FNA, operationally efficient, competitive in the open market, and serving all of its members, making severance payments in two days, at the most, and using the fund both for housing and educational loans.

## ECUADOR

Technical Support to the Municipality of Guayaquil  
(ECU/94/005)

Total cost	\$2,332,374
Partners	Municipality of Guayaquil  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	A new administration took over the Municipality of Guayaquil in 1992, and its first priority was to improve municipal and urban practices and to improve its financial situation. One strategy for the latter was to prioritize the collection of urban revenues through the improvement of its cadastre system. The objective of the project is to assist the municipality to implement the reforms agreed upon to improve management processes, particularly regarding the municipal cadastre, the planning and management of urban development, and to update all legal framework to this purpose.
Activities	During the first phase (1994–1996), the project focused on improving the cadastre system for collecting property taxes and to use this database as input to formulate physical planning and urban control strategies. Additionally, an initial urban development scheme was discussed and agreed upon. During the second phase (1997-2000), the legal framework was reviewed and modernised, along with a new urban development regulatory plan, which established a broad-based platform to guide the formulation of sectoral policies and programmes, such as public transport and traffic systems, low-income housing and land access training of municipal employees, and simplification of internal procedures regarding approval of urbanisation and building licenses. Additional steps were taken to consolidate a municipal GIS for cadastre and urban control. Finally, preliminary proposals for the institutional strengthening of the municipality and its partners in the civil society were formulated and are being implemented.
Results	With the technical assistance of SISCAT, the cadastre system developed by UNCHS (Habitat) was fully implemented. Several studies on urban traffic and public transportation were formulated, which attracted the Inter-American Development Bank (IDB) to explore the possibilities for financing a broad-based initiative focusing on public transportation. The project also assisted various municipal departments to formulate the basis for an integrated social strategy, squatter settlements improvement, physical and economical recovery of the city centre, the institutional strengthening of the municipality including some specific training for its employees. Initial steps towards the formulation of a physical development plan for the whole county, were taken. The new administration taking office in August, 2000, is considering extending the project until 2002 to define a third phase focusing on the implementation process of all initiatives agreed upon previously.

## ECUADOR

Institutional Strengthening of the Municipality of Quito Regarding Urban Environmental Management Applicable to the Pichincha Volcano Slopes (ECU/97/028)

Total cost	\$623,444
Partners	Government of Ecuador Municipality of Quito  Inter-American Development Bank (IDB) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Following up the SPPD-funded project on technical preparatory assistance (ECU/97/025), the project will re-examine all local urban plans dealing with human settlements and economic activities located on the Pichincha volcano slopes facing the city. The project will also promote community awareness on urban environmental issues, as well as the preparation of relevant units within the municipality of Quito.
Activities	Activities include the review of municipal plans; discussion with community leaders, CBOs, NGOs, civil society organizations, private sector and other relevant institutions; realization of specific workshops among all key urban actors regarding the diagnosis of current urban problems, alternative solutions and priority of concerted actions; community capacity-building in close co-operation with project ECU/98/005; preparation of pre-feasibility studies for higher priority activities agreed upon in the workshops; economic studies on current activities in the slopes; recommendations on adjustments within the municipality's structure.
Results	Expected results include a list of public works concerted between the communities, private sector and the municipality to improve the human settlements situation along with the reduction of environmental risks increased environmental awareness and preparedness to deal with urban environmental issues strengthening of the municipality of Quito to deal with urban environmental issues general guidelines on managing populated, environmentally fragile areas, to be disseminated for the use of other Ecuadorean cities.

## ECUADOR

Preparatory Assistance to Formulating the Bamboo Programme for Ecuador  
(ECU/99/001)

Total cost	\$33,000
Partners	United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Following the success of project COS/90/005 on bamboo in Costa Rica, and in the aftermath of the fifth World Congress on Bamboo, held in Costa Rica in 1998, the Ecuadorean delegation approached UNDP and UNCHS (Habitat) to seek technical assistance. Both agencies agreed to provide for a technical preparatory assistance to formulate a comprehensive bamboo programme to foster sustainable development in Ecuador. Funding was secured through SPPD resources.
Activities	Through consultations, UNDP and UNCHS (Habitat) staff and consultants proposed a comprehensive matrix of activities leading to the identification of all bamboo-related activities in the country. Pilot workshops are being promoted to identify needs and potentialities within the country. A national focal point within the Government is being assessed. Provincial associations of bamboo-related producers and professionals are being promoted.
Results	A comprehensive matrix of pertinent human resources was established, along with local, provincial and national needs on additional training. Awareness on bamboo comparative advantages was increased within the government, as well as the private sector and rural communities and municipalities in pertinent areas (coast, Amazonian region, low altitude plains). Production associations were promoted and are now waiting for financing to be implemented. Environmental-swap methods were promoted to seek external funding.

## GUATEMALA

Resettlement of the Communities Displaced by the Armed Conflict  
(GUA/94/016)

Total cost	\$1,331,000
Partners	Government of Guatemala  Government of the Netherlands Switzerland United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	A protracted civil war in the eighties caused immense suffering to rural communities, predominantly indigenous ones, which were displaced by the army and had to seek refuge across the border in Mexico. The signing of the peace agreement established the right for refugee communities (approximately 40,000 families) to return to Guatemala, resettle on their ancestral land or in mutually agreed alternative locations, begin, with assistance from the Government and the international community, a process of reintegration in the national society, consolidation of new settlements, productive and social development. The negotiation process over resettlement was highly complicated by the occupation of traditional indigenous land by other communities moved in over the years by the Government to occupy vacant land. Internally displaced groups and communities were also to be added to the scope of the overall programme to be reunited with returnees from abroad. The project aimed at ensuring the economic, social and environmental sustainability of the new settlements and of the re-established communities.
Activities	The project concluded its operations in 2000. Its methodology was to establish a strong participatory network among communities and local authorities to ensure social integration of the returnees among receiving communities and develop a mechanism for local planning and formulation of investment programmes to be funded by national and international aid programmes. Settlements and infrastructure development was carried out with direct involvement of the communities and capacity-building programmes aiming at ensuring future self-sufficiency. The project became a reference point for all aid organizations working in the areas of return, functioning as a co-ordinating instrument for investment, overseen by the government agency in charge of the reintegration of returnees with permanent representation of the communities. By mid-2000, the process of return was completed and communities had been resettled; more than 250 investment proposals were formulated together with the communities, out of which, by mid-2000, roughly 90 had received financing from several donors and investors.
Results	The positive results go beyond the above-mentioned return of refugees and further resettlement. The project, which was initiated, thanks to the initial contribution of the Government of Switzerland, later on strengthened by the Government of the Netherlands, before the peace agreement was actually signed and when the first returns were carried out amidst fears and uncertainties, went a long way in strengthening the overall reconciliation process in Guatemala. It also established a methodology for local participatory planning and investment which has been unanimously recognized as potentially crucial for the strengthening of the decentralization policy of the current Government which aims at vesting local authorities with increased functions and prerogatives. Negotiations are taking place to secure funding for a national settlements programme centred around local development, retrieving the experience of the current project.

## HAITI

Administrative Reform, Decentralized Planning and Participation  
(HAI/99/002)

Total cost	\$790,510
Partners	Government of Haiti (Ministry of Planning and External Cooperation) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Haiti has followed in recent years since the fall of the Duvalier dictatorship, a troubled road toward democratic governance, often interrupted by tragic events. Since re-establishment of the legitimate government in 1998, the international community has actively supported a governance programme aimed at reversing decades of centralized and monopolistic development, reforming institutions, creating the prerequisites for an active participation of civil society in the affairs of the state through decentralized structures of decision making. UNCHS (Habitat) was part of this effort mainly through two projects (regional planning and management and strengthening of municipal authorities) which addressed the need for establishment of regional planning councils and the need to raise the self-sufficiency of municipalities through fiscal reform and capacity-building. The current project, as a follow up to the previous ones, embarks upon a programme designed to provide the Government with instruments for strategic planning and for monitoring of the functioning of the decentralized administrative structures previously set up.
Activities	Activities undertaken by the project have targeted the central Government as well as the provincial government structures previously established. At central government level, the Planning Ministry and other ministries have been assisted in matters related to speeding and facilitating the decentralization process, the reform of legal instruments and attributions for local government. Still at central level, the Ministry of Planning received assistance in setting up an inter-sectorial coordination mechanism to better direct and monitor investments throughout the national territory. Regional inter-sectorial development councils were supported in the development of mechanisms for integrated planning, in their relationship with central government ministries, and in participatory development planning with the institutions of civil society and grass-root organizations. The North-Eastern region of the country was selected as a pilot region to concentrate activities related to participatory decision-making techniques.
Results	The project produced a national framework programme for central Government to further implement the decentralization programme and the modernization of administrative structures; an information system was set up to allow the central Government to collect and direct information related to investment programmes and decision-making. Regional councils became increasingly operational through a system of inter-sectorial coordination and the strengthening of participatory planning mechanisms; in the North-East public authorities and communities were assisted in producing planning and investment strategies to better avail of existing external donors contributions; finally UNDP produced its governance support programme as a basis for a future externally supported development cooperation programme of the international community.

