



Commission 2

Urban poverty reduction strategies



METROPOLIS 2002
SEOUL MAY 27-31



MESSAGE FROM THE PRESIDENT

The reduction of poverty is the main challenge to be taken up by the international community. The policies which can help attain this goal, and the roles of States, cities, the private sector, non-governmental organisations and international institutions in this regard, are currently at the core of a vast debate. In the current economic system, developed countries are becoming more and more prosperous, while extreme poverty remains endemic in many regions of the world.

Metropolises are an increasingly important part of the human settlements of the 21st century. They are the driving force for national economies and therefore become poles of attraction for the most fortunate sectors of the population as well as the most impoverished. They accommodate, on the same territory, populations living with major disparities. The metropolises are thus foci of wealth but also major foci of poverty, particularly in developing or emerging countries. Despite limited resources, the metropolises are fighting and working on a daily basis, in order to reduce the poverty level of their citizens and offer them a better framework for living which provides them with opportunities.

This is the spirit in which *Metropolis*, the World Association of the Major Metropolises, set up a working group on urban poverty reduction strategies in 1999. Its aim is to identify the most efficient methods to improve citizens' living conditions. Although its mandate is extremely broad, and in spite of a tight deadline, the working group has managed to deliver a strategic reflection and recommendations which focus on major concerns. The present report is a pragmatic document which puts forward initiatives and concrete measures which have already proved valuable and the lessons to be drawn from them.

I hope that the practices described in this document will inspire other metropolises to improve their citizens' living conditions. I offer my heartfelt thanks to the metropolises which have taken part in this working group. I would particularly like to thank the Vice-President of the Commission Arturo Montiel Rojas, Governor of the State of Mexico for his support throughout the work of the Commission. I would also like to thank Amara Ouerghi, Regional Secretary of Metropolis – North America and Director of the Commission and his team for co-ordinating the work of the Commission, preparing this report and, above all, for their professionalism and dedication.

Gérald Tremblay
Mayor of Montreal
Executive Vice-President of Metropolis and
President of the Commission

FOREWORD

The Commission, comprising representatives of 20 metropolises, has been working on this report since April 1999 at the request of the World Association of the Major Metropolises. Its mandate is to better define the problem of urban poverty, to identify the best practices and intervention strategies and to make the appropriate recommendations for the benefit of the decision-makers in major cities. The mandate was extremely complex and expectations were high.

The Commission took up this challenge and now presents the current report. Any interest aroused by this report can be attributed to the metropolises' participation. At the public and private meetings with elected representatives, administrators and experts, we recognised their total commitment to the important cause of reducing poverty.

I hope that the contents of this report will clarify matters for those responsible for the great metropolises and enable them to take up the enormous challenge of pushing back urban poverty and to thus improve the living conditions of citizens in partnership with civil society.

On behalf of the members of the Commission, I would like to thank all the representatives of the metropolises and participating organisations (mayors, municipal councillors, programme directors) for their contribution to this report. I would also like to thank the mayors of Montreal and Rio de Janeiro as well as their associates for welcoming the Commission and giving it all the necessary support. Lastly, I would like to express our gratitude to the Executive Committee and Council of *Metropolis* for giving us the opportunity to take part in such an enriching international experience.

Amara Ouerghi
Regional Secretary
Metropolis – North America and
Director of the Commission

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PRESENTATION OF THE COMMISSION 2

FINAL REPORT ON URBAN POVERTY REDUCTION STRATEGIES

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INTERNATIONAL ORGANISATIONS

Abri international/Rooftops
World Bank
Enda Tiers-Monde
World Federation of United Cities (UTO)
Municipal development programme
(West and Central Africa)
United Nations Centre for Human
Settlements – Habitat – Urban management
programme – Lation America and the
Caribbean

MANDATE OF THE COMMISSION

- To better define the problem of the development of urban poverty
- To look in greater depth at approaches to intervention, based on specific experiences
- To identify the strategies and tools which have given tangible results in reducing urban poverty
- To present the main sources of funding
- To develop the elements of a methodology of intervention and to make it available to local decision-makers (elected representatives and administrators)
- To summarise the lessons to be drawn from the different experiences
- To present a series of recommendations aimed at metropolises wishing to adopt urban, social, environmental and economic policies geared to improving the quality of life of their citizens.

MAIN STEPS: 1999-2002

1999-2000

- Creation of the Commission and nomination of its members
- Identification of case studies and the blueprint for a framework for presenting practical cases
- Defining the global problem
- Organisation of the Forum of Public Policies held in Montreal, Canada in association with the World Bank and the Cities Alliance programme
- First meeting of the Commission in Montreal, Canada
- International seminar on the integral rehabilitation of neighbourhoods in Toluca, Mexico
- Presentation of conclusions at the Guangzhou Board Meeting, China

2001

- Presentation of the status report at the Rio de Janeiro Board Meeting, Brazil
- Second meeting in Rio de Janeiro, Brazil
- City survey
- Additional research

2002

- Drawing up of the final report
- Presentation of the final report at the Metropolis Congress in Seoul, Korea (29th May 2002)
- Organisation of two workshops as part of the Congress: best practices and funding

EXECUTIVE SUMMARY

At the dawn of the 21st century, poverty remains the most pressing problem. Indeed, according to the World Bank, out of a world population of 6 billion people, 2.8 billion live on a daily income below 2 dollars a day and 1.2 billion subsist on less than 1 dollar a day.

Cities have become the main foci of poverty due to the growing urbanisation witnessed throughout the 20th century, and high levels of rural migration, particularly in developing countries.

Within this framework, poverty has become the main challenge facing the international community.

This report is a working tool aimed at active decision-makers and those interested in becoming involved, in a structured way, in reducing poverty. It is divided into five parts:

- The first part presents a global overview and outlines the different facets and dimensions of urban poverty, its indicators, the most vulnerable clientèles and their needs.
- The second part outlines the policies implemented as well as the different approaches to intervention. It highlights the role and limitations of cities in this regard, taking into account the limited resources available to them.
- The third part presents, with illustrative tables, examples of best practices which have given specific results in different cities.
- The fourth part presents the different sources of local, national, community and international funding used to implement the programmes and to carry out the projects.
- The fifth part summarises the main lessons to be drawn from the different experiences as well as the Commission's recommendations.

To sum up, the most important message to be highlighted is that the reduction of poverty is not reduced to improving infrastructures and providing services. It is a broader process which calls for the development of a global vision, the fixing of priorities, the involvement of civil society and the creation of good economic and social policies.

Within this framework, economic growth has become the sine qua non for eradicating poverty. Moreover, poor countries cannot ignore the phenomenon of globalisation in order to improve their economic performance.

Investments and capital flows are a means by which the poor can benefit from the effects of globalisation.

Of course, these prerequisites alone are not enough to push back poverty. Improvements in levels of education, the development of infrastructures and political stability are other important factors which enable poor countries to improve their lot. In order to be efficient, each strategy must be underpinned by principles of transparency and participation in order to ensure widespread support for the pursued objectives and the orientation of the policies advocated.

In a world where interdependence is becoming ever stronger, the basic challenge facing poor countries is to combine acceleration of economic growth and the reduction of poverty.

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FIRST PART

URBAN POVERTY: OVERVIEW AND DIMENSIONS

1. POVERTY IN THE WORLD

1.1 GLOBAL OVERVIEW

In its report *World Development 2000/2002 – The Fight Against Poverty*, the World Bank states that, out of a world population of 6 billion people, 2.8 billion live on a daily income below US\$2 a day and 1.2 billion subsist on less than US\$1 a day.

The report indicates that out of 100 children born in developing countries, about 20% have a life expectancy of no more than five years. Malnutrition affects about 50% of the child population in poor countries. The same report adds that in rich countries only one

child out of 100 does not live to five years of age and only 5% of children have suffered from malnutrition. These figures bear witness to the differences in poverty levels between developed and developing countries.

According to the United Nations, 4.9 billion people, 80% of the world population, live in less developed countries. Furthermore, the growth rate in these countries is higher than in developed countries. Life expectancy among men and women in less developed countries is lower than in developed countries.

Table 1: Population estimates in relation to certain indicators.

GEOGRAPHICAL REGIONS	POPULATION IN 2000 (MILLIONS OF INHABITANTS)	GROWTH RATE 1985-2000 (%)	ESTIMATED GROWTH RATE 2000-2015 (%)	LIFE EXPECTANCY AT BIRTH (1995-2000) MEN (YEARS)	LIFE EXPECTANCY AT BIRTH (1995-2000) WOMEN (YEARS)
WHOLE WORLD	6,055	1.5	1.1	63.2	67.6
LESS DEVELOPED COUNTRIES	4,867	1.8	1.3	61.8	65.0
MORE DEVELOPED COUNTRIES	1,188	0.4	0.1	71.1	78.2
AFRICA	784	2.5	2.1	50.0	52.8
NORTH AMERICA	310	1.0	0.7	73.6	80.2
LATIN AMERICA	519	1.7	1.3	66.1	72.6
ASIA	3,682	1.6	1.1	64.8	67.9
EUROPE	729	0.2	0.1	69.2	77.4
OCEANIA	30	1.4	1.1	71.4	76.3

Source: United Nations, World Population Prospects: The 1998 Revision and United Nations, World Urbanisation Prospects: The 1999 Revision Table A-1.

Table 2: Illiteracy rate among the over 15-year-olds in different regions of the world.

GEOGRAPHICAL REGIONS	ILLITERACY RATE AMONG THE OVER 15-YEAR-OLDS (%)		
	MEN AND WOMEN	MEN	WOMEN
WHOLE WORLD	20.6	14.7	26.4
DEVELOPING COUNTRIES	26.3	18.6	34.2
DEVELOPED COUNTRIES	1.1	0.9	1.3
AFRICA	40.3	31.3	49.1
AMERICA	7.3	6.7	7.9
ASIA	24.9	16.8	33.2
EUROPE	1.3	0.9	1.5
OCEANIA	4.6	3.4	5.8

Source: <http://unesco.stat.unesco.org>.

According to the Human Development Index (HDI) of the United Nations Development Programme (UNDP), Africa contains 33 of the world's poorest countries. This index takes into account life expectancy, educational levels (literacy and schooling), income per inhabitant (taking into account national differences in purchasing power).

The illiteracy rate among the over 15-year-olds is a revealing indicator of poverty levels. It shows that Africa, and women in particular, have high levels of illiteracy.

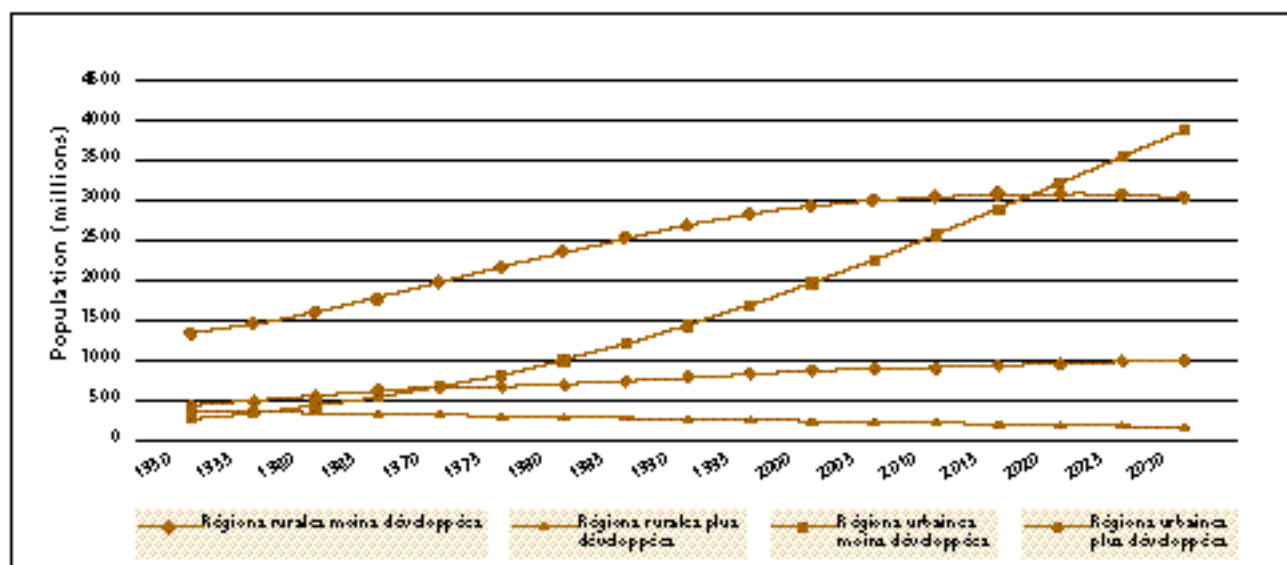
This illiteracy rate is even higher in the shanty towns and poorer districts of the developing countries' major metropolises. It also shows the inequalities in access to education among young boys and girls. This trend has experienced sharp growth due to galloping demography and a large-scale rural exodus to urban centres.

1.2 GROWING URBANISATION AND THE CONCENTRATION OF POVERTY

Urbanisation increased throughout the 20th century in most regions of the world and particularly in less developed countries. Unfortunately, this phenomenon has brought about a growing concentration of poverty in urban environments which are not designed, or ready, to accommodate growth among the most impoverished populations.

Diagram 1 shows that in the middle of the last century the urban population was already greater than the rural population in developed regions. It can be seen that, since 1975, growth in the urban population has accelerated in less developed regions. Furthermore, by 2025, the urban population in less developed regions will surpass the rural population which will be declining. The distribution of the world population indicates a concentration of the urban population in developing countries and less developed countries.

Diagram 1: Estimations and projections of the urban and rural population in the more developed and less developed regions.



Source: UN Population Division – Department of Economic and Social Affairs, 2001 - www.un.org/esa/population (1999).

Table 3: Distribution of the urban population according to the level of development of countries.

GROUPING OF GEOGRAPHICAL REGIONS	SHARE OF THE POPULATION IN 1999 (%)	SHARE OF THE URBAN POPULATION IN 1999 (%)	AVERAGE ANNUAL URBAN POPULATION GROWTH RATE (%)	
			1970-1990	1990-1999
WORLD	100	57	2.9	2.3
INDUSTRIALISED COUNTRIES	14	79	1.0	0.8
DEVELOPING COUNTRIES	80	48	3.9	3.0
LESS DEVELOPED COUNTRIES	11	28	5.4	4.8

Source: UNICEF 2001. The State of World's Children 2001.

In the introductory document to the Marrakech Conference of October 2001, the *International Forum on Urban Poverty* (IFUP) shows that if we take into account industrialised and developing countries, the total number of poor citizens (1.1 billion people) represents a quarter of the world's poor population which numbers almost 4 billion people.