## HAITI

Local Governance and Public Services Management  
(HAI/00/001)

Total cost	\$316,000
Partners	Ministry of Planning and External Cooperation, Office of the Prime Minister  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Starting in 1998, with the support of the international community and through a series of UNDP/UNCHS (Habitat) projects, the Haitian Government has undertaken a process of administrative reform aiming at building a new role for central Government, that of a strategic regulator, privileging, for its action, indirect modes of intervention through a strengthened network of deconcentrated structures, the regional inter-sectorial councils (established through earlier UNCHS (Habitat) supported projects), through strengthened municipalities and constitutionally recognized mechanisms for civic participation. The current project aims at setting up a system of administration by proximity in the field of basic services delivery, based upon the recommendations of the National Commission for Administrative Reform (CNRA). The objective of the project is to provide the Government with a framework for public services delivery and management aiming at decreasing the serious disparities of provision across the national territory, defining respective administrative competencies for delivery and maintenance, strengthening in the process the system for decentralized and participatory planning, in accordance with the constitution.
Activities	The activities being carried out in 2000, amidst an uncertain political situation, include the establishment of a methodology for inventory and assessment of the existing types and levels of services; the preparation of a strategic plan for services delivery, with associated infrastructure, the definition of recipient communities according to established territorial distribution; a strategy for priority intervention aiming at harmonization of service provision across the national territory; a consultative system in place to derive correct indications over local priorities. The project avails, in order to deliver these products, of a system of decentralized structures at the regional level which has incorporated the organized civil society associations set-up and strengthened in previous years. The central team is kept to a minimum, as a result of the dramatic curtailing of United Nations resources available for the country. Constant consultations are being maintained with the larger community of donors, bilateral and multilateral banks, in the expectation of a full resumption of the flow of grants and loans, currently at a standstill because of political uncertainties.
Results	All activities are in progress, and results are expected to be produced by end 2000.



## MEXICO

National Housing Indicators System  
(MEX/99/007)

Total cost	\$140,000
Partners	Federal Secretary of Social Development (SEDESOL)  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Habitat II stressed the need for involvement of all actors in the construction of the emerging urban society, stressing the need for urban governance, urban land registration and titling, and the implementation of an urban observatory programme, at the global, national and city levels. One of its main objectives was the establishment of a set of indicators enabling authorities at all levels to monitor its performance, guiding thus the design and implementation of urban and housing policies. SEDESOL being Mexico's national institution in charge of monitoring the sector's performance, its authorities decided to set up housing indicators as a means to help them in this task. UNCHS (Habitats) technical support was called upon to provide its expertise in the design and setting up of such systems.
Activities	The technical support is being provided through two technical missions, being the first to discuss the ideal set of indicators and establish its feasibility in view of the information available, and a final one to supervise the set up of the system itself, in such a way as to guarantee its sustainability, promptness, opportunity and reliability. The individual discussion of indicators is done through the Internet, and on a permanent basis, all along the project implementation.
Results	A sustainable system of housing indicators, based at SEDESOL, and fed by multiple Mexican institutions set in place as a tool to guide the housing policies and its implementation.

## NICARAGUA

Local Productive Human Development Programme  
(NIC/97/013)

Total cost	\$319,400
Partners	United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Nicaragua has developed a strong and long-standing relationship with UNCHS (Habitat) through several specific projects. For the new programming cycle, UNDP agreed with the Government of Nicaragua that its technical cooperation framework would have a holistic programme approach, instead of a series of projects. One of the programmes agreed upon refers to a line of action regarding the human productive sustainable development at local level, which is expected to guide all urban, municipal and local initiatives. The objective of this project was to assist UNDP to formulate this specific line of action for its country programme. As for territorial priority, it was decided to focus both on the Northern Zone, for its poverty, and the Metropolitan area of Managua. Funds were secured through SPPD resources.
Activities	To this purpose, a group of experts was hired under the technical supervision of UNCHS (Habitat) to explore quite a number of specific issues that would be considered for programme formulation, such as the institutional situation of municipalities agro-industrial, micro-industrial and industrial opportunities micro-credit and rural services legal and regulatory framework housing and urban development trends and commitments and infrastructure and basic social services. The municipal-oriented branch leans on the initiative of municipal cadastre (SISCAT) which is present in all municipalities over the country and is expected to be the main instrument for providing relevant data to formulate local investment plans, as well as financial resources for the implementation process through property tax collection.
Results	Several technical reports were produced, which were combined under a territorial logic and progressively included in the country programme. Specific programmes were formulated (Northern Zone, Metropolitan Managua) and discussed with the Government, and are now being presented to potential donors.

## NICARAGUA

National System of Municipal Cadastres–Phase III  
(NIC/98/015)

Total cost	\$1,009,903
Partners	<p>Ministry of Finance Institute of Municipal Development (INIFOM) Institute of Territorial Studies (INETER)</p> <p>Denmark (DANIDA) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>After the responsibility for collecting property taxes had been transferred to municipalities, some key local teams and municipalities were trained in the use of SISCAT, a software package for managing local cadastre developed by UNCHS (Habitat). Besides consolidating the achievements of projects NIC/92/022 and NIC/95/018, this project aims at progressively extending them to all municipalities in the country and defining institutional and financial sustainability for this initiative. The urban cadastre is expected not only to generate local revenues but also to provide relevant data for urban management and urban development planning, through the formulation of specific investment plans for improving basic infrastructure and community services.</p>
Activities	<p>Through STS resources, UNCHS (Habitat) was requested to assist INIFOM and the SISCAT core team on how to use cadastre database as input for the local urban planning process within a broad-based, participatory process. Activities include: discussing alternatives for combing all current experiments on local, participatory urban planning to share cadastre database; improving software attributes to assist municipal employees in the preparation of quick diagnosis tables; discussing distinct assessment parameters for properties meant to be protected for historical or environmental reasons; exploring with local and national institutions the alternatives to ensure adequate institutional and financial sustainability of this initiative; promoting the review and update of the legal national framework on cadastre to create a national system of municipal cadastre.</p>
Results	<p>Results include a new set of parameters to assess historic and environmental protected areas; institutional proposal to strengthen INIFOM as national government focal point towards municipalities and local urban planning, including cadastre operations; extension of geographic coverage of SISCAT to rural areas according to local needs; and initial draft for a new national law on cadastre, to be discussed with all relevant institutions dealing with cadastre issues.</p>

## NICARAGUA

Programme for Integrated Development of Human Settlements  
(NIC/99/004)

Total cost	\$204,700
Partners	Nicaraguan Institute for Urban and Rural Housing Nicaraguan Institute for Municipal Development  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The deficit of housing and basic services in Nicaragua is endemic, roughly 50 per cent of the population living in inadequate conditions, a reality that affects urban and rural areas alike. The institutional framework of the sector is fragmented, municipalities are weak, public responses have been determined mainly by emergency needs in the face of catastrophes, the most recent of which, Hurricane Mitch, has brought unprecedented destruction. External aid has been directed toward the communities particularly affected by the catastrophe which has also absorbed scarce resources on the Government side. Interventions have to a large extent been uncoordinated and have raised doubts as to the sustainability of newly reconstructed settlements in terms of vulnerability to further environmental hazards. The participants in the project, in close consultation with the donor community, have embarked upon an initiative to formulate a programme for integrated settlements development, establishing criteria for intervention, analyzing needs in different regions of the country, establishing mechanisms for central-local government collaboration, identifying and preparing project dossiers for submission to bilateral donors. The main objective is to produce a long-term development programme, addressing the concerns of economic, environmental and social viability in areas targeted for priority interventions as an instrument to channel external aid, spearheading the transition from emergency reconstruction to sustainable development.
Activities	Activities to date have included a series of regional studies, in consultation with central Government agencies and local authorities to formulate investment proposals in selected micro-regions targeting specific municipalities; in each, identification of poor and especially vulnerable communities where remedial intervention was most urgently needed; to address the issue of economic viability, operational agreements with ongoing employment generation programmes, supported by the international community, were prepared to cover the areas targeted by the programme; specific project dossiers were prepared after consultation with municipalities and communities and are ready to be implemented as capital funding becomes available; special attention was given to a proposal for the city of Managua, where the municipality is meant to embark upon strategic planning for the legalization of marginal settlements following the promulgation in 1999 of a new law vesting municipalities with the responsibility of indicating which settlements are upgradable and which would require instead a re-location; technical assistance was provided to the municipality to set up the instruments to allow for a complete analysis of marginal settlements and the definition of parameters to lead to a city-wide implementation of the law.
Results	A programme document for a total \$9 million has been formulated and is awaiting final clearance from government authorities; the institutional framework of the programme is currently being revised to follow recent changes in the structure of sectoral agencies

## NICARAGUA

Support to the Formulation of Human Settlements Policies  
(NIC/00/005)