In the coming decades, it is predicted that almost 80 million new citizens will settle in cities every year. Cities in developing countries accommodate the greatest worldwide flows of new citizens: an effect of the exodus of a rural labour force which is illiterate, or little educated and lacking in professional qualifications.

These cities thus risk experiencing extremely sharp growth in urban poverty rates.

According to UNICEF, young people under 18 represent over 40% of the population of developing countries, compared with 20% in the developed countries. By 2025, 60% of children will live in urban areas and half of them will be poor.

1.3 CITIES AND POVERTY

If we list the metropolises which in the year 2000 already had populations approaching, or surpassing, 1

Table 4: Distribution of cities with over 0.8 million inhabitants according to the regions of the world (2000).

GEOGRAPHICAL REGIONS	NUMBER OF METROPOLISES	TOTAL POPULATION OF METROPOLISES (%)	TOTAL POPULATION OF METROPOLISES IN 2000 (IN MILLIONS)	DISTRIBUTION OF THE NUMBER OF CITIES ACCORDING TO THE SIZE OF THE POPULATION PER MILLION INHABITANTS		
				P > 10 M	10 M > P > 4 M	4 M > P > 0.8 M
NORTH AFRICA AND THE MIDDLE EAST	33	7.1	75.9	1	4	28
SUB-SAHARAN AFRICA	34	7.4	73.6	1	1	32
NORTH AMERICA	61	13.2	160.2	3	4	53
CENTRAL AMERICA AND THE CARIBBEAN	11	2.3	19.8	0	0	11
SOUTH AMERICA	36	7.8	117.4	3	4	29
EASTERN ASIA AND ASIA PACIFIC	151	32.7	353.5	8	6	137
SOUTHERN ASIA AND OCEANIA	63	11.3	177.2	6	5	52
EASTERN EUROPE	40	8.7	79.7	0	3	37
WESTERN EUROPE	44	9.5	99.1	0	5	39
TOTAL	473	100	1166.4	22	32	419

Source: United Nations 2000.

million inhabitants, we see that most of these metropolises are located in developing countries. This phenomenon increases pressure on national, regional and local governments to cater to the needs of their citizens.

The concentration of poverty in cities is the combined result of demographic growth and the rural exodus (movements in poor populations to major urban centres in search of a better life). In short, urbanisation is growing and poverty is becoming urbanised.

The territorial distribution of big cities indicates a strong concentration of population in Asia (44%) representing 45.5% of the urban population of the world's big cities. Asia is also home to 60% of the world's megalopolises (cities with over 10 million inhabitants) and a just over a third of the cities with populations of over 4 million.

The People's Republic of China (23%) and India (9.7%) are home to over a third of all the world's big cities. We must remember that nearly 18.5% of the population of China and 44.2% of India live on an income of less than US\$1/day.

The distribution of cities according to the levels of development of the countries shows that, out of 473 big cities, 332 are located in developing countries and represent 71.2% of the world's big cities. In terms of population, these 332 big cities are home to nearly 800 million people, representing 69% of the total. Furthermore, in the least developed of these developing countries there are 25 big cities which have a population of nearly 320 million. This concentration is not as strong in the industrialised countries where 112 cities share a population of some 300 million people.

Table 5: Cities with over 0.8 million inhabitants in developing countries.

GROUPING OF GEOGRAPHICAL REGIONS	NUMBER OF METROPOLISES	METROPOLISES (%)	TOTAL POPULATION OF METROPOLISES IN 2000 (IN MILLIONS)	DISTRIBUTION OF THE NUMBER OF CITIES ACCORDING TO THE SIZE OF THE POPULATION PER MILLION INHABITANTS		
				P > 10 M	10 M > P > 4 M	4 M > P > 0,8 M
WORLD	473	100.0	1,156.4	22	32	419
DEVELOPING COUNTRIES	332	71.2	796.4	18	20	294
LESS DEVELOPED DEVELOPING COUNTRIES	25	5.4	319.2	1	2	23

Source: United Nations 2000.

2. OVERVIEW OF POVERTY BY GEOGRAPHICAL REGION

2.1 GENERAL CONSIDERATIONS

It is clear that if urban poverty differs from one continent to another, and from one country to another, standards of living and, consequently, the definitions of the poverty line also differ. The aim of this chapter is not to compare metropolises but rather to show that they are the sites of the growing concentration of poor populations. We will therefore use, as an example, the data available about the different cities in order to illustrate the situation in the different regions of the world.

This section presents an overview of urban poverty by continent and geographical region based on indicators linked to standards of living, such as inhabitants without direct access to water, the percentage of homeless people, vagrants and squatters. Certain data allow us to develop a quantitative appreciation of the scope of poverty. This quantitative and qualitative appreciation also allows us to distinguish the scope of poverty across continents.

As the data show, the phenomenon of poverty exists in a number of countries around the world. Nevertheless, it shows a different face according to continents, countries and cities. Thus the OECD countries have very low poverty rates in comparison with developing countries. Furthermore, poverty in wealthy countries can be cycli-

cal in nature (recession, unemployment, loss of purchasing power). It can also be social in nature (social and economic exclusion of groups: lone mothers, the elderly and immigrants).

Poverty in developing countries can be explained by galloping demography stemming from the absence of suitable family planning policies. It can also be explained by cyclical, structural, social and economic factors. It manifests itself in high unemployment levels, which are often difficult to quantify, lack of educational structures and of healthcare facilities in the urban environment, an absence of housing policies for low-income families, scant economic development, low income, limited access to basic services and poor economic opportunities.

2.2 NORTH AFRICA AND THE MIDDLE EAST

The population of North Africa and the Middle East living on an income below US\$1/day is smaller than that of Sub-Saharan Africa and Southern Asia. This population represents 0.5% of the total population.

The infant mortality rate is 45 deaths per 1,000 children. With the exception of Central Europe and Latin America, North Africa and the Middle East have the highest urban

Table 6: Comparative urban indicators in developing countries by continent and region.

GEOGRAPHICAL REGIONS	POPULATION LIVING ON AN INCOME OF LESS THAN US\$1/DAY (%)	INFANT MORTALITY RATE (DEATHS/1,000 CHILDREN)	ANTICIPATED URBAN GROWTH RATE (2000-2015) (%)
NORTH AFRICA AND THE MIDDLE EAST	0.5	45	70
SUB-SAHARAN AFRICA	24.3	95	50
EASTERN ASIA AND ASIA PACIFIC	23.2	35	55
SOUTHERN ASIA	43.5	75	45
LATIN AMERICA	6.5	30	85
EUROPE AND CENTRAL ASIA	2.0	20	80

Source: World Bank 2000.

Table 7: Urban indicators of some cities in North Africa and the Middle East.

CITIES (COUNTRY)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		URBAN POPULATION OF THE COUNTRY BELOW THE POVERTY LINE (LOCAL NORMS) (% AND YEAR)	POPULATION LIVING ON LESS THAN US\$1/DAY (% AND YEAR)	HOUSEHOLDS WITHOUT DIRECT ACCESS TO WATER INSIDE THE HOME (%)
		1975-1995 (%)	1995-2015 (%)			
ALGIERS (Algeria)	1.8	4.2	2.73	14.7 (1995)	< 2 (1995)	n/a
CAIRO (Egypt)	10.5	2.36	2.01	n/a	n/a	12.7 (1996)
TUNIS (Tunisia)	1.8	3.48	1.88	n/a	n/a	n/a

Sources: United Nations 2000: <http://www.unchs.org>; United Nations, Human Settlements Statistics Questionnaire 1999.

growth rate. In 1990, urban growth stood at 50%. By 2025, it will have reached 70%. Over 50% of the poor population currently lives in the periurban environment. The same is true for Latin America and Central Europe. In Iran, 8.4% of households consist of squatters.

2.3 SUB-SAHARAN AFRICA

In Sub-Saharan Africa, 24.3% of the population has an income lower than US\$1/day. The infant mortality rate is 95 deaths per 1,000 children. Urban poverty manifests itself in urban growth which has a variety of causes: natural catastrophes (drought, floods, precariousness of cultivable land in rural environments), political and social instability (wars, conflicts, lack of security in rural areas), economic situation (underemployment, low income in small towns and rural areas).

By way of example, the study by the United Nations Centre for Human Settlements (UNCHS) shows that Senegal's urban population will comprise 57.4% of the country by 2015, and South Africa's 56.3%. The city of Lagos (Nigeria) is the most heavily populated, with 13.4 million inhabitants. The city of Kinshasa (Democratic Republic of the Congo) has also experienced sharp urban growth and has a population of 5 million inhabitants.

A number of cities in Sub-Saharan Africa with over 1 million inhabitants are already experiencing difficulties

caused by urban demographic weight. If the urban poverty rate follows the rising demographic curve, an increase in poverty can be expected in big cities such as Lagos, Kinshasa, Abidjan (Ivory Coast), Maputo (Mozambique) and Dakar (Senegal). This means that, by 2025, a third of the poor population in Sub-Saharan Africa will be living in an urban environment. In African metropolises one inhabitant out of four was not living there ten years ago. This has consequences for levels of knowledge of urban life and adaptation to it. Moreover, the African metropolises have a very young population: 50% of their inhabitants are aged under 18.

The squatter phenomenon is important. By way of example, 22.7% of households in Niger and 12.4% of those in Burkina Faso are composed of squatters. We must also take into account the large population of young people in Africa. For instance, in Bangui, in the Central African Republic, young people represent over 45% of the population.

The exact number of squatter households is not available for every city. In 1996 they represented 3.4% of households in Johannesburg and 10% of those in Ouagadougou.

2.4 LATIN AMERICA AND THE CARIBBEAN

Latin America has a smaller low-income population than Sub-Saharan Africa and Asia. The population living on

Tableau 8: Urban indicators of some cities in Sub-Saharan Africa.

CITIES (COUNTRIES)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		HOUSEHOLDS WITHOUT DIRECT ACCESS TO WATER INSIDE THE HOME (%)
		1975-1995 (%)	1995-2015 (%)	
DAKAR (Senegal)	2.0	4.08	3.64	16.6 (1994)
JOHANNESBURG (South Africa)	2.3	1.87	2.20	13 (1996)
OUAGADOUGOU (Burkina Faso)	1.1	8.37	5.80	67.3 (1991)
NAIROBI (Kenya)	2.3	5.04	4.33	3.7 (1989)

Sources: United Nations 2000: <http://www.unchs.org>; United Nations, Human Settlements Statistics Questionnaire 1999.

less than US\$1/day represents 6.5% of the total population. The infant mortality rate is 30 deaths per 1,000 children. Unlike Sub-Saharan Africa and Asia, Latin America and the Caribbean have the highest urban population. In 2000, over 50% of the periurban population was poor and 10% were living in poverty.

In 1990, the urban population had reached 70%. According to the estimates of the World Bank, this percentage will have risen to about 85% by 2020. There are many causes to this sharp urban growth, the most important being lack of security in rural environments brought about by guerrilla movements. Other important factors are

the appeal of cities, the labour market and opportunities available. By way of example, Mexico City, which has 18.1 million inhabitants, has a large pool of poor workers as a result of industrialisation. This sharp urban growth is also found in Sao Paulo, 17.7 million inhabitants; Rio de Janeiro (Brazil), 10.5 million inhabitants; Lima (Peru), 7.4 million; and Bogota (Colombia), 6.2 million inhabitants. By 2025, 2/3 of Latin America's poor will be living in an urban environment. Shanty developments with their corollary of urban poverty are the consequence of such urban growth. We can see that 20 to 50% of the population of big urban centres live in central or peripheral zones of informal developments in insalubrious areas. They are poor, margi-

Table 9: Urban indicators of some cities in Latin America and the Caribbean.

CITIES (COUNTRIES)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		URBAN POPULATION OF THE COUNTRY BELOW THE POVERTY LINE (LOCAL NORMS) (% AND YEAR)	POPULATION OF THE COUNTRY LIVING ON LESS THAN US\$1/DAY (% AND YEAR)	HOUSEHOLDS WITHOUT DIRECT ACCESS TO WATER INSIDE THE HOME (%)
		1975-1995 (%)	1995-2015 (%)			
BOGOTA (Colombia)	6.2	3.53	1.63	8.0 (1992)	11.0 (1996)	2.2 (1993)
BUENOS AIRES (Argentina)	12.5	1.28	0.81	n/a	n/a	n/a
CALI (Colombia)	2.7	2.96	1.66	8.0 (1992)	11.0 (1996)	2.9 (1993)
MANAGUA (Nicaragua)	0.9	4.21	2.69	n/a	n/a	41.6 (1998)
MEXICO (Mexico)	18.1	1.96	0.74	n/a	12.7 (1996)	41.6 (1998)
PORT-AU-PRINCE (Haiti)	1.7	4.77	3.62	n/a	n/a	n/a
RECIFE (Brazil)	3.3	2.08	1.19	13.7 (1998)	9.0 (1997)	n/a
RIO DE JANEIRO (Brazil)	10.5	1.31	0.77	13.7 (1998)	9.0 (1997)	n/a
QUITO (Ecuador)	1.7	3.68	2.44	20.2 (1995)	n/a	n/a
SAO PAULO (Brazil)	17.7	2.52	1.04	13.7 (1998)	9.0 (1997)	n/a

Sources: United Nations 2000 <http://www.unchs.org> United Nations, Human Settlements Statistics Questionnaire 1999.

nalised people, who have no property, are socially excluded and particularly susceptible to discrimination and high levels of violence. They are the new urbanites without full rights or the responsibilities of citizenry.

More precise data indicate that the concentration of urban poverty in some cities is lower than their country's national average. This is the case of Recife in Brazil which has a poor population of just 4.8%. The national average is 9.0%. However, the situation in other cities is dramatic. In Ecuador, for instance, poverty among the population of Quito stands at 46.6% more than double its, already high, national urban poverty level, which stands at 20.2%. In Argentina, 21.1% of households are composed of squatters and in Colombia, this phenomenon is seen in 5.5% of households. In 1998, the number of squatter households reached alarming proportions. In 1993 in Managua (Nicaragua) squatters comprised 48.9% of households, and 75.8% in Cali and Bogota (Colombia).

2.5 EASTERN ASIA AND ASIA PACIFIC

This region is also experiencing sharp urban demographic growth. Tokyo (Japan) with its 26.4 million people is the main city in the industrialised countries of this region of the world. However, the developing countries have a greater demographic weight. Thus, 23.7% of their population

lives on an income lower than US\$1/day and the infant mortality rate is 35 deaths per 1,000 children. The People's Republic of China is experiencing, and will continue to experience, major urban growth (32% between 2000 and 2015). In other countries, one of the factors behind this urban growth is the rural exodus of populations who are victims of natural catastrophes and guerrilla warfare. The main consequence of this urban growth is the development of shanty settlements in cities such as Manila and Jakarta which have extreme levels of juvenile poverty.

The phenomenon of squatter households is important. In 1994, 13% of households consisted of squatters and in 1991 they accounted for 13% of households in Keningau (Malaysia).

2.6 SOUTHERN ASIA

43.5% of the population of Southern Asia lives on less than US\$1/day and the infant mortality rate is 75 deaths per 1,000 children. Nevertheless, this region will have experienced a growth in urban population of 45% between 2000 and 2015.

Such growth is the result of a vast movement of rural populations to large cities which have a growing appeal. This movement is accompanied by very high birth rates

Table 10: Urban indicators of some cities in Eastern Asia and Asia Pacific.

CITIES (COUNTRIES)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		URBAN POPULATION OF THE COUNTRY BELOW THE POVERTY LINE (LOCAL NORMS) (% AND YEAR)	POPULATION OF THE COUNTRY LIVING ON LESS THAN US\$1/DAY (% AND YEAR)
		1975-1995 (%)	1995-2015 (%)		
BEIJING (P.R. of China)	10.8	1.41	1.62	< 2 (1998)	18.5 (1998)
JAKARTA (Indonesia)	11.0	2.96	2.43	n/a	18.5 (1998)
KUALA LUMPUR (Malaysia)	1.3	3.31	2.11	n/a	n/a
MANILA (Philippines)	10.8	3.14	2.31	n/a	n/a
SHANGHAI (P.R. of China)	12.8	13.58	1.41	< 2 (1998)	18.5 (1998)

Sources: United Nations 2000 <http://www.unchso.org> United Nations, Human Settlements Statistics Questionnaire 1999.

Table 11: Urban indicators of some cities in Southern Asia.

CITIES (COUNTRIES)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		URBAN POPULATION OF THE COUNTRY BELOW THE POVERTY LINE (LOCAL NORMS) (% AND YEAR)	POPULATION OF THE COUNTRY LIVING ON LESS THAN US\$1/DAY (% AND YEAR)
		1975-1995 (%)	1995-2015 (%)		
MUMBAI (BOMBAY) (India)	18.4	4.04	2.78	30.5 (1994)	44.2 (1997)
CALCUTTA (India)	12.9	2.09	1.88	30.5 (1994)	44.2 (1997)
KABUL (Afghanistan)	2.5	5.66	4.82	n/a	n/a
KARACHI (Pakistan)	11.7	4.57	3.50	n/a	31.0 (1996)
NEW DELHI (India)	11.6	4.13	2.67	30.5 (1994)	44.2 (1997)

Sources: United Nations 2000 <http://www.unchs.org>, United Nations, Human Settlements Statistics Questionnaire 1999.

in big cities. A number of cities in this part of the world have over 2 million inhabitants

We must be aware that urban growth, due to the flow of rural populations, high birth rates and regional conflicts, will engender high levels of urban poverty, particularly in the following cities: Kabul (Afghanistan), Calcutta, Bombay, Delhi (India) and Karachi (Pakistan).

2.7 EUROPE AND CENTRAL ASIA

2% of the population of Europe and Central Asia lives on less than US\$1/day, a lower percentage than Africa and Latin America. The infant mortality rate is 20 deaths per 1,000 children.

We can see that the population growth in Europe and Central Asia is approaching that of Latin America. In

1990, the urban population numbered 65%. A study by the World Bank predicts a growth rate of 80% of the urban population by the year 2020. The study also reveals that, as a result of this growth, 2/3 of poor people will be living in an urban environment. In the year 2000, over 50% of the population living in a periurban environment was poor.

34.2% of households in Ankara, Turkey are composed of squatters. In 1994, squatter households represented 10.5% of the households in Istanbul; this percentage increases to 13.5% when the heads of the household are women.

2.8 POVERTY IN DEVELOPED COUNTRIES

Poverty has not disappeared in developed countries. In fact it is on the increase. The number of people on wel-

Table 12: Urban indicators of some cities in Europe and Central Asia.

CITIES (COUNTRIES)	POPULATION 2000 (IN MILLIONS)	ANNUAL GROWTH		POPULATION OF THE COUNTRY LIVING ON LESS THAN US\$1/DAY (% AND YEAR)	HOUSEHOLDS WITHOUT DIRECT ACCESS TO WATER INSIDE THE HOME (%)
		1975-1995 (%)	1995-2015 (%)		
BAKU (Azerbaijan)	1.9	1.29	1.18	< 2 (1995)	n/a
BUCHAREST (Romania)	2.0	0.58	0.21	2.8 (1994)	n/a
ISTANBUL (Turkey)	9.4	4.01	2.24	2.4 (1994)	3.4 (1994)
TEHERAN (Islamic Republic of Iran)	7.2	2.38	2.08	n/a	n/a

Sources: United Nations 2000 <http://www.unchs.org> United Nations, Human Settlements Statistics Questionnaire 1999.

fare and those benefiting from social aid is increasing in most countries. The number of homeless people has also increased, and can number tens of thousands of people in the northern metropolises. These itinerant people, both young and old, suffer from mental health problems or are dependent on drugs or alcohol. They are more likely to be subjected to problems of isolation and delinquency. Problems of survival are more pressing in northern countries where winters are harsh. We also see an increase in malnutrition and lone-parent families. School drop-out rates among young people are more pronounced in the more disadvantaged sectors of society. Exclusion also affects other social strata. Hiring conditions for young people are becoming more stringent. Workers are victims of business mergers and massive lay-offs. The precariousness of employment has become a common trend. Incomes in poor households have fallen considerably. The gap between the social classes has become even wider. The big cities in developed countries are also feeling the impact of the exodus from rural regions. Furthermore, big cities, which attract immigrants and refugees from around the world, reveal signs of poverty among target groups who are not integrated socially.

Poverty in developed countries centred on the consumption of goods and services is experienced in a dif-

ferent way to poverty in developing countries. In the main, it takes the form of social exclusion. Big cities are experiencing the phenomenon of the spread of suburbs and the gentrification of their old towns. The poorest people are relegated to neighbourhoods which are either run-down or being developed, or high-density-development areas consisting of social housing or poor quality buildings.

Almost all households have immediate access to water, although the data are not provided. It goes without saying that direct access to water inside buildings is vital due to the northern location of these North American cities and freezing conditions in winter. This is also the case of the cities in Northern Europe.

In France, squatters represent 5.5% of households. In the Netherlands, this phenomenon is seen in 9.1% of households. In some cities, squatters account for an even larger proportion of households, and squatting has become an urban trend for appropriating certain urban sectors. In 1998, 25.0% of households in Rotterdam (Netherlands) and 10.2% in Amsterdam were composed of squatters. In 1990, they represented 5.8% and 6.1% of households in Paris and Marseille respectively, and 38% of households in Lisbon (Portugal).

Table 13: Urban indicators of some cities in North America.

CITIES (COUNTRIES)	POPULATION	ANNUAL GROWTH	
	2000 (IN MILLIONS)	1975-1995 (%)	1995-2015 (%)
CHICAGO (United States)	6.9	0.07	0.43
LOS ANGELES (United States)	13.1	1.66	0.68
MONTREAL (Canada)	3.4	0.85	0.53
NEW YORK (United States)	16.6	0.14	0.38
TORONTO (Canada)	4.6	2.25	0.95

Sources: United Nations 2000 <http://www.unchs.org> United Nations, Human Settlements Statistics Questionnaire 1999.

Table 14: Urban indicators of some cities in Western Europe.

CITIES (COUNTRIES)	POPULATION	ANNUAL GROWTH		HOUSEHOLDS WITHOUT DIRECT ACCESS TO WATER INSIDE THE HOME (%)
	2000 (IN MILLIONS)	1975-1995 (%)	1995-2015 (%)	
AMSTERDAM (Netherlands)	1.1	0.57	0.28	0%
LISBON (Portugal)	3.8	2.36	1.00	0.3%
LONDON (U. Kingdom)	7.6	- 0.33	0.00	n/a
MARSEILLE (France)	1.2	0.16	0.14	n/a
PARIS (France)	9.6	0.35	0.09	n/a

Sources: United Nations 2000 <http://www.unchs.org> United Nations, Human Settlements Statistics Questionnaire 1999.

3. FACETS AND INDICATORS OF POVERTY

3.1 THE FACETS

Urban poverty is a worldwide problem which raises questions of justice, equity and human dignity. Today it attracts the attention of governments, local institutions, populations, international organisations for co-operation, non-governmental organisations (NGO) and international bodies such as the World Bank (WB), the International Monetary Fund (IMF), the International Forum on Urban Poverty (IFUP), the United Nations Centre for Human Settlements (UNCHS) to name just some.

Poverty in urban environments is the most critical phenomenon in maintaining the harmonious balance of the political, social and economic structure of cities. Since the 1980s, the period when structural adjustment policies were being applied, the phenomenon of urban poverty has steadily worsened in a number of countries throughout the world, particularly in developing countries where a large proportion of the population lives on less than US\$2 a day.

Of course, poverty and destitution are realities, but they are also perceived in terms of the expectations of the population, according to whether they live in one region of the world or another. Despite the reality and complexity of poverty in developed countries, it often has no common links with the poverty experienced in developing countries. The same thing is true about big cities where, in spite of the provision of opportunities and services, unequal opportunities and disproportionate access to basic services are the clearest manifestations of urban poverty.

Urban poverty has multi-dimensional aspects which are subject to the particular contexts of each country and continent and convey different political, economic, social and environmental realities. National and

international governments and development organisations rely on specific indicators in order to better understand the multi-dimensional nature of poverty and follow it up. Practical plans of action, strategies and models of partnership in order to reduce urban poverty are set in motion by defining poverty and diagnosing its multi-dimensional nature and indicators.

3.2 THE INDICATORS

First and foremost, it is important to know what urban poverty consists of before developing strategies to reduce it. There is a tendency to analyse the question of urban poverty by gauging levels of income or consumption on a purely monetary basis. The use of a simple monetary criterion in order to gauge the level of poverty constitutes a reductive attitude towards the problem of poverty. The question of poverty is global and it must, therefore, be examined within a global framework underpinned by specific indicators. The identification of indicators allows us to analyse poverty at a local level inside the same town or at a national or international level. This global vision of poverty generates major sets of indicators which must be taken into account when drawing up projects to combat poverty in urban environments.

The objectives of reducing poverty in cities will be achieved through practical solutions which improve poor people's incomes, access to healthcare and education, facilities and services, employment, a better environment and standard of living. The most frequently posted indicators do not feature those elements which are more difficult to define, such as social integration and participation in civil life. Such elements enable us to gauge urban vitality and recognise the most disadvantaged sectors of urban civil life.

Table 16: Types of urban poverty indicators.

SETS OF INDICATORS	INDICATORS
Income indicators	<ul style="list-style-type: none"> • Extreme poverty • Chronic poverty • Income inequality • Growth in poverty
Health indicators	<ul style="list-style-type: none"> • Mortality rate of the under 5-year-olds • Infant mortality rate • Maternal mortality rate • Life expectancy rate
Education indicators	<ul style="list-style-type: none"> • Illiteracy rate • School drop-out rate • Schooling rate of girls and boys
Indicators of access to facilities and services	<ul style="list-style-type: none"> • Access to accommodation • Access to drinking water • Access to electricity • Access to healthcare services and facilities • Access to refuse-collection services • Access to educational and health services • Access to nutrition and welfare programmes
Non-monetary indicators	<ul style="list-style-type: none"> • Unemployment • Violence • Child labour • Discrimination • Prostitution • Delinquency

• **Weakness in income**

Although the use of a simple monetary criterion to gauge the level of poverty constitutes a reductive attitude towards the problem of poverty, weakness in income remains an important element with regard to economic vitality, job creation and the distribution of wealth.

Disparities in income in cities provide quantitative data which substantiate factors and levels of poverty.

• **Healthcare and education**

The quality of healthcare and schooling rates in urban populations are major indicators of the quality of life. A shortage of health services and lack of access to these services, illustrate important dimensions of urban poverty and intensify the effects of economic

poverty in urban environments. Furthermore, the state of public services (drinking water, sewers, refuse collection, pollution) has direct effects on public health. These shortcomings have more far-reaching consequences among the poor due to a lack of medicine or lower levels of healthiness. These consequences are characterised by a high mortality rate among children under five, and an ever-increasing maternal mortality rate. Life expectancy is low.

Poverty in urban environments creates a pool of citizens with a high illiteracy rate due to accelerated demographic growth, a lack of services to cater to this growth and the origin of citizens (immigrants from other countries or migrants from rural areas). Students frequently drop out of school. Girls and boys have unequal access to schooling, particularly in developing countries. In developed countries, boys are more likely to drop out of school in urban environments.

Furthermore, although metropolises are the wellsprings of new technologies and the new economy, there are many people living in the city who are not trained to use these new technologies. They are rejected and this intensifies economic and social inequality even further.

• **Access to services, facilities and infrastructures**

Access to services, facilities and infrastructures defines the quality of urban standards of living. Shortcomings in such access have repercussions on public health. Poverty in urban environments is often illustrated by a shortage of affordable and suitable housing according to the size of households. A large segment of the population has difficulties in gaining access to housing, drinking water and electricity. A scarcity of means makes it necessary for the disadvantaged urban population to make its home in spontaneous settlements and shanty developments which have no access to basic public services such as healthcare facilities, refuse-collection services, educational and health services as well as nutrition and welfare programmes.



- Exclusion and difficulty in gaining access to employment

The absence of activities to generate employment in poor urban environments leads to chronic unemployment levels among certain sectors of the population. Lone-parent families, young girls and boys and illiterate adults are the sectors of the population which run the greatest risk of urban poverty. In certain developing countries, big cities are the main centres for abandoned children living in the street. In some big cities children are exploited as a source of cheap labour or even in prostitution. In developed countries, the excluded population includes vagrants, young and old people, mentally ill people who have to fend for themselves and people on drugs. Big cities accommodate newcomers (immigrants or migrants) and, depending on the region of the world, are the foci of the population which has not yet integrated into local urban life. This condition of urban poverty sometimes engenders violence, juvenile delinquency, discrimination, prostitution and its consequences, which include the transmission of diseases such as AIDS.

- Difficulty in gaining access to a healthy environment

Difficulty in gaining access to a healthy environment is one of the most problematic aspects of urban poverty. It is characterised by the absence of sanitation facilities and habitat impoverishment. The population lives in slums in informal development zones and does not have the benefit of facilities which improve the urban environment. The segment of the population living in run-down neighbourhoods is most exposed to all kinds of diseases, as well as potentially dangerous environmental conditions. The squatter phenomenon, with its uncertain plight, is becoming the norm for a good many people.