Total cost	\$110,000
Partners	Government of Nicaragua (Nicaraguan Institute for Urban and Rural Housing Nicaraguan; Institute for Municipal Development  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The project constitutes a separate but parallel module in support of the programme for integrated development of human settlements (NIC/99/004) and has as objective to assist the Government of Nicaragua in defining the elements of a national policy for the shelter sector. Currently, public sector activities to address the housing needs of the more than 50 per cent of the country's population living in inadequate conditions is absolutely marginal and depending virtually entirely on external donations. Past experience with external credit programmes has not been positive, leaving the government financial institution in charge of administering the loans in a very vulnerable financial situation and, therefore, in the impossibility to undertake more. The Inter-American Development Bank resumed in 1999 negotiations toward the reform of policy making and financial institutions in order to establish the conditions for a new credit line and the establishment of a social housing fund. This would introduce in the sector a mechanism to attend to the needs of low-income groups with relative indebtedness capacity for investment in a housing unit; the needs of the poorest sections of the population will need to be addressed through a more broadly oriented regularization and upgrading policy for which a recently approved Law makes provisions.
Activities	The project team which availed of short-term high-level technical inputs from international consultants assisted the Government in analyzing institutional issues related to the ongoing re-structuring of central government agencies, collaborated with the IDB team in identifying the most suitable mechanisms for establishing the Social Housing Fund, being proposed as part of the loan, outlined schemes for a programme of direct subsidies, reviewed the role of Municipalities and the relationship with Central Government in terms of responsibilities and competencies, analyzed the implications of the recently approved Law on regularization of marginal settlements for a large-scale initiative of tenure granting. Finally the project defined the parameters to be introduced at experimental level in any investment project being approved and executed as part of the Programme for Integrated Development of Human Settlements (PRODIAH) to move toward greater sustainability and replicability of interventions in the sector financed with external cooperation money.
Results	The Government received technical proposals to be used in the setting up of the institutions and mechanisms needed to ensure the basic prerequisites for external loans; the policy component of the PRODIAH and the proposal for an inter-institutional coordination mechanism were finalized.

## PANAMA

Urban, Environmental, and Housing Indicators  
(PAN/00/06)

Total cost	\$66,560
Partners	Ministry of Housing (MIVI) Comptroller's Office: Bureau of Census  United Nations Development Programme (UNDP). United Nations Centre for Human Settlements (Habitat)
Background and objectives	Habitat II stressed the need for involvement of all actors in the construction of the emerging urban society, stressing the need for urban governance, urban land registration and titling, and the implementation of an urban observatory programme, at the global, national and city levels. One of its main objectives was the establishment of a set of indicators enabling authorities at all levels to monitor its performance, guiding the design and implementation of urban and housing policies. Being in Panama MIVI and the comptroller's office the institutions in charge of the sector and the national statistics, they become the natural counterparts for such endeavour. Additionally, and due to the strong correlation between the above mentioned in the issues and poverty, both the Government and UNDP were eager to introduce a chapter on the issues related with this sector, as well as develop a set of indicators for the national report on human development. UNCHS (Habitat)'s technical support was called upon to provide its expertise in the design and setting up of such systems.
Activities	The technical support is being provided through technical missions, being the first to discuss the ideal set of indicators and establish its feasibility in view of the information available, a second to implement of preliminary indicators and a final one to supervise the set up of the system itself, in such a way as to guarantee its sustainability, promptness, opportunity and reliability and to distribute its existence among all potential users. The individual discussion of indicators is done through the Internet, and on a permanent basis, all along the project implementation.
Results	A set of sustainable indicators on urban, housing and environmental issues involved in development, based at the comptroller's office, and fed by the several institutions involved, set in place as a tool to guide the urban, housing and urban environmental policies and its implementation.

V. THE ARAB STATES

## BAHRAIN

Support to the Establishment of the Bahrain Urban Indicators Programme (BAH/99/003)

Total cost	\$500,000
Partners	Ministry of Housing, Municipalities and Environment  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project provides technical support to establish the Bahrain Urban Indicator Programme, which will provide the base information and tools for improved decision-making processes on issues affecting sustainable urban development in Bahrain. The key objectives of the project are to identify and test a set of key urban indicators to measure the performance of Bahrain towards the goal of sustainable urban development develop a capacity-building programme for key stakeholders in Bahrain and to institutionalize the Bahrain urban indicators programme. The programme will upgrade national capacities in data collection, analysis and application of indicators to policy and planning processes.
Activities	The identification and testing of key urban indicators will be achieved through base-line studies and background data identifying urban indicators for Bahrain and establishing an effective and efficient set of data-collection, analyzing and reporting methods. The capacity-building programme by undertake the following activities: a national capacity assessment capacity-building and training modules and software packages for capacity-building programmes. In order to institutionalize the Bahrain indicators programme, a Bahrain observatory will be established with a mandate, organizational structure and operational modalities.
Results	The programme has identified partners, collected key urban indicators and used them for producing the Bahrain national report for the review process. The Ministry of Housing, has taken leadership by organizing a workshop on indicators for the Gulf Cooperation Council member states which was well attended. Furthermore, the Government of Bahrain has hosted a high-level regional meeting in preparation for the review. The Bahrain urban observatory was established in October 2000 and is based in the Bahrain urban indicator programme. No major start-up problems are expected as the Bahrain urban indicators programme has been undertaking a wide variety of activities in line with the observatory's mandate. With the observatory established, the programme will formalize contacts with central government agencies, local governments and the private sector and invite them to become official partners of the observatory. UNCHS (Habitat) has been invited to execute a second project to develop a strategic framework for sustainable urban development for Bahrain.



## EGYPT

Comprehensive Development for the City of Luxor  
(EGY/96/002)

Total cost	\$992,600
Partners	<p>Ministry of Housing, Utilities and Urban Communities Higher Council of Luxor City</p> <p>United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>This project supports the Ministry of Housing, Utilities and Urban Communities in extending technical assistance to the Higher Council for Luxor City to formulate and implement a strategic development plan for sustainable development of Luxor and for enlisting worldwide support for implementation of priority projects. UNCHS (Habitat) is using \$120,000 of the budget for capacity-building. The project will create an efficient framework for guiding development, attracting investment from the private sector and international institutions for priority projects; prepare a strategic development plan drawing on worldwide expertise and initiate implementation of priority projects; formulate a major programme to involve local human resources in the development process and generate new jobs in tourism-related small enterprises; establish an environmental management programme to deal with pollution and environmental degradation; and accomplish an integrated training and human resources development programme for the local administration staff, community leaders and NGOs.</p>
Activities	<p>The project is using urban planning and management techniques developed by the Sustainable Cities Programme, particularly consultations and working groups as a participatory interface between an international consulting consortium preparing the development plan and the interested parties. As the project is of national importance, working groups have been formed at the national and city levels. This approach ensures involvement of beneficiaries and interested parties throughout the process. Four working groups have been established on tourism, investment, development and follow-up of ongoing authorizations. The working groups have assessed the current situation, highlighting major issues, problems, developmental needs and deficiencies. These findings are conveyed to the international consulting consortium so as to be addressed in their plans. Furthermore, the working groups provide inputs to the consortium and participate in the decision-making process regarding proposals.</p>
Results	<p>Through the participatory approaches used including city consultations and thematic working groups, the project has been able to ensure involvement of parties in the comprehensive development planning process. The comprehensive development plan has been completed and the implementation stage is under way. Ministry and local staff is being trained on the job and through study tours. The project will organize a donor round table to fund the plan.</p>

## EGYPT

Sustainable Growth and Development in the Governorate of Ismailia:  
 Urban Upgrading in the Ismailia Governorate  
 (EGY/96/015; /EGY/00/S01)

Total cost	\$2,980,000
Partners	<p>Governorate of Ismailia</p> <p>Social Development Fund of Egypt          Danish International Development Agency (DANIDA)          United Nations Development Programme (UNDP)          United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The project, building on the success of the first phase of the sustainable Ismailia project aims at promoting environmentally sustainable economic growth in the Governorate of Ismailia. The project has two components: sustainable use of natural resources through participatory urban and environmental planning and management and, job creation and investment through entrepreneurial capacity-building of NGOs to enhance their access to credit and to create an improved business environment to attract large-scale private investment to the Governorate. Because one of the priorities raised by the city consultations was slum upgrading, an application was submitted to the joint World Bank/UNCHS Cities Alliance for additional funding to prepare feasibility studies for upgrading two pilot areas in Ismailia (El Hallous and El Bahtini).</p>
Activities	<p>The project started in May 1997 and is being executed by the Ismailia Governorate, with UNCHS (Habitat) as the cooperating agency. Lessons learned and experience gained are the point of departure of this project, where replication of the environmental planning and management process in the four towns surrounding Ismailia City has been completed. National and international experts have been recruited to assist in formulating an environmental profile for the Governorate and for each markaz to undertake four markaz-wide consultations and to assist working groups in strategy formulation and action planning establish an environmental management information system in order to produce an updated base map for each of the four marakez and to provide detailed project development information for bankable investment projects. Implementation of the Cities Alliance component on slum upgrading began in the fall of 2000.</p>
Results	<p>The environmental profiles of the Ismailia governorate and the four towns have been completed and a training centre rehabilitated, where project training activities are taking place. The training centre, managed by an NGO, serves various sustainable development training requirements within the governorate. The environmental planning and management approach has been institutionalized as the Governorate has established a sustainable development council to discuss development issues in the Governorate. The Governorate has commenced work on activities of Cities-Alliance-funded project aiming at producing feasibility studies for slum upgrading (social and physical surveys already completed). The project is also developing a framework for replication at the national level with the Ministry of Local Development, as main focal point, together with other partners at the national level.</p>