- Difficulty in gaining access to institutions and taking part in local democracy

Difficulty in gaining access to public institutions and democratic political life is another aspect of urban poverty. Poor populations are excluded socially, economically and politically. More often than not they are excluded from urban infrastructure policies, employment and life-improvement policies. They seldom benefit from programmes which encourage active participation by the citizenry in urban development interventions.

4. VULNERABLE AUDIENCES AND THEIR NEEDS

4.1 AUDIENCE PROFILES

Who are the urban poor? The different poverty indicators show that the vulnerable audience consists of a large majority of lone mothers, children, young people, illiterate people from disadvantaged urban environments, the handicapped, vagrants and the homeless.

Most of these people are the first or second generation of rural populations that have migrated to urban centres. This rural exodus is due to the lack of integrated regional and rural development programmes. In some developing countries, the increase in poor audiences stems from the migration of rural communities to cities in the wake of natural catastrophes: drought, desertification, floods, lack of cultivable land and lack of security triggered by wars or ethnic conflicts. In the developed countries, urban growth is the result of international immigration and the arrival in the cities of younger generations who are also leaving the economically weak regions. In some regions, central cities accommodate ageing populations in need of high-tech services. Nevertheless, some poor urban populations belong to communities which are discriminated against locally because of their ethnic or cultural origins. The anonymity provided by big cities also brings with it its batch of marginalised and socially unadapted people, vagrants, young unemployed and, regrettably, criminals.

The large cities also harbour populations experiencing isolation and health problems. We do not yet know the full extent of these problems and what they represent in terms of urban poverty levels. Let us consider the "street children" who constitute a purely urban phenomenon. They have no family, are exposed to illness, drugs and crime, and drop out of school to join street gangs. In Latin America, these children (estimated at 14,000 in Mexico alone) are subject to reprisals by the public administrations. We should also consider the young girls

lured into the sex trade in the countries of South-Eastern Asia, the high number of AIDS victims in Africa, drug addicts and vagrants in northern countries. Exact data about them is unavailable but they nonetheless have an impact on levels of urban security and delinquency.

The lack of structures for incubating employment in urban environments in developing countries, as well as a lack of suitable urban planning programmes, have encouraged newcomers to invest in the informal sector and settle in precarious zones, namely: shanty towns, spontaneous settlements, irregular-habitat zones, slums and a number of old neighbourhoods without urban-regeneration or redevelopment programmes. In developed countries, the poorest people live in central neighbourhoods where urban rehabilitation has not taken place, or run-down districts on the city outskirts.

A number of these zones in the cities of developing countries are experiencing a demographic explosion of the population who is most vulnerable to poverty in the urban environment. Each audience has its own specificity according to the urban environment it lives in.

4.2 WOMEN

The profile of women is characterised by a high unemployment rate, income inequality, low levels of education, particularly in the cities of developing countries. They often work in the lowest-paid jobs in the manufacturing sector. Lone mothers are the most vulnerable. Their needs comprise both integration into the job market and the application of equal pay. Support must be given to the kindergarten and child-education programme so that a large majority of lone mothers living in urban environments can have access to the job market. Women also find it more difficult to obtain loans.

4.3 YOUNG PEOPLE

Young people are the main population converging on the big cities. They too are vulnerable due to poor levels of education and school drop-out rates. Most of these children are from poor families which often have only one parent, and live in the big cities of wealthy countries. In the big cities of developing countries, young poor people mainly come from the heavily populated shanty towns where there is a lack of educational, recreational and vocational-training facilities. These young people are from homes where the head of the household is one of the long-term unemployed, or has problems with drugs or social insertion. These young people need education, vocational training and to be integrated into the job market. We also find girls and boys who turn to prostitution, or work for illegal businesses in order to survive. We should also take into account the infernal cycle of the street children who give birth to their own street children whom they are unable to look after.

4.4 THE HANDICAPPED

The handicapped are another group of highly vulnerable poor people. In the cities of wealthy countries, support and social integration programmes are being implemented to enable the handicapped to live with dignity. In the cities of developing countries, the situation is more difficult. A lack of resources means that social insertion programmes are few and far between and cater to a scant minority of handicapped people. The handicapped population is growing more and more in urban environments in developing countries due to the number of people injured in warfare and with birth defects. Most of these people survive by begging at city food markets and the intersections of major thoroughfares. These people need social inclusion programmes in education, to learn a trade, and microcredit which will enable them

to lead the life of a fully-fledged citizen. Immigrants and refugees are also part of the group of vulnerable populations. They comprise the poorest population in the big cities of wealthy countries.

4.5 IMMIGRANTS AND REFUGEES

The number of immigrants and refugees grows yearly in the big cities of developed and developing countries, due to conflicts, wars and natural disasters in countries around the world. Although immigration often leads to long-term economic development, an influx of displaced people brings with it difficulties in social insertion which may be temporary for the immigrant but recurrent in their host city. Economic and social integration then becomes a problem. This portion of the urban population often faces difficulties in finding employment. In developed countries it often has recourse to welfare programmes or underpaid jobs in order to cover its basic needs. The needs of this population category hinge on economic and social inclusion. The situation is even more difficult for immigrants or refugees who have left a very poor country to settle in another which is also developing and barely able to cope with the needs of its national population. In the cities of the developed and developing countries, we see populations which are socially and economically excluded due to their ethno-cultural origins.

4.6 ESSENTIAL NEEDS

The very nature of poverty shows that poor populations have varied and multidimensional needs. Nevertheless, they can be classified in a number of categories. According to the list published by the World Bank in *The Challenge of Urban Government Policies and Practices* in January 2001, these needs are as follows:

- housing
- education and basic training (literacy)

- access to basic healthcare
- access to sanitation
- access to drinking water at reasonable prices
- access to community facilities
- access to a secure and protected environment
- participation in a democratic civic life
- employment, income and welfare

The analysis of the different needs of the poor populations shows that, in order to effectively meet these needs, a sustainable strategy must be adopted. This strategy requires practical action which targets specific areas. In order to implement such a strategy it is important to support procedures to make populations aware of their responsibilities, and objective- and outcome-led approaches.

How can we monitor the development of urban poverty now that the needs and expectations of populations vary over time? The mere satisfaction of basic needs is not enough. Populations also have the right to a socially acceptable quality of life according to international and regional standards, and the right to be fully fledged citizens who are allowed to speak and have a say in local governance. These requisites are geared to satisfying the needs of the individual, the needs for a quality lifestyle and for social and civil inclusion.



PART TWO

CITIES AND APPROACHES TO INTERVENTION

5. THE ROLE OF CITIES IN THE REDUCTION OF URBAN POVERTY

The primary role of cities is to provide their citizens with proximity services (roads, lighting, drinking water, wastewater and refuse management, fire prevention, public security, etc.). Their other role consists of managing the basic infrastructures required by citizens and businesses in order to guarantee their quality of life and framework for development. Cities represent the level of government closest to citizens and businesses and, therefore, take on board -according to the regions and types of government (centralising or decentralising)- responsibilities delegated to them by higher governments, such as health services (local clinics), basic education, welfare and social habitat. Cities must ensure the physical security of people and buildings. They must guarantee the security of the population by making sure that buildings are safe through the application of building codes and by issuing or monitoring environmental standards (the protection of natural zones or zones at risk, pollution control)...

Furthermore, cities manage -either directly or in partnership with metropolitan authorities- other services such as public transport, sports, recreational and cultural facilities, hygiene, and security and emergency services in the event of natural catastrophes. Nevertheless, the role of cities varies in matters concerning economic development. It is also recognised that the quality of life in a city provides a favourable context for attracting investment and job creation. In this framework, big cities or metropolises play a key role in driving economic development by managing infrastructures and public services and by improving quality of life.

Moreover, the everyday reality of big cities and metropolises makes them the points of arrival of migrant or immigrant populations, depending on the country. Although the placement of new arrivals is often the responsibility of higher government departments (e.g.: refugees, vagrants, street children) it falls to the cities

to grapple with the challenges to solve the primary needs of this population and to guarantee a peaceful social life (i.e. without interracial conflict and delinquency).

Cities are allotted multiple roles and often limited resources, either by the transfer of higher-level budgets or by constraints stemming from the population itself, and therefore have to determine the priority of services they offer, taking into account the human, technical and financial resources available.

Within this framework, cities have the right and the duty to play an important role in the fight to reduce urban poverty, the sole reason being that they are the institutions which are closest to the citizenry. Cities are also the interlocutors which are closest to civil society (associative and community environments). Nevertheless, while cities have a legal capacity, do they have the means and all the necessary leverage to tackle poverty in an urban environment?

Cities are duty-bound to serve the population that falls within their jurisdictions, but how can they do so when this population is disadvantaged? How can cities act on spheres of activity which surpass the functions of local authorities?

Elected representatives and local managers are deploying a great deal of effort to push back poverty. They are aware that inadequate access to basic services, inequality, exclusion and deteriorating living conditions are the main obstacles to development, and contribute to the marginalisation of a large proportion of the population and hinder collective development.

Governments play a direct role in reducing poverty by redistributing resources on a countrywide scale, by investing in infrastructures, and providing basic services

such as healthcare and education. By decentralising powers and allocating resources, national governments will support the efforts of cities to reduce poverty and reinforce their role in this area. This role involves giving direct support geared to alleviating the immediate symptoms of poverty. It may also involve the provision of housing at affordable prices, services and infrastructures. Cities can play a greater role in the economy by attracting investment and creating jobs. Cities are already playing an increasingly visible role in the areas of primary and secondary education, healthcare and developing HIV-AIDS interventions.

The exclusion of poor citizens from the local decision-making process reinforces injustice. Increasingly, cities are equipping themselves with democratic processes and appeal to civil society as a whole.

To an increasing extent, cities are promoting access to housing and land, through allocation of land, land development and by drawing up policies governing informal development.

In most countries, interventions to reduce poverty are largely a matter for central governments. The responsibilities of cities vary from one country to another.

As a rule, in developed countries, cities are involved in a number of areas and have a greater impact on the quality of life of citizens: town-planning and land development, the production and distribution of drinking water, waste management, housing, public security, economic development, culture, public transport, sport, leisure and social development. In certain areas, such as the management of social services, cities act as government representatives.

Beyond sharing responsibilities between the State and cities, the involvement of the latter in actions geared to

reducing poverty has taken place in response to the expectations of the population, because the municipality is the nearest tier for citizens who are in direct daily contact with the local elected representatives.

Over the past two decades, citizens have stepped up their demands urging local elected representatives to intervene in social cases. This strong trend has led the municipal environment to develop programmes and interventions in the social field, in collaboration with the State and civil society, to try and provide solutions for social problems.

6. THE LIMITATIONS OF CITIES

The cities in developed countries have fairly substantial budgets which allow them to cover spending on support, training and the creation of small and medium-sized enterprises. They also have programmes fostering the implantation of clusters of industries. These cities also have a culture of democracy and good governance based on a citizens' democracy which appeals to the people's sense of duty and what is right. Even with these resources, the capacity for intervention remains limited.

Bearing in mind the multiple roles and the size of urban problems, cities alone cannot push back poverty. Even in cities in developed countries, where the cities' powers are greater due to the sphere of extended competences which allow them to tax, legislate or put into place programmes and plans of action to reduce poverty, the local authorities cannot shoulder this heavy responsibility on their own. Cities often have to face permanent budgetary restrictions. They have to rely on scant donations from higher government for their treasury to operate. In view of this situation, cities have a limited capacity to fight against poverty.

In view of this problem, cities are calling for a coherent decentralisation policy which will give them more power and encourage local democracy and good governance. This decentralisation would allow them to draw up social and economic development policies and programmes in partnership with national and international NGOs, other cities of the world and financial institutions.

The situation is quite different in developing countries. The powers and competences of cities are limited due to an increased centralisation of power in the hands of central government. This strong centralisation makes cities very dependent on the budgetary policies of central government. They do not have sufficient leverage to

put into place effective policies and programmes to reduce urban poverty at municipal level.

Nevertheless, cities must seize the opportunities provided by decentralised international co-operation (from city to city, from city to financial institution, from city to NGO). This decentralised co-operation must be a strategy to acquire funding for their programmes to combat poverty and to share practical experiences with other cities throughout the world.

Cities can strengthen their capacity to lobby, or raise awareness among their governments about their population's needs, by being grouped in national associations of cities. They can also make international NGOs or backers aware of their needs through participation in international bodies, and become an integral part of the solutions by putting forward approaches (projects, programmes, strategies) developed in partnership with the population and civil society (associative, community and private environment).

In the face of the new challenges and the scope of the job in hand, cities do not have the necessary financial resources to carry out the projects to reduce poverty. Indeed, despite apparent decentralisation, most countries have centralised systems, particularly in matters of taxation. Most local authorities are faced with major social problems and have very limited means. Often, local administrations do not have their own resources, but receive state funding. In many cases, it falls to authorities to act in the sphere of healthcare, education and employment. Nevertheless, the legislative and legal systems concerning taxation remain over-centralised. In this case, cities cannot intervene in matters concerning the reduction of poverty and have recourse to the State.

A number of measures could be implemented in this sphere in order to allow cities to increase their capacity to act in reducing poverty:

- To better define the responsibilities of cities and the functions of local authorities;
- To equip cities with their own tax resources and budgetary procedures;
- To share out certain State taxation procedures to enable cities to carry out their social responsibilities;
- To define a new partnership between the State and cities on projects for reducing urban poverty.

These measures are designed to encourage cities to implement projects for reducing poverty and to put into place social reforms adapted to this purpose.

7. APPROACHES TO INTERVENTION

The search for solutions to reduce urban poverty by different organisations has given rise to the implementation of highly varied procedures and approaches. Each poverty scenario calls for a number of interventions.

7.1 “PROGRAMMATIC” APPROACH

In the 1980s, the “programmatic” approach emerged as a dominant trend but was often criticised due to the fact that it favoured compartmentalisation. This approach allows us to target specific audiences, but can exclude a number of categories of people, particularly those who receive no government aid (allowance).

7.2 SECTORIAL APPROACH

Some cities engaged in the fight against poverty have adopted a strategy which lays stress on a sectorial approach. This strategy is underpinned by a number of key sectors such as affordable housing for the disadvantaged, the creation of small and medium-sized enterprises and the implementation of a popular economy to support employment programmes for young people, women, the handicapped and the long-term unemployed.

Other cities make a commitment to access to education and vocational training for young people from disadvantaged neighbourhoods by building schools and vocational learning centres. Furthermore, in order to improve access to urban services and facilities, some cities have launched projects to build urban infrastructures using labour from the disadvantaged sector and by adopting a participative approach.

Sectorial approaches are geared to the disadvantaged and to improving their standard of living. As a rule, the programmes involve the construction and rehabilitation of housing for target groups such as lone-parent families.

7.3 MULTI-SECTORIAL APPROACH

The complexity of urban poverty in other cities has made it possible to go beyond the sectorial approach by putting into place a multi-sectorial approach. A number of cities have implemented multi-targeted programmes based on environmental and health problems. Besides improving the quality of life and the health of the population, these programmes address the education of the different population strata, job creation through popular economic interventions, the implementation of mechanisms to generate revenue, popular saving and microcredit.

Multi-sectorial approaches to intervention concern a number of areas. This means that they do not just target one specific sector such as habitat, but also savings and microcredit. We can start with the environment and combine it with education, employment and microcredit. From the environment, we can intervene in infrastructure, security (delinquency, criminality) and good governance.

7.4 PARTNERSHIP APPROACH

A progressive partnership between the State and cities has developed over the years, triggered by the complexity of the poverty problem, its diversity of scope and the division of powers. In a number of countries, this partnership is formalised by a framework agreement which benefits from a financial envelope. In this framework, the State and cities concerned jointly draw up and manage projects geared to reducing poverty over a given territory. This approach commits to a new working and cooperational framework. It specifies the targeted territories and the results to be achieved.

7.5 GLOBAL/INTEGRATED APPROACH

The States and cities have adopted a global approach because they are faced with the limitations of the recom-



mended and tested approaches. This new approach, although geared to territories, relies on a number of sectors (economic development, community development, housing, education, security, training, empowerment) and the transversality of municipal services. This approach is often accompanied by “destandardised” funds and the application of adapted measures. In this framework, single-access points have emerged in order to better serve disadvantaged citizens. These single-access points provide information, training, assistance, funding and active and passive measures. In a number of cases, local development centres for the setting up of micro-enterprises and the development of capital have emerged. This approach appears close on the heels of the emergence of the social economy, an important tool in the fight against poverty.

In a practical way, this approach develops specific projects over a given territory, where the partners work together in several areas in order to achieve and maximise results. Once again, this approach relies on partnerships between government civil servants, local leaders, institutions, elected representatives and residents, and seeks to develop a greater sense of belonging which will allow residents to forge strong links with their neighbourhoods. Lastly, empowerment is another important element in this approach. Above all, it is geared to strengthening autonomy and making people and communities more self-reliant.

7.6 IMPLEMENTATION

The development and application of programmes and projects for reducing urban poverty call on a number of stakeholders to work together, under the guise of partnerships. Different government, municipal and private stakeholders, international development bodies, backers, NGOs and the people benefiting from these programmes work in synergy on urban projects. Each partner, depending on his or her expertise, takes part in the different planning, program-

ming, execution and management stages of the project. Partnership and community participation are often recommended because they guarantee the success of a number of projects. Furthermore, they reinforce transparency in management, good governance and local democracy.

Sub-Saharan Africa has high levels of community and participative involvement. Intervention strategies can be underpinned by associative groupings and civil society as a whole, thus enabling these strategies to reach the most vulnerable individuals in a more effective way. Specific approaches are being developed, geared to the promotion of women, access to loans, equal opportunities in employment and local democratic life.

In North Africa and the Middle East, intervention strategies that cannot rely on associative structures are placed within the framework of national policies and authorised non-governmental organisations.

The approaches advocated in South America focus less and less on sectorial interventions in order to intervene in an integrated multi-sectorial way. Emphasis is placed on a participative approach geared to community development as a privileged axis for the link between public authorities and citizens. In spite of the existence of a number of strategies for specific target audiences, most interventions are geared to several audiences and the citizenry as a whole. Specific groups are not targeted as fully and the focus is on actions which reach the disadvantaged population as a whole. The strengthening of democracy is the privileged way, perhaps as a reaction to previous experiences with dictatorships on a national level.

A number of strategies in South America are directed at the phenomenon of informal and spontaneous settlements, not only to provide an answer to the shortfall in basic infrastructures, but also in terms of individual property, management and local governance.

8 POLITICAL PRINCIPLES

8.1 GENERATIONS OF POLICIES

Strategies for the reduction of urban poverty are subject to local, national and international policies.

Poverty is no longer only considered in terms of inhabitants' income. Increasingly, it is dealt with as a multidimensional process which includes shortages in public services (water, sanitation, schools, healthcare), problems with high-density environments, precarious construction, vulnerability and lack of security. Public policies have reached a consensus about the need for economic growth, legislative reforms, decentralisation and government reforms and investment in healthcare, education and health infrastructures. From the 1990s onwards, attention also turned to improving the habitat, recognising its links with people's mental health and safety, increased income, productivity, success at school and the distribution of wealth.

There have been three generations of urban policies. The first, in the 1960s, focused on the funding of supply, and large social-housing estates were built on city outskirts or in the country. Such developments met with great opposition and triggered the destruction of the solidarity network. After the Habitat 1 Conference in 1976, there were widespread solutions in smaller-scale urban developments which encouraged the participation of families and NGOs. In the 1980s, two models were superimposed at a local scale and involved basic organisations. In the 1990s, international agencies led a new generation of policies towards democratisation, State reform and the opening up of the economy with structural adjustment according to a neo-liberal postulate. Three types of policy co-exist in the context of the privatisation of residential infrastructure services and enormous difficulties in reaching the poorest people. In the 1990s, the UN, the World Bank and the Inter-American Development Bank focused on three areas: an

increase in urban productivity, a balanced urban environment and the reduction of urban poverty (linked to an increase in governance).

8.2 INTERNATIONAL POLICIES

There have been a number of international conferences and summits devoted to social issues and the reduction of poverty. These international events have led to a series of worldwide commitments. These commitments include the 1996 habitat programme, the World Bank's Urban and Municipal Strategy, the Cities Alliance initiative and the Global Campaign on Urban Governance of the UNCHS-Habitat.

The World Bank's 1999 Slum Upgrading Action Plan has been the cornerstone of the Bank's strategy to reduce urban poverty for 20 years. Urbanisation can make an enormous and immediate difference to the quality of life of the urban poor. By way of illustration, in the shanty towns of Manila, the infant mortality rate is three times higher than in the formal sectors. The international community has experience in lending support to the urban environment (in Indonesia, Brazil, India, Jordan, Tunisia, and the Philippines). The Inter-American Development Bank has given direct support to other improvement programmes in Latin American countries, both nationally, in Chile, Uruguay, Argentina, Bolivia and Brazil, and locally, in the "Favela Bairro" in Rio and the "Nova Baixada" of the State of Rio. The Bank has also helped implement a demarginalisation programme in Bogota.

Furthermore, the main international organisations, such as the International Monetary Fund and the World Bank are asking each country to put into place a nation-wide programme to fight poverty. A number of countries have chosen to invite the regions and cities to join in and draw up the programmes themselves.

8.3 NATIONAL POLICIES

The pressure exerted by worsening social problems has led a number of countries to adopt national policies addressing the reduction of poverty. In developing countries, international organisations, such as the World Bank, are requesting countries to adopt national policies, plans and programmes as a prerequisite for access to loans and credits. Within this framework, national policies and programmes target basic services and infrastructures in the spheres of education and healthcare, access to homes, improvements in the national economy to foster job creation, and the protection of the environment with a view to sustainable development.

A number of countries have put into place programmes for reducing poverty and exclusion, due to the fragility of their economies, and following the failure of a number of committed reforms. Most of these programmes hinge on the following priorities: the provision of basic services and infrastructures, the socio-economic insertion of the population, particularly through microcredit, the implementation of dialogue mechanisms, the adoption of investment programmes for urban reorganisation and the decentralisation of decision-making. These factors are coupled with the wishes of the States to boost the private sector and consolidate the market economy. Cities are asked to intervene in the spheres of national or regional competence (by delegation of powers) such as education, healthcare, protection of the environment, employment policies and welfare. Furthermore, both in developed and developing countries, we see responsibilities transferred to local governments.

Thus, in the area of basic education and healthcare, we see parallel networks of public and private services in developed and developing countries. In Africa, for instance, basic education and healthcare policies are defined at a national level but infrastructures are managed

by cities. However, funding is carried out by transferring funds from national to local level.

With regard to habitat, national policies focus on property and the building of affordable housing. Other policies are directed to populations with no access to loans or stable jobs. Furthermore, rapidly growing countries have national urbanisation and town-planning policies.

8.4 LOCAL POLICIES

Cities without the right sources of funding are grappling with problems of management, both in terms of basic infrastructures and services to the population. As the cities are close to the citizenry, they seek to take on board suitable intervention strategies based on common practices and achieved through local management.

In spite of limited resources, cities adopt local policies and act on the problems of reducing poverty. They intervene in the sphere of housing, access to land and land development. They also intervene in the areas of primary and secondary education and in public health, particularly against the scourge of HIV-AIDS.

The city of Rio put into place the project "Favela Bairro" (Shantytown district) in 1995 with one of the biggest loans ever granted by the Inter-American Development Bank to a country in Latin America. The programme will cost US\$600 million over a ten-year period. The World Bank has provided US\$360 million. This project aims to tackle the problems of poverty in Rio's shanty towns. It is more than just a development programme. It includes a social programme which links municipal and socio-community bodies in order to focus on reducing urban poverty, promote an alternative to the authoritarian redevelopment of shanty towns of the 1960s and to carry out urban interventions without driving out the poor.

Cities are the leading players in processes of democratisation and social insertion. If they had more resources, they could play a bigger role in drawing up social policies and programmes and in local economic development, and this is why decentralisation is such an important and topical issue for them.

Many cities have met the challenge with help from their countries, and positive results can already be seen in developed, developing and extremely poor countries. These cities include Berlin, Barcelona, London, Montreal, Rio de Janeiro, Dakar, Johannesburg, Durban, Bamako, Mexico and Colombo, to name but a few.

Taxation has an important place within this framework, and this is why cities in developed countries have direct sources of funding (real estate tax and others) which allow them to partially fulfil their management obligations and responsibilities. Nevertheless, in developing countries, the cities' power of taxation is limited or non-existent, and therefore budgets are reliant on decisions or determinations taken on a national scale.



PART THREE BEST PRACTICES

9. SOURCES OF INFORMATION

The best practices for urban poverty reduction presented in this report are taken from a number of sources: the meetings of the Commission held in Montreal (Canada) in the year 2000 and in Rio de Janeiro (Brazil) in 2001, the International Slum Upgrading Seminar in Toluca (Mexico), the survey of cities about their best practices, and complementary research into best practices by international organisations.

9.1 COMMISSION WORK MEETINGS

9.1.1 Montreal (Canada) 2000

On 12, 13 and 14 June 2000, Montreal hosted the International Forum on the Reduction of Urban Poverty. The event showcased three meetings: the Forum of Public Policies, the Cities Alliance Advisory Group (World Bank and United Nations – Habitat) and Commission 2 of Metropolis on urban poverty reduction strategies. We should remember that Metropolis is part of the Cities Alliance Advisory Group. Some 150 people from different cities and international organisations have taken part in these meetings to exchange views on viable strategies and solutions in order to counter exclusion and reduce urban poverty.

This overview shows that the issues at stake differ in the metropolises in the northern and southern hemispheres. Poverty has many faces which, broadly speaking, have three facets: lack of infrastructures and basic services, scarcity of formal employment and low income.

The different approaches to intervention have been examined. Some call for a far-reaching intervention involving the participation of different stakeholders, whereas others, concerning specific projects, present tangible results in the short term.

The links between the development of consensus, action and success are presented in the context of a global campaign on urban governance. The importance of the scaling-up approach and the global campaign for real estate has been heavily underlined. The experiences of international NGOs have highlighted the importance of building community-led political support.

The conditions for success of actions geared to reducing urban poverty have been discussed at length. They include dialogue between all local stakeholders in a transparent approach, the adoption of a sustainable development philosophy and an increased ability to act at municipal and local levels. The keys to success are based on an organised and participative community, the regrouping of service networks, a community which is aware of available options, costs and commitments, a facilitative local government and political support and knowledge of best practices.

9.1.2 Toluca (Mexico) 2001

The International Slum Upgrading Seminar was held from 11 to 14 September 2000 in Toluca, in Mexico State (Mexico).

The seminar was geared to developing technical and practical skills to facilitate analysis and the application of policies designed to improve the quality of life in run-down neighbourhoods; to raise awareness of funding mechanisms and management systems for a better administration of human settlements; to break the vicious circles of poverty, segregation and irregular occupation by means of planned actions for urban development management and to turn to account the different social stakeholders.

Some 180 people took part in the seminar, including elected representatives, government civil servants, pro-

professionals and experts from a number of countries (Great Britain, Argentina, Brazil, Canada, Ecuador, Mexico and Venezuela). Representatives of the World Bank and the United Nations Organisation gave lectures and led discussions.

The main conclusions of the seminar can be summarised as follows:

- The need for short-, medium- and long-term solutions in addressing sustainable development
- Full-scale upgrading of neighbourhoods, integrating physical, socio-economic, cultural and environmental aspects
- The need to guarantee the preservation of local cultural identity in urban rehabilitation
- The integration of decision-making processes through public consultation and dialogue between the different stakeholders at local and regional level
- Turning to good account the know-how of public, university and private sectors in the search for innovative solutions which meet the needs of the population
- Respect for the citizen as an individual and member of the community
- Taking into account the needs of the population as a whole (age groups, men/women, economic levels).

In conclusion, the participants consider that it is necessary to boost the power of cities by institutionalising upgrading programmes in neighbourhoods, by stepping up links between district and city and by optimising fiscal, financial and administrative aspects to allow greater social equity. It is also necessary to strengthen ties with the World Bank and the United Nations Organisation which may allocate resources to programmes to counter poverty in urban environments.

9.1.3 Rio de Janeiro (Brazil) 2001

On 8 May, the Commission held its second work meeting in Rio de Janeiro, Brazil.

40 people attended this meeting (elected representatives, administrators and professionals) representing 15 cities (Abidjan, Buenos Aires, Curitiba, Douala, Guangzhou, Havana, Libreville, London, Manila, Mexico, Montreal, Paris – Île de France, Rio de Janeiro, Sao Paulo, Seoul) and four international organisations (World Bank, Urban Management Programme [UMP] – Latin America and the Caribbean; Habitat – United Nations; World Federation of United Cities [WFUC]; Municipal Development Programme [MDP] – West and Central Africa).