## IRAQ

Settlements Rehabilitation and Housing  
(IRQ/97/S02)

Total cost	\$409,550,000
Partners	Government of Iraq  United Nations Office of the Iraq Programme (OIP/UNOHCI) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	UNCHS (Habitat) was called upon to assist in the implementation of the settlements rehabilitation component of the Oil for Food agreement between the Government of Iraq and the United Nations in 1997. The agreement allows for attention to be paid to the urgent humanitarian needs of the population affected by the conflict in the Gulf. The programme gives particular attention to the needs of internally displaced persons and those most affected by the breakdown of services in Northern Iraq, numbering over half a million people. The overall works on urban and rural services and infrastructure the three million people living in the Northern Governorates of Iraq. The programme provides integrated packages of attention to communities to achieve four main goals: resettlement and consolidation of rural villages; the attention to growth centres and towns; rehabilitation of infrastructure and services in urban areas and complementary humanitarian needs for services not covered under the above categories. The programme also develops complementary activities to provide operational support to local partners participating in its implementation, such as those recognized levels of local institutions, the private sector and communities. Equally, the programme is providing direct support in the formulation of needs assessments and actions plans.
Activities	The activities entrusted to UNCHS (Habitat) started in May 1997 and are located in the three northern governorates of Iraq: Dohuk, Erbil and Suleimaniyeh. Rehabilitation is achieved through multiple projects for the delivery of housing, infrastructure and services. Activities are implemented for the provision of education and health facilities, water supply, sanitation, housing, community services and others. The programme will be completed by 2003.
Results	Over 30,000 families have directly benefited from the project and 10,000 housing units are being built. About 1,536 projects have been implemented for the provision of infrastructure and services up to phase VII. Projects are distributed as follows: 212 for housing; 483 for schools; 166 for health facilities; 272 for water and sanitation projects; 308 for roads; and 95 for miscellaneous services. Out of the 1,536 projects, 827 have been already completed and handed over to the local authorities. Over 20,000 jobs are directly generated through the project activities. The economic impact from the increased construction activity is a determinant factor in the social and economic recovery being experienced in the northern governorates.

## IRAQ

Humanitarian Neighborhood Rehabilitation  
(IRQ/97/001)

Total cost	\$785,000
Partners	Government of Iraq  European Union (ECHO) United Nations Humanitarian Programme for Iraq United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Following imposition of United Nations sanctions on Iraq, many construction activities were suspended. Despite serious efforts for rehabilitation, water treatments works, water supply networks and wastewater disposal systems were reduced to operate at less than half of their capacity. The effect of the breakdown of services on highly concentrated urban populations is in some districts of Baghdad close to catastrophic. Living conditions have deteriorated and health hazards have increased. There is a need for innovative processes to improve living conditions in urban neighborhoods that rely on community participation in close partnership with the local authorities. The main objective of the project is to improve living conditions in two communities in Baghdad suffering severe deterioration of services by the provision of immediate remedial works. The project aims at building local capacities so communities are able to design and implement operational plans for the rehabilitation of essential public utilities.
Activities	The project consists of a pilot community-based rehabilitation scheme that is implemented in two selected communities of Baghdad, Shu'lla and Habibia. The project develops activities for the establishment of community organizations (cooperatives) and to give them self-management capacity. Equally, a municipal rehabilitation unit is provided with technical support. The programme provides orientation and community mobilization skills to the members of the unit. An information dissemination strategy is being developed on principles of community organization, self-help and the use of basic services. The project, with the support of ECHO, has repaired a mayor sewage pumping station and main sewer serving the target neighborhoods. The project is preparing an assessment of existing conditions in other neighborhoods of Baghdad with the aim of setting priorities for the implementation of follow-up activities.
Results	Most of the infrastructure and services improvement works have been handed over to the communities. Repair of a major sewage pumping station are under way. The project is schedule for completion in early 2001.

## IRAQ

Observation of the Housing Sector in Central and Southern Iraq  
(IRQ/00/XO1)

Total cost	\$1,030,763 for observation operations
Partners	Government of Iraq  United Nations Office for Humanitarian Coordination in Iraq (UNOHCI) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Since the imposition of sanctions in 1990, Iraq has not been able to import basic building materials such as steel, timber and electrical and sanitary fittings for the development of its housing sector. The production of local building materials has also been semi-paralyzed due to obsolete equipment and lack of spare parts. This has led to a reduction in the housing construction activity and to deterioration of existing stock. Several estimates indicate that there is a need to provide shelter for at least one million families. The low affordability levels of the population and the hyperinflation of recent years have aggravated this situation. Building materials will be distributed through the existing market system in all Southern and Central Governorates according to the distribution of population. The programme will target the poorest segment of the population through housing schemes built by the government. UNCHS (Habitat) will assess whether criteria of equity, efficiency and adequacy are being applied on the implementation of the housing sector in Southern and Central Governorates.
Activities	UNCHS (Habitat) is assigned the role of setting up and managing an observation system for the housing sector and of tracking down building materials and equipment through visits to warehouses and spot checks (based on a representative sample) at end-users' construction sites
Results	The programme started in September 2000 and regular observation started one month later.

## LIBYAN ARAB JAMAHIRIYA

Settlements Planning and Training  
(LIB/96/XO1)

Total cost	\$2,862,723
Partners	Urban Planning Agency, Secretariat of Housing and Utilities  United Nations Centre for Human Settlements (Habitat)
Background and objectives	The Libyan population is projected to increase to 6 million by the year 2010 and to 8 million ten years later. Over 90 per cent of the population increase is in urban centres. This project is completely funded by the Libyan Government through a UNCHS (Habitat) trust fund. Under the joint management of the Urban Planning Agency (UPA) and the project, Libyan planners and technicians are engaged, trained and guided to carry out numerous activities. The project aims to technically reinforce the UPA to implement a large scale regional and settlements planning programme, produce the final 1996-2020 draft national physical perspective, setup automated settlements development planning decision-making and land use development control support systems (GIS) in the main UPA offices and to provide support to the housing and utilities departments and organize and directly support training of officials from the planning, housing and utilities departments of the secretariat and government consulting companies.
Activities	To achieve these objectives, the project carries out activities based on outputs from the earlier project LIB/91/XO1 through the use of national and international expertise. Activities include evaluation of the 1996–2020 draft National Physical Perspective Plan (NPPP), and production final 2000–2020 NPPP. Furthermore, activities include the setting-up of operational geographic information management systems (GIS) in the UPA main office and familiarizing the staff with the operation of the equipment.
Results	The project has prepared digital mapping proposals and has evaluated offers received; as costing was too high, it was decided to include this activity in a separate project (the Third Generation Planning). The project has procured equipment and computer programmes and submitted the draft 1996–2020 NPPP for comments and finalization. The NPPP will be discussed and disseminated during the spring of 2001. The training and fellowships programme Libyan officials from the UPA is continuing with one staff member undertaking doctoral studies and two others studying for one year in ITC (2000–2001). Study tours are also ongoing to various places of interest and similar context. The Secretariat of Housing and Utilities has requested further support from UNCHS (Habitat) and UNOPS for management of the large-scale third- generation planning (2000–2020) on the modalities of implementation. The new project will provide support to the Urban Planning Agency on the technical management of this large-scale regional and urban planning programme, the establishment of urban information systems in the main cities and continuation of institutional capacity building and staff training.

## MOROCCO

Localising Agenda 21 in Essaouira  
(GLO/95/SO2)

Total cost	\$840,000
Partners	<p>Municipal Council of Essaouira  Ministry of Housing, Urban Development and Environment  ENDA/Maghreb  Various local associations and community based organisations</p> <p>Government of Belgium, Belgian Administration for Development Co-operation  Post Graduate Centre for Human Settlements, Katholieke Universiteit Leuven  United Nations Educational, Scientific and Cultural Organisation (UNESCO)  United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Essaouira, Morocco, is a historic coastal town located between the ocean and a dune forest. The city is isolated from the main communication networks of the country. As the previous economic base of fisheries is in crisis, urban employment is limited to tourism and handicraft production. This has had severe repercussions on the quality of life and the environment. The cultural heritage has suffered degradation and continued expansion of the city inland is threatening its fragile ecosystem and the very survival of the town.</p>
Activities	<p>To promote good urban governance, the programme strategy emphasises the need for a shared vision for the future development of the city. In parallel, urgent problems are addressed through action planning and environmental conflict resolution. This process is underpinned by a continuous, broad-based consultation process. Capacity-building efforts focus on setting priorities for action, targeted human resources development, institutional strengthening, development and adaptation of tools, encouraging partnerships, mobilization of resources, and promoting exchange between cities facing similar problems.</p>
Results	<p>The programme has activated consultation around the new master plan for Essaouira and played a catalytic role in the creation of an urban action planning centre. This centre has developed action plans, addressing issues such as the protection of the collapsing sea retaining wall and dilapidated city gates, a revitalisation plan for the Mellah area and development of an urban park as a buffer zone between housing estates and a dune forest. Several components of these plans have been implemented, while other more capital-intensive parts are now being redesigned into feasible projects. Meanwhile, results are being sustained through the promotion of collaboration between the municipal council and neighbourhood groups and through the strengthening of the information, dissemination and training functions of the centre.</p>