Following the presentation of the 1999-2000 status report, the participants addressed the following issues: the challenges facing local authorities; vulnerable Beneficiaries, (women, young people, the elderly, the handicapped, ethno-cultural minorities) and their needs (healthcare, education, employment, housing and security); local development approaches and policies (urban rehabilitation programmes/projects and interventions integrating empowerment, access to employment, housing, basic infrastructures and services, integration policies and security) and funding. The experiences of Rio de Janeiro, Sao Paulo and Curitiba have amply illustrated the participative approach and micro-funding.

In short, the intervening stakeholders in cities have shown that they know what to do to reduce urban poverty but they want to know how to do it: structured know-how. The need for knowledge has been strongly underlined. The different experiences have shown the importance of involving the population in carrying out interventions. The needs for project assessment are also stressed. Furthermore, knowledge of sources of funding is a major concern shared by all, in view of the scarcity of resources.

This meeting has allowed us to better define the work of the Commission and to focus the survey on the following issues: the starting points for an urban poverty reduction programme, the required political framework,

scaling-up, the participation of the population, partnership, achieving results, funding interventions, assessing results and the changing perceptions of the beneficiaries.

9.2 RESULTS OF THE CITY SURVEY

A city survey was carried out in the form of a questionnaire based on nine key questions. 40 cities took part in this survey. The cities that answered the questionnaire are a representative sample of the geographical zones as a whole. The following summary was obtained by processing the answers.

Question 1: What is your best practice for reducing urban poverty?

The projects presented are either geared to specific districts or to target populations. In the case of the districts, the aims focus on improving the standard of living, land and housing regularisation, and even improving environmental and social safety. In certain cases, micro-funding and civic participation programmes are part of these projects.

The projects targeting a specific population are geared to children (schooling and healthcare), young people and adults in order to integrate them into employment through self-esteem and technical training; and to families and citizens in informal sectors, so that they can take part in civil life and the governance of their districts.

The projects acknowledge citizens' rights and responsibilities in improving their living standards and lay emphasis on the aims of their accountability with regard to their own situation.

Question 2: What is the political framework of your intervention?

Some cities have acted within national city-development frameworks (Berlin), and adopted national development

plans such as the *National Basic Livelihood Security Act* in South Korea. Cities have also developed their own intervention programmes through locally based projects with an integrated social vision (Mexico, Montreal) with or without links to social policies on a national level.

Question 3: Did you involve the population?

The cities have involved the population across the board, in one way or another, either by setting up district committees or through the support of a number of socio-communitary groups or NGOs. Citizens took part in defining problems in their living environment, in formulating targeted objectives and results, working out solutions, developing consensus, developing and carrying out interventions and in assessing results. Several types of forum have enabled the population to become integrated into the problem-solving process and to implement solutions (public assemblies, task forces, varied activities).

Question 4: What partnerships have you established?

Most cities have established partnerships with their government, NGOs and social-initiative bodies in their environment (civil or religious organisations). Few partnerships have been established with bilateral-co-operation or international-aid bodies, with the exception of Bangui in the Central African Republic, or Buenos Aires in Argentina, which have been able to take advantage of international financial aid.

Question 5: How did you fund the intervention?

The main types of funding were subsidies from different sources (local, national and provincial) or public-private funding. Funding was also obtained from international sources. By way of example, the Bangui project received contributions from the Japanese Embassy, the French Development Agency and the European Union. In the



case of loans from development banks, financial liability has been jointly shared between (national and provincial) governments. This was the case of Buenos Aires in Argentina which secured a loan of US\$170 million from the Inter-American Development Bank (IDB).

Micro-funding is also supported by municipal, provincial and national programmes. Cities seldom act on their own in the sphere of funding due to their lack of financial resources.

Question 6: What results have you achieved?

The results achieved are tangible and can be gauged. They are gauged by physical changes in living environments (improvement in salubrity of places, increased housing), by the participation of the citizenry in the different stages of the project, by social integration in the school or working environment, by reducing criminality, by decompartmentalising decision-making bodies, through co-ordinated actions between public, community and private bodies, by improving the health of the population and by the number of micro-funds awarded. Each project identifies the indicators of results according to the targeted aims.

Question 7: Have you changed the population's perception

Generally, the population's perception prior to implementation of the projects was highly negative, both in terms of living environment and self-esteem and the government apparatus, which was often judged undynamic, paternalistic and inequitable (e.g. Buenos Aires).

Following implementation of the projects we noticed a change in attitude of the target population and partners. The attitude of resignation gave way to commitment expressed as an improvement in the level of autonomy and the development of self-determination in conjunction with participation in civil life. Within this

framework, and by taking into account self-esteem, the population has at last given itself the right, and made it its duty, to successfully integrate itself into society at economic, social and civil levels.

Question 8: Did you change the scale of intervention?

Although a number of cities upscaled from one district to another, few projects were considered in terms of the urban territory, region or country as a whole. Nevertheless, some experiences have spread or adapted to other specific zones within the city or region themselves (Mexico, Montreal) and, as a result, are now the object of appraisal.

Programmes were developed within the districts which made it more accessible in scale for the most disadvantaged people. The scale of the district takes into account local characteristics and dynamics for both the civil population and administrations.

Question 9: Do you think your experience can be transferred to other metropolises?

All the cities consider their experiences transferable. Some have already embarked on a transfer of this kind (Buenos Aires, Montreal, Seoul) in their country. As far as transferability to other countries is concerned, each city recognises that it must take into account local contexts in order to adapt interventions to the needs and characteristics of the target populations, cultures, languages and socio-political contexts. There are similarities in approaches, such as the improvement schemes in the different countries of Latin America. The approach of districts in Montreal was developed through dialogue with similar projects in Santiago (Chile) and Lyon (France). A number of cities have shown an interest in developing inter-city alliances, in shared experiences and developing a network of strategies for reducing urban poverty.

9.3 COMPLEMENTARY SOURCES

These two primary sources of information (the Commission meetings and the survey) were completed by consulting a number of data banks containing the best poverty reduction practices in different geographical regions.

Most of the experiences studied in the Latin America and Caribbean area are taken from the competitions on best practices short-listed in Dubai in 1996, 1998 and 2000 (around 700). Other information was taken from the Urban Management Programme for Latin America and the Caribbean (UMP-LAC), which holds over 300 experiences in its data bank, and from an information bank on local management experiences of the *Unión Iberoamericana de municipalistas* (Iberoamerican Union of Municipalists) which features about 15 experiences).

10. EXAMPLES OF BEST PRACTICES

In order to reinforce the practical nature of this report, the Commission chose to present a few examples of best practices in order to illustrate the efforts deployed to reduce urban poverty.

In view of the amount of information gathered, and the impossibility of presenting it all, the Commission was forced to make a selection. In order to do so, precise criteria had to be established. In this framework, and taking into account that the report is aimed at the decision-makers in big cities (mayors, elected representatives, administrators) the following criteria were decided on. The explicit aim of these experiences was the reduction of poverty;

- Experiences carried out in the city;
- Size of the city: population equal to, or over a million;
- Geographical diversity to reflect experiences across several continents;
- Experiences of developed and developing countries in order to take into account the characteristics and different realities;
- Diversification in the domains of intervention (employment, training, infrastructures, services, governance, micro-credit, etc.);
- Projects, programmes and initiatives which have given tangible results.

The selected examples are presented in alphabetical order. Each table describes the project, objectives, target beneficiaries, the results achieved, the partners in implementation and sources of funding used. Other examples of best practices are included in the appendices.

ALEXANDRIA (Egypt)

Alexandria Business Association

Domains of intervention

Micro-funding
Training
Employment
Project started: 1999

City profile

Population: 4,100,000 inhabitants
Second most populated city in Egypt
Egypt's major trading port
Modern centre of finance, trade, and tourism and hub of the textile and cotton industry

Project summary

The Alexandria Business Association (ABA) is a not-for-profit foundation which uses an innovative approach in awarding micro-credits to small businesses and micro-enterprises (SME). The ABA has designed its loan system to meet the needs of SMEs. Since 1989, small short-term loans, needing few prerequisites, have been offered to SMEs with flexible repayment conditions. The ABA maintains the growth of businesses through training and assistance in business management (from accounting to public relations).

The key to ABA's success lies in its linking agents who are responsible for identifying and contacting, in situ, the micro-enterprises and small businesses which would benefit from micro-credit. The outreach programme is based on extremely narrow social networks in the heavily populated district of Alexandria. Micro-funding services, and the importance of loans in the sector of micro-enterprises and small businesses, are publicised by word of mouth. ABA's agents determine the scope of the loans and the calendar for repayment and deal with paperwork and the collection of repayments. The way the agents are paid (on a salary plus a commission on the number of loans and repayment rates) is as beneficial to the clients as it is to the foundation and the agents. ABA has opened a business centre for small enterprises and aims to become a financial institution which will mobilise savings by small businesses and micro-enterprises and use the capital from these savings as a source of funding.

Aims

Support for the development of small businesses and micro-enterprises and job creation through micro-funding and training.

Beneficiaries

Low-income businesspeople. 80% of micro-entrepreneurs (from the timber and metal, leather and textiles, and building materials sectors). This audience was unable to secure funding from banks and had to resort to pawnbrokers and loan sharks. 20% are in the sphere of commerce and 8% in the service industry.

Results

In five years, over 20,000 clients have availed themselves of the efficiency of micro-credit awards. Delay in issuing loans: 14 days for new borrowers, 72 hours for clients. Average number of clients/linking agents: 100. Payback rate in 1995: 99.2%. Value of loans awarded in Egyptian pounds: 122,024,750, i.e. 2% of the market. Value of assets: 40,964,155. 47,139 loans repaid and 11,066 active loans. Average value of loans: 2,644. Growth rate of borrower: 140%. Size of a job-creation loan: 2,048. Number of jobs created: 59,580.

Implementation partners

United States National Agency for International Development (USAID) Cairo
Environmental Quality International (EQI) Cairo (also sponsorships)
National Cooperative Business Association (NCBA) Washington USA

Funding

In 1988, USAID established a collateral fund of 8 million US for the ABA to endorse a loan taken out by the ABA from the Egyptian banking market as a loan circulation fund. USAID has also granted a subsidy of US\$2 million to cover operating costs of the foundation until it achieves autonomy by repayment of loans (autonomy achieved in 1992, two years earlier than anticipated).

Contacts and sources of information

Alexandria Business Association (ABA) 52, El Horreya Avenue, Alexandria Egypt
Tel: (203) 482 5518, (203) 483 2282
WEB: <http://www.alexandria2000.com/abasme>
WEB: <http://www.unesco.org/most/mideast1.htm>

BARCELONA (Spain)

Social Programme for the Homeless

Domains of intervention

Social inclusion

Project started: 1999

City profile

Population: 2,800,000 inhabitants

City: Capital of Catalonia in Spain

Olympic city in 1992

Centre for the textile, metal, chemical and tourist industries located some 100 km from the French border

Project summary

The seven-year programme was designed to meet the essential needs and cater to the social insertion of the homeless. The programme, based on a sectorial approach, is implemented within the network of municipal social services in collaboration with social initiatives and other sectors (healthcare, job insertion, ...). As there is no national policy about the homeless or specific models of intervention, Barcelona's social-intervention model is based on the declaration of human rights and the competences established by the Catalan Law on social services. The intervention model, geared to people and their families, takes account of the city's social insertion aims. The programme, which is the focus of a number of collaboration agreements between institutional partners, is ongoing but reviewed yearly. It is a not-for-profit model of public and private management.

Aims

The programme has several aims: to ascertain the situations of poverty and marginalisation in the city, their importance, causes and characteristics; to intervene in situations of poverty and marginalisation through individualised professional support and to foster social insertion of the homeless; to use the resources of the general welfare network to facilitate personal routes to social insertion; to foster the participation of the authorities working in the field of poverty and marginalisation to create an integrated network of services for this segment of the population and to strengthen the projects put together by the authorities working in this domain.

Beneficiaries

Homeless adults and families with children in their care, living in a situation of extreme poverty. Homeless people in the initial, advanced or consolidated stages of uprooting and/or social exclusion

Results

Nearly 60% of the served population have experienced improvements in their personal autonomy and quality of life. The number of people served and the number of people who continue to benefit from the aid programme have increased. The co-ordination of different services has allowed them to better adapt to the needs of the different groups living in the street. Individualised social insertion services, and the time given to people, have brought a success rate higher than that of former basic welfare intervention models. The development of intervention within groups has allowed people to break with marginal circuits, to discover other forms of occupation and to develop habits which will allow them to integrate into social and cultural life and employment. The level of understanding of the phenomenon of exclusion by professionals, who have direct or indirect contact within the network, has brought about optimisation of resources and made it possible for the city to adapt to the new situations encountered by people in situations of extreme poverty.

Implementation partners

The main welfare services run by the local administration, the municipal health institute – assistance plan for drug addicts and epidemiology service – basic social services, municipal housing office, municipal organisations; the Barcelona health consortium; the mental health programme, the planning and management teams of businesses and NGOs; community organisations.

Funding

Local public funding of 1,101 million pesetas (2000).

Contacts and sources of information

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BERLIN (Federal Republic of Germany)

“Social City – District Management” Programme

Domains of intervention

Governance
Social insertion Immigrants
Women
Project started: 1999

City profile

Population: 3,800,000 inhabitants
Largest German city (883 km²)
Administrative and political capital of the Federal Republic of Germany reunified in 1990
Germany's main scientific and university centre

Project summary

Berlin is a heterogeneous industrial and residential city and has a multicultural social and ethnic environment due to its high population of workers and poor immigrants. On the one hand, it is a city of spectacular architectural and urban developments and, on the other, it consists of areas of segregation and exclusion. A third of the population lives in areas of state-controlled interventions (urban renewal, urban integration). Some central zones lose almost 20% of their population every year: the better-off people leave, and the ones who remain are the unemployed, the elderly, people on welfare and those who are not German in origin. The cycle of reductions in public and private investment in social, cultural and educational infrastructures brings in its wake an economic slowdown with its social, ethnic, ecological and urban problems (vandalism).

This situation could not be resolved through a traditional approach to urban renewal, so, in 1999, Berlin selected 15 areas with special needs. The government launched pilot schemes of integrated management, based on the introduction of increased co-ordination and collaboration between public, economic and private stakeholders in target zones, and on following up the development of partnerships between the stakeholders, residents, NGOs and individuals. Priority was given to actions providing access to employment and fostering the training and reintegration of people who are socially excluded from these zones, while defining the challenges and priorities for implementing projects and activities.

The project involves putting into place a district management programme to fight social exclusion and to improve living standards. Project started: 1999. Completion expected: 2006.

Aims

The programme, based on an integrated and participative approach, has several aims: the reduction of segregation in the city, the reduction of the social, cultural and economic exclusion of ethnic and social minorities with specific support for women and improvements in living standards.