## MOROCCO

Poverty Alleviation Pilot Programme in the Urban and Peri-urban Areas in Morocco (MOR/97/006)

Total cost	\$2,000,000
Partners	Ministry of Employment and Social Affairs  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The objective of this programme is to test and validate new approaches to local development based on partnerships involving local authorities, elected officials, municipal technical staff and civil society. The programme is being implemented in three selected pilot sites in three large urban agglomerations in the kingdom. The programme aims at developing and strengthening national capacities, particularly at the local level, to elaborate and implement integrated action plans for alleviating urban and peri-urban poverty.
Activities	To attain these objectives the programme will identify local actors involved in the reduction of urban poverty, create a committee of partnerships in each location and development and implementation of specific operational actions to tackle poverty alleviation. Planning and organizing consultations, the formulation of action plans, their implementation through local partnerships and organization of funding and resource mobilization meetings are among the activities designed to illustrate how poverty alleviation activities could be realized. The capacities of local actors will be built through parallel training so as to enhance their roles in dealing with poverty alleviation issues. Various approaches will be designed to integrate vulnerable groups; including awareness-building campaigns and specifically designed programmes.
Results	The three sites selected to illustrate poverty alleviation approaches are Tangier, Marrakech and Casablanca. During 1998, a consultation was convened in each city involving a large participation of various actors in the poverty reduction scene, including a large number of local NGOs and members of the civil society. These consultations resulted in the identification of priorities and the development of action plans. Implementation of the action plans is under way. Priority axes of intervention include: income generation; improvement of housing and access to basic services; and, protection of vulnerable groups and their integration in society. The 2000 consultation for mid-term review conducted in each city demonstrated the positive impact on the strengthening local capacities for participatory strategic planning, the systematic building of confidence and partnerships among local actors and the mobilisation of local, national and international financial resources for extensive poverty reduction activities.



## SOMALIA

Urban Settlements Governance and Management Programme  
(SOM/96/003; SOM/99/X01)

Total cost	\$3,425,612
Partners	Local authorities in Somalia  Netherlands Development Co-operation United Nations High Commission for Refugees (UNHCR) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Hargeisa municipal activities were reinstated, particularly the water agency and the planning department through the predecessor of this programme, SOM/94/003, resulting in measurable success in strengthening local governance. The current programme aims to develop and expand the current technical cooperation endeavour in Hargeisa and provide capacity-building activities to Berbera and Bossaso in northern Somalia initially and, when the security situation improves, elsewhere in Somalia. The programme aims at strengthening local authorities' capacities to plan, manage and maintain municipal infrastructure and public services and restore and strengthen urban governance; undertake the planned reintegration and resettlement of returnees; undertake the rehabilitation, restoration or reconstruction of essential infrastructure, services and public facilities; and enhance emergency preparedness.
Activities	The programme, based on demand, has provided support to restore and strengthen urban governance through the enhancement of the municipal institutional capacity of the towns of Hargeisa, Burao, Boroma, Sheikh, Berbera and Garowe in Somalia. This is achieved through deployment of international and national experts to provide technical assistance and support to the local institutions by building institutional capacities through development and establishing administrative and financial processes; and developing human resources through on-the-job training. Activities include building the capacities of these municipalities to plan, improve, manage and maintain municipal infrastructure and public services; to plan the resettlement and integration of returnees in viable urban communities; to rehabilitate essential public facilities and services; and to enhance emergency preparedness.
Results	The process of assessing urgent needs, planning and executing remedial measures, supplemented by in-service training will enhanced personal and institutional effectiveness and capacity. Another urgent issue is being addressed: the planned and methodical reception, resettlement and reintegration of returnees displaced by past conflicts. This will involve neighbourhood planning, land allocation, the provision of basic services and the facilitation of self-help home construction. The process involves close collaboration with other United Nations agencies, such as UNHCR and UNICEF and NGOs involved in social integration and income generation. Rehabilitation of water extraction and pumping stations, funded by UNHCR, will be completed by spring 2001. Through additional funding provided by the Netherlands Development Cooperation, the project will increase water supply in Burao by constructing a new deep and will expand the network.

## SOMALIA

Technical and Institutional Assistance Programme for  
Berbera Municipality Programme  
(SOM/99/X01)

Total cost	\$1,390,563
Partners	Municipality of Berbera, North West Somalia  European Union (Somalia Unit) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The focus will be on developing the management capacity of the municipality administration and revenue, financial management town planning and sanitation, as functions of urban management. The programme will support the municipality to apply acquired skills through implementing a variety of capital works and the demonstration of service provision through assistance in the implementation of plans.
Activities	The process of institution building incorporates a strategy of providing administration and technical training for counterparts assigned by the partner municipality and support in defining the mission of the municipality. This approach, used both in the assessment and in the implementation stages, provides a productive platform for defining both the scope and the execution of the project. Activities include: implement of a planned and systematic approach to delivering services, collecting and accumulating revenues, and maximizing effective management of the municipality to ensure that services delivered are sustainable and affordable to the residents of Berbera; improve revenue collection, financial management and accountability procedures to streamline operations of the municipality, and to ensure sufficient surpluses are available for capital investment and improved operations improve the quality of life of the residents of Berbera by completing urban planning and mapping activities to provide for the current and future land and infrastructure needs; and, improve community sanitation and health through the efficient collection, and disposal of solid and liquid waste, to reduce risks of disease and sickness.
Results	The project coordinator has worked closely with the mayor to produce a revised organisation chart for Municipality to improve its performance in meeting the development challenges of the town and to streamline the performance of its responsibilities. A workshop on project log frame has taken place in June 2000 with a large representation from national and local institutions and stakeholders. The workshop resulted in an agreed upon areas of intervention for the project and other actors which will be used as a framework for interventions in the municipality. The project has assisted in designing the rehabilitation of the municipal building and the works will start in the last quarter of 2000. Based on a needs assessment, an international expert in municipal finance is supporting the municipality to improve revenue collection, financial management and accountability procedures.

## SUDAN

Urban Upgrading and Poverty Alleviation  
(SUD/97/017)

Total cost	\$2,181,223
Partners	Ministry of Social and Cultural Affairs (Khartoum State)  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	The main objective of this project is to assist selected areas in Khartoum state, through a bottom-up approach and grassroots institutional set-up, aiming at improving the management capacities of local institutions for poverty alleviation. The project objectives are to build confidence between all urban actors through the establishment of a consultation organizational framework; achieve an integrated programme approach and increased individual and institutional capacity in poverty alleviation; develop the urban informal sector through income generating activities; secure land tenure to disadvantaged groups in camps/squatted areas to provide a secure environment for investment; and develop project management tools through baseline data, key indicators and best practices.
Activities	A project advisory committee has been established; five targeted municipal areas were selected representing the old urban core, the informal areas and camps housing internally displaced persons; and, local project committees, municipal committees, a decision-making process and coordination mechanisms have been established. The project produced inter-sectoral policy guidelines and a strategic interventions framework for poverty alleviation in 2001; strengthened the Social Development Foundation to operate as a poverty alleviation coordination mechanism produced a poverty alleviation plan of action and will produce a manual of techniques and practices for poverty alleviation.
Results	Management and operational systems are organized and function effectively. Since July 1999, the project has been managed and implemented by national professionals. The project is legalising the local development committees into registered CBOs. Furthermore, planning and coordination committees have been established as poverty-focussed bodies at the locality level. Innovative credit mechanisms have been established and tested through the management of a US\$ 1,000,000 revolving fund where Islamic credit schemes are being explored (particularly addressing inflation). Despite operating in the poorest IDP areas, the loan recovery rate has increased from 51 per cent in 1999 to 67 per cent in 2000. Recovery rate is to be further improved by strengthening the capacities of community institutions and individual beneficiaries. Approximately 1,200 persons from all categories of the urban poor are receiving skills development training. Building materials quality and productivity and construction technologies are being improved in the informal construction sector. The issue of provision of basic human needs, particularly water has been given priority as an important approach to poverty reduction. Accordingly the project has directly assisted 1443 households in five settlements (haras) through the installation/rehabilitation of water facilities and establishment of water networks on cost recovery basis. The sustainable livelihood initiative for IDPs in As Salam Camp and Dar As Salam resettlement has been incorporated in the project. During 2001, the project team will further build the capacity of the SDF and hand-over activities to the counterparts. Through an SPPD, UNCHS (Habitat) will prepare a funding strategy, project documents and identify potential local, bilateral and regional sources

for funding.