Beneficiaries

The public, economic and private agents in the target areas. Public, economic and social partners, as well as groups of residents, NGOs and dynamic individuals. Population in the 15 intervention zones: 189,000 people, 55.9% of whom are non-Germans.

Results

The initial effects of this strategy are: the reduction of social exclusion; the slowing down of segregation; the creation of a new urban planning culture for communities which invites their participation; the improvement of living conditions; the introduction of a public-private partnership model; increased possibilities of employment for residents. There is improved perception of the zones. The experience is transferable due to the participative approach of its implementation. Interventions of this type need to be long-term in order to become sustainable because they can reform administrations and social and political procedures.

Implementation partners

The creation of 15 management teams, each one consisting of government representatives (1), community representatives (1) and consultants (3). The partners are the State, housing policy agencies, neighbours' social groups and residents. Political collaboration agreements among government services and between the development service and the community. Involvement of the population in the decision-making processes and the administration of funds.

Funding

Mixed public-private and community funding (in kind) generally in the form of a subsidy. National and provincial “Social City” programmes. Funding in the form of subsidies from the Urban and Local Infrastructure Programme of the European Union. Total amount 1999-2006: DM83,200,000; US\$37,000,000. Sponsorships and other sources of funding.

Contacts and sources of information

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COTONOU (Bénin)

Programme for the Protection and Clean-Up of the Environment (Pr.A.P.E)

Domain of intervention

Environment

Employment

Project started: 1995

City profile

Population: 1,000,000 inhabitants.

Benin metropolis comprising 24 small municipalities including Sainte-Rita

Economic, political and administrative centre

2/3 of the country's industrial facilities are located here

Project summary

The Pr.A.P.E. is an urban management and urban waste collection scheme involving the local community and the authorities, the government, NGOs and community associations. The project, which was launched in 1995, guarantees good sanitary conditions in the town of Sainte-Rita through sustainable management of domestic and medical waste which allows the generation of activities and revenue. The population takes part in the programme by paying a refuse-collection tax, and the revenue generated is used to fund the initiative. Sainte-Rita is a municipality of Cotonou with 40,000 inhabitants which covers a surface area of 3 km², half of which is susceptible to flooding. Prior to this initiative, it had no waste collection and management system. Waste is collected and stored at sorting, recycling and composting sites before being put on the market. Run-off water is monitored. The compostable material is used in agriculture. The community has contributed to setting up and funding the initiative and takes part in the planning of activities and making decisions about the programme. A steering committee, comprising stakeholders, guarantees standard management procedures are followed and regularly monitors progress. A community bank has been created to reinforce the solidarity of the population with the project.

Aims

The project has several aims: the improvement of sanitary conditions and the living standards of the people; job and income creation; the setting-up of community-led savings systems; and the implementation of mechanisms of participative democracy.

Beneficiaries

The population of Sainte-Rita, a municipality of 40,000 people.

Results

The results are significant: 2,400 households, which represent 75% of the population of Sainte-Rita, subscribe to the daily refuse-collection service. 85% of households regularly pay the collection tax. Setting up of a micro-credit bank and system (over 602 people have benefited from a loan from the bank). The creation of 145 jobs, 35 of these through the community bank. The success of the project stems from the successful partnership between the populations and local institutions, and the transition between a traditional activity of refuse collection and a market activity which generates revenue and jobs. This success is recognised in the region of Central and West Africa.

Implementation partners

The Ministry of the Environment, the Ministry of Health, local NGOs and community associations, the populations and local authorities. The project has taken on institutional status and each person's role is defined.

Funding

The funding of the project is obtained from the taxes paid by households for refuse collection and the marketing of products obtained from recycled waste.

Contacts and sources of information

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CURITIBA (Brazil)

Job Line Program

Domains of intervention

Employment

Training

Partnership

Project started: 1998

City profile

Population: 1,586,848 inhabitants in 1996.

Capital of the State of Paraná and one of Brazil's 12 major cities

Administrative, agro-industrial and industrial (car industry) city

Project summary

The City Opportunity - Job Line Program – seeks to foster socio-economic advancement by creating job opportunities and generating revenue for the most socially vulnerable citizens, with the support of a joint liability network. These opportunities are the result of investment in infrastructures, flexible standards of land use, tax incentives associated with job creation, a reduction in bureaucracy, professional education, loans, the creation of business incubators and distribution channels for production. Although, historically speaking, employment policies have come from the federal sphere, when faced with inequalities in income distribution and the drawbacks in gaining access to markets, the city of Curitiba adopted a pro-active approach to look into the solutions to social inequalities. The guidelines of municipal policy consist of integrated and inter-sectorial action, the participation of the population, priority given to poor zones and partnership with organised civil society. The involvement of the population has grown throughout the programme to enable the community to take up leadership, thus enabling it to move away from clientelism and dependency on the public sector towards co-responsibility as citizens. The programme also envisages setting up artisan villages providing accommodation and workspaces for families and vocational training schools. These spaces have been set up along a 34-kilometre-long avenue which passes through 18 peripheral districts in the cities and links the different components of the projects (social services, vocational training schools running some 90 courses, creation of small businesses and micro-enterprises, ...).

Aims

The aims are: the creation of income, job creation, vocational training, education, setting up an incubator system for businesses, partnership with the population.

Beneficiaries

The most socially vulnerable citizens.

Results

The project is constantly monitored and assessed. Since 1998, 5,662 businesses have been set up and over 17,000 jobs created. Creation of 8 artisan villages: – 45 families live in these villages, there are 73 boutiques, etc. 1,079 people have attended vocational training courses, 1,083 have benefited from credit programmes, etc.

Implementation partners

There are several partners such as the Federation of Industries of Paraná; the Federation of Retail Traders; the Association of Shopkeepers; the Women's Bank; the SEBRAE – Support Service for Small Businesses and Micro-enterprises; the INMETRO national institute; the Bank of Brazil; Paraná Federal University; the citizens.

Funding

The project received funding of BRL100 million from Curitiba Municipal Council (BRL35 million), BNDES – the National Development Bank (BRL35 million), IDB – the Inter-American Development Bank.

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MEXICO (State of Mexico)

Housing Improvement Programme "Microfinanciamientos caseros" (Micro-funds for Homes)

Domains of intervention

Housing
Micro-credit

Profile of Mexico State

Population: 13 million inhabitants (the entire population of Mexico is 18.1 million)
Territory of 2 million km²
87% of the population lives in urban zones

Project summary

The housing improvement programme *Microfinanciamientos caseros* (Micro-funds for Homes) is geared to improving and extending the physical spaces of housing in order to gradually achieve basic levels of hygiene and security. The programme, which is national in scale, targets both urban and rural environments. The sectorial approach to implementation is geared to urban development. The programme is part of an integrated social policy which aims to reduce the causes and effects of poverty and allow the population to gain access to healthy food, sufficient and adequate medical care, suitable housing and quality education. This programme brings together the efforts of the municipal council and the community to fight extreme poverty, and the community and the State through the *Instituto de Acción Urbana e Integración Social (AURIS)*. The population is involved in a programme for the attainment of the basic autonomy of the family and the community. This programme gives the disadvantaged population access to micro-funding for a period of four months.

Aims

The aims are as follows: to attain minimum international standards of hygiene in the home; to reinforce the structural safety of houses with major defects; to reduce levels of overcrowding; to establish mechanisms of community-led participation to boost the local economy.

Beneficiaries

The population with the lowest income, preferably families living on two minimum wages or less.

Results

An investment equivalent to US\$1,252,609 a year is estimated to bring 27,650 micro-funds of four months duration. This practice encourages saving, generates a new heritage culture, an increase in self-esteem and reduces overcrowding.

Implementation partners

Depending on the level of intervention, numerous teams involving the local municipalities in Mexico State through the NGO (AURIS) with the financial support of the Federal State. Formal collaboration agreements between bodies.

Funding

An initial amount of public funding, equivalent to US\$1,252,609 provided by the Mexican government, the State of Mexico and the municipal council. The micro-funding programme envisages short-term loans of an average value between US\$137 and US\$835. The personal contribution to the micro-funds is between US\$55 and US\$334.

Contacts and sources of information

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MONTREAL (Canada)

Sensitive Neighbourhoods: an Integrated Approach to the Revitalisation of Neighbourhoods

Domains of intervention

Infrastructure and services
Social inclusion
Project started: 1999

City profile

Population: 1,800,000 inhabitants
Second financial metropolis in Canada and first French-speaking city in North America
Second trading port in eastern North America, after New York

Project summary

Montreal's economy improved over the decade 1990-2000, but a section of the population did not benefit from it. Furthermore, there are concentrations of disadvantaged populations in certain areas of Montreal. A globally evolving intervention project was set up within a territorial framework. 11 districts or parts of districts designated as sensitive were identified from poverty indicators (low-income households, unemployment, recent immigrant rates, criminality). The project has two strands: a social strand and an infrastructures (or "targeted") strand.

The project uses the forces available within the city (citizenry, community groups, municipal services, elected representatives, other institutional partners) in order to implement concerted actions and to put the citizens in charge of their living environment. The work is being carried out through consultation sessions with the districts' inhabitants and community groups and through dialogue sessions with other municipal, governmental, community and institutional agents. Local taskforces group together the elected representatives, residents, the police, community groups, school directors in the sector, environmental associations and public security. The actions cover the strands of infrastructures and social development. The domains of intervention are infrastructures (development of public parks and squares), the renovation and building of housing and community centres, the revitalisation of shopping streets, and social development (street workers, park entertainment, activities geared to integrating immigrants, prevention of student drop-out).

The project, instigated by the mayor, adopts an integrated approach geared to tackling globally problems of poverty in the designated areas. Project started: 1999 (four-year phase).

Aims

The project has several aims: to improve the quality of life of residents in disadvantaged neighbourhoods; to revitalise disadvantaged neighbourhoods by improving infrastructures and services for the citizens; to bring the different socio-economic agents to work in a concerted way on problems concerning the district and to lead the municipal administration to work in conjunction with other agents from the area.

Beneficiaries

Residents in sensitive neighbourhoods: a total population of 160,000 people.

Results

Living conditions in the target neighbourhoods have improved across the board, criminality has decreased (40%), cleanliness has increased in public and private spaces, citizens feel safe in their neighbourhoods, the quality of housing has improved and is adapted to the needs of the population. An increased feeling of security. Socio-communitary interventions have adapted to the needs of the population. Municipal services have been decompartmentalized and co-ordinate their actions. The participation of the population will be the focus of a specific assessment framework.

A national policy for the revitalisation of disadvantaged urban neighbourhoods is currently underway and could be inspired by the experience of Montreal.

Implementation partners

The Quebec government, through the Ministry for Municipal Affairs and the Metropolis, the Ministry for Employment and Social Solidarity, the Mayor's Committee on Social Integration, local elected representatives, public and quasi-public municipal services, community groups, neighbours' associations, citizens and aid organisations (Centraide).

Funding

Public funding by subsidies from the Quebec government (70%) and Montreal Municipal Council (30%) as part of an agreement lasting four years which involves the co-management of projects. Target neighbourhoods, CA\$50 million and sensitive neighbourhoods, CA\$5.6 million. Contribution of human and technical resources by the Municipal Council, CA\$1 million / year.

Contacts and sources of information

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NAGA CITY (Philippines)

Kaantabay sa Kauswagan (Partners in Development Programme)

Domains of intervention

Governance

Real estate

Infrastructures

Project started: 1989

City profile

Population (1995): 560,322 inhabitants

Urban surface area: 8,448 hectares

City located in Camarines Province comprising 15 municipalities

Historic centre of business, education and culture

Project summary

The *Kaantabay sa Kauswagan* (Partners in development) Programme is a social intervention scheme geared to the empowerment of 5,000 squatter households and shanty town households which represent some 25% of the population (19,500 households) in the 21 urban barangays (districts) of Naga City. The number of squatter households doubled from 1980 to 1990 creating negative impacts such as a difficult and stormy relationship between the municipal government, the urban poor and property owners. Furthermore, 27 poor communities lacked basic services (drinking water, street lighting, pedestrian pathways, drainage). The programme, which focused on guaranteeing the population access to property and improving their standard of living, adopted a public-beneficiary partnership approach. The poor person, in the framework of participative community development, came to play an active part in all the phases of problem solving, as a partner and not just as a beneficiary. The programme institutionalises the mechanism for finding permanent solutions to problems between property owners and tenants: it improves living conditions through projects in run-down areas: it enables victims of eviction or property demolition to be rehoused on intra-city sites and also envisions job opportunities (this aspect is included in the programme itself). The strategies developed include a number of property-acquisition models (such as direct purchase, land exchange, property sharing, community mortgages), the relocation and institutionalisation, within the local government loan authority, of a one stop office for urban clients. Furthermore, a financial plan is supported by the resources generated internally by the beneficiaries.

Aims

The project has two aims: the acquisition of land to give a sense of permanence to land occupation by the poor and to improve the living standards of the population in terms of infrastructure services and basic needs.

Beneficiaries

The 5,000 squatter households in 21 districts.

Results

The main result is the institutionalisation of the tripartite mechanism for solving problems of property ownership involving government agencies, the poor and their associations and the affiliated NGOs and property owners. The number of associations representing the poor grew from 9 in 1989 to 70 in 1995. These associations are members of two city-scale federations. They are represented in the legislative sphere of the city by bodies including the municipal council, the City Development Board and the Housing and Urban Development Board, the city's main body in charge of deciding housing policy.

As far as the consolidation of property and relocation rights are concerned, 50% of poor people have been able to secure a property. In five years, 2,017 families have been relocated on government or private land covering a total surface area of 33 ha. 25.4 ha have been set aside for households which have not yet been provided for. 789 squatter households have secured plots of land.

Work on infrastructures, water drainage and paving has improved the quality of life for 2,700 families living in 27 poor urban communities.

This programme has become a model of intervention for local governments in the Philippines.

Implementation partners

The intervention of associations has led to the inclusion of the population together with public and private sectors in the tripartite partnership. The partners include the Community Organization of the Philippines (COPE) Foundation; Naga City Urban Poor Foundation (NCUPF); National Housing Authority (NHA).

Funding

National government agencies: support for land acquisition funds (national programme of community mortgage funding) and in-kind contributions (public real estate). Contribution by associations: levying equity funds and providing labour. Financial set-up through community-generated resources equalling P500,000. The Urban Poor Trust Fund totalled P500,000 in 1995.