## UNITED ARAB EMIRATES

Institutional Support to Dubai Municipality, Phase III  
(UAE/98/005)

Total cost	\$278,818
Partners	Dubai Municipality  United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	Dubai municipality is responsible for major municipal services including: comprehensive planning and development of Dubai Emirate; provision of infrastructure; provision of public health services; licensing and control of commercial activities, development control, advertising and, food trade; provision of public services; and quality-control and research services. The project is funded by the Dubai municipality. It assists the municipality to continue to develop the Emirate in an accelerated and integrated manner, to provide efficient services, while maintaining effective control on urban improvements, building construction, commercial activities and public health services, and, in general, to continue improving municipal services while strengthening the national capacity to achieve self-reliance. As of June 2000, there has been no need for a CTA to manage the project, UNCHS (Habitat) only provides technical support in town planning and surveying.
Activities	The project's activities focus on: reviewing current organizational arrangements and recommending improvements, including manuals, job descriptions and descriptions of functions; simplification and streamlining of procedures; assessing the proposed improvements to the urban and environmental situation and developing policies and manuals; and formulating a training programme geared to strengthening the national capacity. The project has, so far, utilized over 28 national and international experts and consultants in most of the fields of municipal institutional functions. The project is providing overseas courses, workshops and study tours to nationals at all levels to improve and update managerial skills and capacities.
Results	The project has produced significant results as follows: international recognition of Dubai Municipality as a best practice; continued improvement in the Municipality's organizational structures and functions; as a result of more effective administration control, the municipality's human resources increased by only 6 per cent from 1992 to 1996 despite the huge increase in development and operating activities during the five-year period. The number of local staff increased by 42 per cent from 626 in 1992 to 887 in 1996 while the number of female employees increased by 226 per cent from 77 in 1990 to 205 in 1996; practical outputs in planning, zoning ordinance, surveying, environmental regulations, systems and procedures have improved the Municipality's capability and sustainability; the municipality's financial performance has continued to improve substantially. Whereas the revenue (Dhs. 449 million) was 148 per cent of recurrent expenditure (Dhs 303 million) in 1992, in 1996 the while the revenue (Dhs. 677 million) increased to 162 per cent the recurrent expenditure (Dhs. 416 million). Phase III, in addition to improving the organisation and working methods of the municipality for increased efficiency, focuses on enhancing the municipality's capability in town planning, land surveying and environmental protection.

## YEMEN

Site and Services for Low-Cost Housing (Aden)  
(YEM/97/CO1; YEM/97/300)

Total cost	\$4,537,130
Partners	<p>The Ministry of Construction, Housing and Urban Planning (MCHUP)</p> <p>United Nations Capital Development Fund United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>The long-term objective of the project is the reduction of housing deficit and poverty in the city of Aden and by way of example from the project, to assist the Government in devising a low-cost housing policy for the country. The immediate objective is to improve the living conditions of about 20,000 low-income people of Aden by providing them with affordable, serviced housing plots, with technical assistance and guidance in self-help construction of houses. The project provides operational assistance to the Ministry of Construction, Housing and Urban Planning and local authorities. The capital investment component is being financed by UNCDF. National institutions will be strengthened in order to allow them in the future to adopt new urban housing and service delivery approaches, which take into account the specific needs of low-income groups.</p>
Activities	<p>Activities include the provision of off-site infrastructure (roads, electricity, water supply and sewerage) laid out and dimensioned to enable an extension after completion of the project under full government responsibility. An area of 53 hectares will be provided with basic infrastructure and services to be occupied by about 2,500 low income households for construction of houses in self-help on subsidized plots, and about 100 commercial plots will be sold under market conditions (for cross-subsidy of housing plots and for promoting active economic development of the area). Beneficiaries of the scheme will be selected according to neutral and rational selection criteria and construction regulations will be developed. Furthermore, a permanent participatory structure will be created for follow-up after implementation. Housing construction credits will be made available to the low income groups of the target population through linkages with the Housing Credit Bank of the MCHUP. A low-cost housing policy will be developed to set guidelines for country-wide application. The institutional capacity of the Ministry of Construction, Housing and Urban Planning and the office of the governor will be strengthened through various on-the-job training schemes through YEM/97/300, associated with the management activities of the construction project YEM/97/C01. External training activities include study tours by national project personnel to relevant urban development projects in the region, specifically designed courses on the use and development of housing and finance-related software, house design and cost-recovery approaches in the field of urban infrastructure delivery.</p>
Results	<p>A project management unit has been established and is currently in operation. Study tours of national project personnel have been conducted in Nairobi and Djibouti. Training on the use of appropriate computer techniques will take place. Results achieved so far also include: Off-site activities have nearly been completed except for the road; plans for the subdivision of the 53-hectres area have been completed; infrastructure designs for the area have been completed; contract for infrastructure implementation has been awarded and implementation has commenced in 2000.</p>

V. EUROPE

## PROVINCE OF KOSOVO

Capacity Building and Technical Support on Guidelines  
and Procedures for Municipal Administration in Kosovo  
(KOS/00/X02)

Total cost	\$1,570,000
Partners	Government of the Netherlands United Nations Interim Administration Mission in Kosovo (UNMIK) United Nations Centre for Human Settlements (Habitat)
Background and objectives	<p>The interim municipal administrations in Kosovo are facing the challenge of effectively discharging their basic functions and delivering services in the short-term, and starting to establish systems and processes to strengthen local capacities to manage the municipalities in the framework of the transition to elected councils, introducing recognised principles of governance and development. Municipal administrators are confronted with issues as diverse as the allocation of land for new works or the administration of municipal enterprises. The initial phase of establishing interim municipal administrations is over. Despite advances in developing municipal operational procedures, these are ad hoc efforts by individual municipalities to cope with emergency needs. There is still a need to fill gaps and harmonize efforts in this regard. Recent progress in the establishment of joint, international-Kosovar consultative bodies in the administration makes it necessary that capacities are strengthened to promote efficient local participation in the municipal administration. The project aims to strengthen the capacity of the interim municipal administrations to deal with immediate demands on the provision of municipal services and discharging municipal functions, while providing assistance to local administrators for long-term improvement in governance and local development. This will be achieved through the provision of policy orientation, guidelines and operational procedures based on accepted principles of accountability, equity, efficiency and transparency. The project will develop the capacity of local municipal officers and assembly members in the performance of municipal functions and improved governance. Awareness-raising programmes for decision-makers, development agencies and citizens on the role of the municipal administrations in improved governance and development will be delivered.</p>
Activities	<p>The project follows a two-pronged strategy to provide direct technical support to the interim municipal administrations in attending immediate demands and to build local capacities for effective municipal administration and improved local governance and development. In order to develop a core capacity to provide support to the municipal administrations, the project is establishing a team of experts within the Department of Local Administration. They assist in defining policies and strategies for municipal development; identifying needs for technical support on municipal management and local governance, and programme activities for their attention; developing, tools guidelines and procedures for municipal administration and improved local governance; providing direct technical support to municipal administrations; and assisting in developing a strategy for the transition towards elected municipal administrations.</p>
Results	<p>The programme has targeted three groups for building their capacity and receiving support in the application of tools and guidelines in the 30 municipalities of the province: interim administration officers and managers (150 officers in various municipalities and departments), local municipal officers and managers (400 local officers responsible for the administration of municipal departments), local council members (300 nominated councillors). Community members are informed and educated on their rights and responsibilities in relation to the municipal</p>

administrations. Information campaigns (radio, TV, newspaper and printed material) are carried out for dissemination information to the population on the role of the municipalities, democracy at the local level and citizens' support to the municipalities

UNMIK's Department of Local Administration together with interim municipal administrators and Kosovar representatives have critically reviewed those issues as of priority need for attention in light of current realities. A number of themes on which to focus the initial activities of the programme have been selected and are currently under implementation. They include, streamlining of municipal administrative structures, recruitment procedures for local staff and staffing policies and practices in conformity with the policies set by the Public Service Department, responsibilities and relationships of the municipalities vis-a-vis Public Utility companies and central authorities concerned, municipal financial management, including municipal income through fees and charges, development of internal management-monitoring systems, building regulations, management of municipal fixed property, land use management, urban planning and development, response capacity and monitoring modalities in the delivery of health and education services, public facilitation service and environmental services.



## PROVINCE OF KOSOVO

Kosovo Cadastre Support Programme  
(KOS/00/X03)

Total cost	\$706,420
Partners	Government of Sweden Government of Switzerland Government of Norway United Nations Interim Administration Mission in Kosovo (UNMIK) United Nations Centre for Human Settlements (Habitat)
Background and objectives	<p>The priority for the United Nations Mission in Kosovo (UNMIK) in re-establishing efficient mechanisms of governance in the Province is re-introduction of a land and property management system. A functional cadastral system is a pre-requisite for implementing reconstruction activities, upholding the rule of law, promoting economic development and resolving long-standing conflicts and uncertainties. At the request of UNMIK, UNCHS (Habitat) carried out a rapid assessment of housing and property rights and property registration in Kosovo in 1999. It was found that the present poor state of the cadastral system could be attributed to the destruction, loss and removal of property certificates as a consequence of the conflict. In addition, the application of discriminatory legislation and a variety of barriers to the registration of property transactions had served to further compromise the integrity of this essential governance tool. Initial proposals for rebuilding the cadastral system defined the following areas of action: inventory and secure existing cadastral information; rebuild an integral geographical information base; restore the geodetic network; design the framework for a modern cadastre and land registration system; attend immediate demands of the municipal cadastral offices and establishment of a central coordinating facility to guide this task.</p> <p>The objective of the project is to build a well-functioning land sector that will contribute to economic growth, democratic and sustainable development, when supported by a real property market, rights protection and an improved cadastral and land registration system. Equally, municipal cadastral offices will be able to render proper land and property services to the beneficiaries.</p>
Activities	<p>Implementation of the project is divided into priority activities for the first year, followed by medium-term activities programmed for the second and third years. Some project activities have to start immediately to secure valuable cadastral information and to support on-going processes of reconstruction and the regularisation of housing and property rights created by the application of discriminatory laws in the past ten years. At the central level, the project will establish an agency responsible for the development and management of a cadastral and land registration system in the province. The agency will be endowed with clear competencies and institutional capacity to perform its tasks in a sustainable manner. At the municipal level, activities are carried out to strengthen the capacity of the municipal cadastre offices to perform their regular tasks in a modern and efficient manner. Provision of technical assistance, guidelines and operational procedures, equipment and skills development programmes are seen as essential elements of the strategy to achieve this objective. The agency will define the concept of cadastre and the legal, organisational and technical approaches to be used in Kosovo, linking earlier cadastral information to a new modern cadastre system. The future inclusion of the local private sector in the project, in technical work, is foreseen and will be supported. The restitution of documentation is also a high priority for municipal cadastre offices to recommence activities. Scanning of cadastral plans and maps, capturing data from different cadastral registers, and</p>

gathering data into a central database are important activities being implemented. One of the central elements of the project is capacity building. This involves both on the job training and structured professional development. A series of immediate activities are carried out to provide rapid training inputs to the cadastre offices.

## Results

The project is in its initial phase of implementation. The following results are expected to be achieved by early 2001: a Kosovo Cadastral Agency (KCA) established and its Executive Office (EO) in operation; appropriate services from central level in supporting the overall cadastral activities for reconstruction of property rights, as well as for building a longer-term sustainable land registration system for Kosovo; a strategy and a model for the future land registration system in Kosovo; a capacity to manage geographical information within the KCA, and to provide technical support to municipal offices; existing map material combined with orthophotos available at the central and municipal levels; scanned and digitised maps legally approved and valid boundaries and buildings defined; concepts and procedures defined and documented for integration of missing information by using existing and new measurements and data exchange; software for local needs developed and municipal offices provided with software, data and training for their use; control points established and updated; municipal cadastre offices with capacity (human resources and survey/data processing equipment) to produce appropriate services on cadastre and land and property registration and transactions; sustainable capacity within KCA to provide legal and advice an development on cadastre and property related issues; an inventory and review of laws and regulations related to cadastral management and land administration, and set of proposals for their revision as necessary; public information material on access to services for registration of properties and tenure rights and on the role of KCA and Municipalities in land registration; a Training Unit established and in operation; teachers from Kosovo trained.

## PROVINCE OF KOSOVO

Housing and Property Rights  
(GLO/00/SO8; KOS/00/X01; KOS/00/X04)

Total cost \$2,300,000

## Partners

Government of Finland  
Government of Canada  
Government of Norway  
United Nations Interim Administration Mission in Kosovo (UNMIK)  
European Union  
United Nations Centre for Human Settlements (Habitat)

## Background and objectives

The Housing and Property Directorate (HPD) and the Housing and Property Claims Commission (HPCC) were established under UNMIK Regulation 1999/23 to regularize housing and property rights and to receive and settle residential property claims in the Province of Kosovo. Legislation passed before the conflict affecting the property rights of certain sectors of the population and the irregular property transactions effected previous to and after the conflict have resulted in serious violations of the right to property and is precluding reconciliation and economic development in the province.

The regularization and protection of housing and property rights remains a priority of the international community's strategy in Kosovo and the broader region of South eastern Europe. The mandate and policy objectives of HPD/HPCC enable them to play a key role in the restoration of social and economic stability in Kosovo. With advisory powers on policy and legislative reforms, the HPD aims to strengthen the legal framework and enhance security of tenure. With a mandate to regularize unofficial transactions and the authority to remedy wrongs caused by discriminatory legislation during the post-autonomy period, the HPD contributes to restoring the property registration system and re-establishing transparency in the real property market. With the authority to allocate abandoned property, HPD is able to attend the housing needs not only of its claimants but also of the current occupants of claimed properties.

## Activities

To regularize the situation on residential property, HPD/HPCC were established to reach several objectives. The Strengthening the legal framework: as an expert body with advisory powers on policy and legislative reform, HPD strengthens the legal framework in Kosovo, enhances security of tenure and ensures consistency with legal developments in the rest of Eastern Europe. Protecting the property rights of refugees and displaced persons: The ability of refugees and IDPs to freely exercise their property rights is essential to facilitate and encourage an orderly return process. The HPCC has the judicial power to issue final and legally binding decisions on the property rights of refugees and IDPs. The HPD can offer mediation services and avoid the need for formal legal process wherever possible. With the authority to allocate abandoned property, the HPD is moreover able to attend the housing needs not only of its claimants, but also of the current occupants of claimed properties. Regularising and registering property rights: The HPD is mandated to regularize and register unofficial transactions and has the authority to remedy wrongs caused by discriminatory laws during the post-autonomy period. As such, the HPD plays a key role in rebuilding the property registration system and restoring confidence and transparency in the property market. Temporary allocation of abandoned housing: The primary goal of the temporary allocations scheme is to provide those in need of humanitarian

accommodation with temporary solutions to their housing needs, and to protect the legal status of the owners who have fled these properties. Supporting reconstruction activities: In addition to the issuance of final and binding decisions, the HPD verifies information on ownership rights of identified reconstruction beneficiaries. This helps to ensure that the targeted beneficiaries have a legal right over the houses to be repaired.

Results

Policy and legal reform: adoption of the draft Regulation on the Principles of Law Regularising Residential Property Rights and the Rules of Procedure of and Evidence of the HPD and HPCC. Provision of legal advice to UNMIK and other organisations on housing and property issues; ensuring consistency with parallel initiatives dealing with non-residential property and increasing awareness amongst community groups, legal experts and ordinary people. Studies and proposals for legal reform are carried out in areas as, the registration system for property rights, procedures and scope for improving transparency and fairness in the real property market, and preferences of refugees and IDPs regarding the exercise of their property rights and the reforms necessary to protect them. Claims Registration: The HPD anticipates to receive a caseload of 62,000 to 106,000 claims. The HPD is developing a network of regional offices, and claims registration has started on a limited basis.

## POLAND

Urban Environmental Management and Sustainable  
Development in the Katowice Agglomeration  
(POL/97/012)

Total cost	\$981,702
Partners	Poland  International Centre for Sustainable Cities Canadian International Development Agency United Nations Environment Programme (International Environment Technology Centre) United Nations Development Programme (UNDP) United Nations Centre for Human Settlements (Habitat)
Background and objectives	This project promotes sustainable development and regeneration in the Upper Silesia Agglomeration by strengthening local capacity for strategic planning and environmental management based on active participation of the municipalities and their partners and by helping to formulate strategic plans for sustainable development. During the Phase One of the project, an Environment Consultation was organized in August 1993. In 1995, after the signing of the project document, inter-sectoral working groups were established to deal with land issues (revitalization of city structure, integrated waste management, post-industrial areas, open green spaces) and water issues (potable water, municipal water, municipal sewerage in Przemsza and Klodnica basins). In 1997 the project entered into its phase two focusing on issues related to post-industrial areas. SKAP2 was initiated in July 1997, as continuation of the initial project.
Activities	SKAP2 provides the members of the Union of Municipalities of the Katowice Agglomeration (13 municipalities) with capital investment and technical and financial support in the field of urban environmental planning and management. It focuses on strengthening local capacity to deal effectively with the restructuring of post-industrial areas. The SKAP2 is working on (a) modern management procedures and effective institutional building; (b) implementation of pilot projects, supporting the pre-investment phase and providing technical advice; (c) improving information flow and inter-municipal exchange; and (d) modern management training for local government staff. Five intersectoral working groups focus on the following issues: (a) rehabilitation of post-industrial derelict and contaminated areas, (b) reclamation and re-use of post-industrial areas, (c) municipal waste management, (d) municipal sewage management, (e) revitalisation of urban environment.
Results	The inter-sectoral and inter-organizational working groups prepared strategies for each of the issues addressed. This was followed by agreements on the implementation of pilot projects in various municipalities: (a) model recultivation of the Communal Waste Landfill Area, incorporating it within Siemianowice Slaskie's green area protective system; (b) pre-investment study of the post-industrial Wawel and Waleny coal mine area (Ruda Slaska); (c) model reuse of the old Kosciuszko Steel Plant (Chorzow); (d) architectural study of the adaptation of the factory hall within the Saturn Coal Mine Area (Czeladz); (e) renovation of the Andrzej coal shaft (Ruda Slaska); (f) industrial restructuring, the Karol III coal shaft (Jaworzno); and (g) a project to develop new function for Bartosz coal shaft (Katowice). The Environmental profile was updated and published. Trenchless technologies roundtables were held in co-operation with UNEP/IETC. Capacities have been built at all levels of the agglomeration to face the pressing environmental challenges. The external support to the project will come to an end by December 2000.

## RUSSIAN FEDERATION

Human Settlements Cooperation Programme  
(RUS/98/SO1; RUS/00/SO1; RUS/00/SO2)

Total cost	\$150,000
Partners	State Committee of the Russian Federation for Construction, Housing and Municipal Economy (Gosstroy of Russia)  United Nations Centre for Human Settlements (Habitat)
Background and objectives	The Habitat Executive Bureau (HEB), which was established by the Russian Ministry for Construction and Housing, is a liaison office within the ministry, financially supported UNCHS (Habitat), out of the Russian contribution to the Foundation. The HEB is responsible for the implementation of technical assistance projects in the Russian Federation under UNCHS (Habitat)'s supervision. The objective is to ensure that the Russian Federation can benefit from know-how developed in relevant UNCHS (Habitat) global programmes such as the Sustainable Cities Programme and the Urban Indicators Programme.
Activities	The activities include set of five projects with a total cost of \$354.50, two of which are described separately on the next pages. The other three projects, total cost of \$150,000, are: (a) Sustainable Development of Human Settlements and Improvement of their Communication Infrastructure through the use of a String Transportation System (STS) (98-SO1); (b) Dissemination of Information Materials of UNCHS (Habitat) among the interested organizations of the Russian Federation and CIS Countries (00-SO2); (c) Support to the Habitat Executive Bureau (HEB) in Moscow by UNCHS (Habitat) and Gosstroy of the Russian Federation for coordination of the programme of cooperation between UNCHS (Habitat) and Gosstroy of Russian (00-SO1).
Results	The STS project, completed in mid 2000, focussed on the development of a String Transportation System (STS) in the city of Sochi. Within the framework of this project, a number of preparatory steps had been completed to develop a STS in Sochi. Basic data have been collected and analyzed, a small-scale test model has been developed and a feasibility plan has been prepared for the proposed String Transportation System. The information dissemination project is concentrating on preparation, publication and dissemination of a Russian language version of the Habitat Agenda (four issues per year).

## RUSSIAN FEDERATION

Sustainable Human Settlements Development in Leningrad Region–Phase 2  
(RUS/00/S03)

Total cost	\$80,000
Partners	<p>Government of the Leningrad Region          State Committee of the Russian Federation for Construction, Housing and Municipal Economy          Kirishi District of Leningrad Region Municipal Unit          Vyborg District of Leningrad Region Municipal Unit          Institute of Urbanistics</p> <p>Habitat Executive Bureau in Moscow          Tampere University of Technology (Finland)          United Nations Centre for Human Settlements (Habitat)</p>
Background and objectives	<p>Sustainable Kirishi Project and Sustainable Vyborg Project</p> <p>The project is based on the results and the analysis of the project Sustainable Human Settlements Development in Leningrad Region completed in 1999. The project focuses on support to environmental strategy and action planning, resource mobilization and implementation of action plans in two demonstration municipalities: Vyborg and Kirishi; tailoring UNCHS (Habitat) training materials (local leadership and EPM/SCP) for developing packages and undertaking training for local authority leaders and staff, and for urban practitioners based on methodologies developed by UNCHS and replication of the two demonstration activities in other municipalities including use of the adapted training materials. The components will link with elements of the Habitat urban governance campaign, contributing to areas such as illustrative cities, and governance index, declaration on norms and toolkit.</p> <p><b>City of Kirishi</b></p> <p>Kirishi is situated in the Leningrad Region of Russia and has a population of 55,100, which is currently declining. Located approximately 130 kilometers from St. Petersburg, Kirishi is an industrial city with a distinctive land-use pattern. Key industries are petrochemicals, power engineering and machine building. The city also contains an oil refinery, a hydroelectric plant and a biochemical factory. Housing stock consists generally of five to six storied houses. The architecture is monotonous, and there is insufficient green areas. The environmental situation in the city is highly unfavorable. The city has the highest level of atmospheric pollution from stationary sources (42 per cent of the total regional emissions) in the region. The Volkhov, River one of the most polluted rivers in the Leningrad region, is still the main source of water. In spite of contaminated soils with heavy metals, food products grown in kitchen-gardens located within the green belt of the city are used by the local population. The total population morbidity level in Kirishi District is almost 1.5 times higher than the regional average. There are a large number of cancer cases and anomalies among children under age 14. Although the city population is well provided with social service facilities and the average monthly salary of industrial workers is twice as high as the regional average, 15 per cent of the population lives below the poverty line. Unemployment is lower than the regional average, at about 7 per cent of the total active population.</p> <p><b>City of Vyborg</b></p> <p>Vyborg is located on the coast of the Gulf of Vyborg in the Russian-Finnish border area. It is around 135 kilometers from St. Petersburg and has a population of almost 260,000. Immigration is rising. The Vyborg sea port and railway terminal is an</p>

important transport centre for the area. Due to its border position, the city is also important as a frontier transportation node to the European Union, and as a tourist and investment centre. Vyborg is one of the oldest cities in the region and has an important historic core. Industrial output has been declining, but at a slower rate previously. Commerce and service industries also play a significant part in Vyborg's economy. Unemployment is low, about 3.5 per cent. Although salaries are high relative to the regional average, a quarter of the population lives below the poverty line. The city suffers pollution from a variety of sources, both local and from the nearby neighboring countries. Air pollution is particularly worrying, and while industrial emissions have fallen due to reduced industrial activity, traffic emissions are rising. Water in the Gulf of Vyborg is classified as Class V ("dirty"). The supply of drinking water from Lake Krasnokholmskoye and the Perovkai river is deteriorating rapidly, and soils are contaminated.

Activities	The project's activities include (a) start-up period, negotiations with the authorities of the Leningrad Region and demonstration cities and signing of agreements and contracts; (b) negotiations with Finland to discuss cooperation and preparation of a memorandum of cooperation for Finnish involvement; (c); formulation of sustainable development strategies for Vyborg and Kirishi; (d) Commission Establish of an advisory in Vyborg and Kirishi. Working groups; (e) Advisory Commission established in Leningrad Region to coordinate Management Programme for Sustainable City Development and assist in the preparation and implementation of investment programmes for the demonstration cities; (f) consultations with the Government of the Leningrad Region to raise sustainable development priorities identified by the demonstration cities; (g) memorandum of cooperation signed with the Finnish party.
Results	Priority issues have been identified through the preparation of city environmental profiles. Consultative processes have been launched in both cities. A study tour of Russian experts to Finland is planned and activities such as seminars, training of trainers, training of government personnel, formulation of priority investment programmes and implementation proposals.



## RUSSIAN FEDERATION

State of the Russian Cities Report and Urban Observatory Network  
(RUS/98/S02)

Total cost	\$124,000
Partners	<p>State Committee of the Russian Federation for Construction, Housing and Municipal Economy (Gosstroy of Russia)  Habitat Executive Bureau in Moscow  City-Region-Household (scientific non-governmental organization)</p> <p>United Nations Centre for Human Settlements (Habitat)</p>
Background and Objectives	<p>The State of the Russian Cities Report is a 12-month project to analyze and report on progress in the implementation of the Habitat Agenda in the Russian Federation using indicators as quantitative tools for assessment. The output will be part of the special session review process. The Urban Observatory Network is the next phase setting up of a network of national and local urban observatories for monitoring urban conditions and trends and the implementation of the Habitat Agenda.</p>
Activities	<p>The project will implement of the following activities:</p> <p>Facilitation of the involvement of local professionals and institutions as partners in the project;  Identification of key cities for analysis of urban conditions and trends in the Russian Federation; creation of a working team of professionals for implementation and follow-up; training of decision-makers and professionals in the development and application of indicators for monitoring urban conditions and trends;  Identification of a network of national and local urban observatories for monitoring urban conditions and trends as part of the Global Urban Observatory network;  gathering of relevant policy-oriented urban indicators through a participatory process in at least 10 cities;  production of local state of the city reports in at least 10 cities and a national state of the cities report;  Dissemination of indicators for 10 or more Russian cities, state of cities reports.</p>
Results	<p>The project has helped sensitize the country to the vital role of urban and housing data in policy development and monitoring and has fostered familiarity with information systems. The programme also initiated capacity-building activities, using indicators.</p>

## RUSSIAN FEDERATION

Sustainable Moscow Project  
(RUS/98/01)

Total cost \$1,678,420

Partners City of Moscow

United Nations Environment Programme (UNEP)  
United Nations Centre for Human Settlements (Habitat)

Background and objectives The City of Moscow recognizes the need to set an example for implementation of Agenda 21 and the Habitat Agenda with other cities. The project promotes social and economic development in cities through an improved urban environment and enhanced economic efficiency in the use of resources, social equity in the distribution of development benefits and costs and sustainability of development achievements it seeks to enhance Moscow's capacities in urban environmental planning and management (EPM) and, in sharing its EPM expertise with other cities.

Activities The project's activities include preparation of an inventory of Moscow's EPM concerns and achievements (City Profile), dissemination of Moscow's EPM profile on the Internet the organization of Moscow Urban Environmental Consultation support of intersectoral issue-specific working groups, consolidation of the EPM process, strengthening Moscow's institutional arrangements for EPM, replication of Moscow's EPM experience in other cities; production of a film on urban transport and the environment and publication of Ecological Safety of Russia.

Results Moscow has hosted two international meetings on urban environmental management: the 1998 annual meeting of the Sustainable Cities Programme and the 1998 regional meeting for Europe and CIS of the Urban Environmental Forum. The Moscow City Environmental Profile and the Moscow State of the Environment have been put on the Internet. Various consultations were held, including a workshop for on the social, economic and environmental aspects of the development of sustainable cities.

-----