Contacts and sources of information

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RIO DE JANEIRO (Brazil)

“Favela Bairro” (from shanty town to neighbourhood) Programme

Domain of intervention

Social insertion

Infrastructure

Governance

Project started: 1996

City profile

Population: 10.5 million (2000)

Brazil's landmark city located on the Atlantic coast

Tourism capital of the country, famed for its carnival and spectacular topography

Project summary

In 1995, Rio de Janeiro embarked on the project *Favela – Bairro (from shanty town to neighbourhood)* in order to tackle the problem of poverty in shanty towns: the informal settlements, without any property or usage rights, which make up precarious communities on unstable hillsides. The 1980s saw a 34% increase in the population of shanty towns (compared with 8% in the formal city). The project goes beyond a simple infrastructure programme and has launched a social programme stemming from social action by municipal bodies concerned with reducing urban poverty. The alternative to the authoritarian redevelopments of shanty towns in the 1960s carries out urban interventions without driving out the poor or imposing the urbanistic standards of the formal city.

The project makes it possible to work on an *overall urbanisation concept* (physical, social, economic, organisational and environmental improvements) by defining, together with the community, transparent criteria, an urbanisation project, professional work on infrastructure and community facilities (spatial integration of neighbourhoods, urban aesthetic as a means of reasserting the value of space, self-esteem and symbolic transformation). The project is completed by an urban-planning, fiscal and real estate regulation. It develops complementary social actions, if possible with NGOs or local associations, for proximity services (kindergartens, community centres, vulnerable groups, activities to counter criminality among young people).

There is an integrated *sense of citizenship*: the population takes part in all the urban-planning stages (identification of facilities, upkeep, benefits and costs of the interventions, rights and duties of the citizens) and local agreements which lead from the “shanty town to neighbourhood”. Even the poorest households contribute through personal or material investment in the construction of their houses. The householders' contributions to rebuilding and transforming their place of residence are the key to the success of the programme which is not a unilateral government intervention.

The integration of improved solutions in the city's *urban development* policy respects the originality and specificity of each neighbourhood, in association with other programmes (legal basis for housing, the Rio Master Plan, controlling development of new informal zones, cartography, elimination of elitist standards, subsidies, the regulation of the speculative use of urban properties, incentives for low-income businesses, relocation of inhabitants in areas of risk). In order to engage civil society and overcome opposition, the different elements of the project are widely disseminated through the involvement of technical and academic experts, partnership with businesses and NGOs, and by convincing the public administration of their value and depoliticising the programme.

Aims

The programme seeks to legalise land occupancy for the inhabitants of shanty towns, to give them good paid access to water and sanitation services, paved streets, access to telephones and postal services. The programme aims to make the inhabitants of the shanty towns fully-fledged citizens with their own rights and duties.

Beneficiaries

The inhabitants of the shanty towns who, in 1990, stood at 1.4 million people. Since 1996, the programme has extended to shanty towns of 500 to 2,500 families who represent _ of the shanty-town population and has reached 105 of the 300 shanty towns targeted.

Results

In 1999, the programme had already reached some 400,000 inhabitants of the shanty towns. Since then, they have lived in neighbourhoods without having had to move out of them. They have been transformed from *favelados* (shanty dwellers) to citizens. Streets have been paved and cable cars installed; houses have been connected to the public water and electricity networks; uninhabitable zones have been reafforested, kindergarten services have been set up. The cost of the interventions is no greater than US\$4,000 / household. Phase 2 of the project is expected to reach 70 to 75% of the shanty town population by 2004.

Implementation partners

At local level, active participation of the population, NGOs, community groups, businesses and public bodies (according to a government programme and not one-sector programmes). The projects, discussed and approved with sectorial departments, are made official and scheduled in collaboration with future administrators (involving communities) and transformed into a public and permanent policy for all communities.

Funding

Programme of some US\$600 million over 10 years, funded by the World Bank (US\$360 million), the European Union and the Inter-American Development Bank (the biggest loan granted by the IDB to Latin America).

Contacts and sources of information

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SEOUL (South Korea)

Self-Support Programme

Domains of intervention

Employment

Training

Social inclusion

Project started: 2000

City profile

Population: 11,000,000 inhabitants

Political, economic and administrative capital of South Korea

Project summary

The National Basic Livelihood Security Act was adopted in October 2000 to extend the support programme to the most disadvantaged, taking into account the effects of the 1997 recession on this population. 28 self-support centres were set up in the regional communities. Although this policy focuses on the whole of the Seoul metropolitan region, priority is given to setting up these centres in sectors with a concentration of low-income inhabitants. The centres provide training for those on welfare who are able to work, encourage community-led promotion and self-support, and develop job opportunities in the sphere of public works. The support given involves in-depth interviews, emotional and financial support and specialised vocational training. This project instils self-confidence and a feeling of social integration into the participants to counteract the tendency to rely on welfare. The project is run from Seoul's metropolitan government by a task force: the self-support team. Jobs are created in the service sector, such as the maintenance of houses for the disadvantaged classes, clerical jobs and the upkeep of sports facilities and schools. Job support services include agreements with local governments and government employment.

Aims

The project has three aims: to give support to all endeavours to overcome the economic poverty of populations, to keep up motivation to work and to strengthen social integration and inclusion.

Beneficiaries

Welfare recipients who are able to work

Results

The number of members in the support group is an indicator of the results obtained. At present there are 35 self-support groups with 288 people participating. A total of 1,200 people take part in the programme. At the beginning the participants were uneasy, dependent and disorientated. As a result of the programme, the participants have developed self-confidence and a sense of belonging to society.

Implementation partners

The Ministry for Health and Social Security, the Ministry for Work (national level), the metropolitan government of Seoul (local level), the 25 "Gu-offices" (local government units), the self-support centres, community social security centres, social aid centres and religious institutions are the backers of self-support programmes. Public-private partnership agreement.

Funding

Average working budget per centre: US\$114,000. Total for 28 centres: US\$3,200,000

Human resources budget per centre: US\$288,000. Total for 28 centres: US\$6,400,000

Public funding: national government (50%), Seoul metropolitan government (25%); Gu Office (25%).

If a beneficiary decides to start up a business, there is an available loan of US\$40,000

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SOWETO (South Africa)

Contractor Development Programme

Domains of intervention

Employment

Entrepreneurship

TrainingProject started: 1988

City profile

Population: 2 million inhabitants

Large cluster of black townships consisting mainly of precarious housing, covering 32 km² in the south-west suburbs of Johannesburg

Project summary

The Contractor Development Programme (CDP) is a job-creation programme with a potential for sustainability through the development and promotion of the local entrepreneurial spirit. On the one hand, the programme allows methods and technologies to be adopted through the intensive use of labour and, on the other, to encourage and train the community in the administrative and commercial management of construction firms. The labour component of building projects increased and entrepreneurs were trained to use building methods based on this labour. Technical, commercial and administrative expertise, developed within the community, generates growth in the retention of revenue for the community from building projects. Local businesspeople can gain access to other projects through their training, thus creating income opportunities for the community. Furthermore, the population is offered training opportunities in a variety of building disciplines (labourer, specialised or semi-specialised worker, inspector, foreman,...).

During the 1980s, Soweto was the focus of a number of infrastructure-improvement projects which, despite their success in terms of engineering (production deadlines, budgetary control), met with failure from a community point of view (high unemployment levels, scant technology transfer, poor returns on investments in the community). Following the positive impact of a hostel-conversion project involving local craftspeople, the municipal council decided that, from then on, all projects should involve local businesspeople. They would incorporate professional management of training and supervision in order to improve local management skills and recognise the importance of commercial expertise for a business to succeed. The programme was implemented on the water-network repair project, which restored 2/3 of the city's secondary water supply. The programme was completed in 1998 at the end of the local infrastructure investment schemes.

Aims

The programme has several aims: to create opportunities for employment and enterprise development within the community; to transfer technical skills and expertise to participants; to maximise local retention of investment in building and to develop a sense of community participation.

Beneficiaries

Local businesspeople excluded from sub-contracting agreements for infrastructure projects by the barriers associated with contractual management criteria, the lack of commercial credibility, the predominance of practical training in factories, the lack of financial resources to buy materials and tools and to pay the workforce, and a lack of technical skill. The population wishing to develop skills in the building trade.

Results

Over a ten-year period, the programme has made it possible to build 375 km of secondary water mains, 40,000 replacement junctions, several km of water mains less than 400 mm in diameter, and paved streets. The project has created jobs at less than half the usual cost of engineering firms. A total of 900 jobs were created. The retention of building costs in the community varied from 37% (building streets) to 50% (bringing water to houses). A number of businesspeople, who have graduated from training programmes, operate as bona fide civil-engineering companies. They have bought factories, have access to funding and have credibility in the business world. The project has been replicated in other South African cities.

The programme showed that the improvement of local infrastructures can bring the economic and social advancement and development of a community. It can also make it possible to build from local resources and to carry out projects without compromising management, cost, quality and deadlines.

Implementation partners

A development team provided the necessary professional support and support for management. Consultancy firms and major companies in the fields of engineering, building management and materials management contributed to training and the contractual follow-up of local businesspeople.

Contacts and sources of information

Mr. Ron Watermeyer, Director of Soderlund and Schutte Inc
City Development Strategies, Issue 1, October 1999
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TORONTO (Canada)

Toronto's Homelessness Action Plan

Domains of intervention

Housing

Healthcare

Social insertion

Project started: 1998

City profile

Population: 4.6 million inhabitants

Canada's most heavily populated city

Canada's main financial and administrative centre

Capital of Ontario province . The Canadian city with the highest immigrant population

Project summary

Since 1998, Toronto City Council has been developing specific actions geared to addressing poverty and vagrancy and has set up the Toronto Advisory Committee on Homeless and Socially Isolated Persons. The Council is stepping up its partnerships with higher governments and the associative and private sectors. Two main lines of action characterise the initiatives linked to the mayor's special committee: actions on food safety and an affordable housing scheme. Toronto's economy is experiencing sharp growth; the unemployment rate has fallen and the rate of disused homes stands at 0.6%. However, the number of homeless people and poor people is on the increase. A follow-up report on the committee's work is published every year. The Toronto Report Card On homelessness indicates the state of homelessness, the initiatives being carried out, the conclusions, the efforts being made and recommendations for future actions. The project is expected to be completed in 2006.

Aim

The plan has a number of aims: to reduce poverty; to preserve and build new, affordable housing; to lay stress on prevention; to set up plans and strategies for high-risk groups; to put into place an all-inclusive strategy for healthcare and access to food for the homeless; and to work with all levels of government.

Beneficiaries

The homeless include people living in the streets and parks; people living in emergency shelters; those spending most of their income on rent, or living in overcrowded and unhealthy conditions who are at risk of becoming homeless. The majority of homeless people are single men, but the number of homeless families is on the increase, as is the proportion of homeless young people aged between 15 and 24. Every year, 30,000 people stay in the emergency shelters; over 6,000 of these are children. There are over 63,000 people on the waiting list for social housing. They comprise 30,500 families and 12,000 elderly people.

Results

Initiatives accompanied by budgets have been implemented at the three levels of government according to their particular sphere of responsibility. For instance, interventions and budgets are linked to child support, residential rehabilitation assistance programmes, assistance for Beneficiaries in rooming houses, transitional housing projects, tax relief on building multi-residential housing, land allocated for housing, rental allowances, social support and prevention programmes, a tenants' protection scheme, an emergency shelter strategy, an assistance programme for young people (*Squeegee Work Youth Mobilization Program*) and young families living in the street (*Young Parent, No Fixed Address*), specific programmes for natives and people requesting refugee status.

Implementation partners

The partners are Toronto City Council, the government of Ontario, community and associative bodies such as social workers and the private sector.

Funding

The Council is administering a fund of some CA\$53 million over a three-year period, within the framework of a programme of the Canadian government, the Supporting Communities Partnership Initiative. Other programmes have been implemented such as the Let's Build Affordable Housing Program (CA\$10.6 million)

Contacts and sources of information

Mr Alan Meisner, Social Department and Administration, Community and Neighbourhood Services

Mayor's Homelessness Action Task Force, City of Toronto

Toronto (Ontario) Canada

Tel.: 1-416-392-5388

WEB: <http://www.city.toronto.ca/homelessness/action.htm>

PART FOUR FUNDING

11. DIVERSITY OF SOURCES AND CONDITIONS FOR ACCESS

11.1 THE MAIN SOURCES OF FUNDING

There are a great many sources of funding, either directly allotted to poverty reduction projects or urban development and infrastructure programmes. First of all, there is funding by the city itself, according to its own resources, powers of taxation, endowments, etc. Funding is also provided by governments through subsidy programmes, and the private sector through direct contributions from businesses or foundations. Funding also comes from international sources, through the State.

The backers can therefore be local, national or international. They can manage public (government) funds or private funds (private foundations or philanthropic bodies set up with personal fortunes or taxes from the general public) and award large amounts or modest envelopes (micro-credit).

The recipients of funding can vary from one country to another and from one city to another, according to local legal and administrative contexts. Funding can be allotted to cities as legal entities or even to quasi-municipal bodies and recognised NGOs.

It is therefore necessary to know who the backers are, what they focus on, their apportionment criteria and the frequency of their contributions. Each source of funding has its aims and complies with its own rules (subsidy or loan introducing the notion of a risk factor for the lender and financial responsibility for the beneficiary).

Thus, the sources of funding described should not be considered as a comprehensive list, or as sole sources of funding, but rather as a basic framework which can structure searches for funding, and benefit, first and foremost, from sources which already exist at local, national and international levels in the public, private and community sectors.

National sources which exist according to the sectorial programmes defined in each country are the first external source of funding which cities can have recourse to. Each country has specific programmes that are funded by transfers or subsidies. These programmes can be autonomous to the country or act as a bridge between international and local funding. The following category of international sources of funding involves an implementation framework based on partnerships. Finally, sources of funding geared towards associative and community-led environments and the individual can be autonomous or part of national and international aid policies.

11.2 THE CONDITIONS FOR ACCESS

The experience of best practices in urban poverty reduction strategies indicates that their implementation at local level is seldom carried out by a single administrative body or supported by a single source of funding. Projects benefit from varied sources of funding at local, national and international levels. It is therefore not unusual to find a local government entering into a partnership with NGOs and higher governments because these bodies can receive funding which is not directly accessible to cities. Furthermore, it has been noted that funding is sometimes conditional on capital outlay or local participation through financial efforts or in kind (technical resources or in-kind contributions such as title deeds, guarantees of realisation).

The apportionment of funds takes into account the notion of returns on investments based on results achieved which can be gauged according to indicators of poverty reduction and sustainable profitability for the disadvantaged population. It also considers the level and duration of the self-funding of projects.

The development of partnerships with associative, community, trade-union and private milieux can even favour access to funds. The collaboration of civil society as a beneficiary of funding is looked upon favourably and is sometimes a guarantee of budgetary allocations.

Access to sources of funding, either by a city or body, is conditional on good governance and sound, careful financial management which can guarantee suitable services and develop a notion of imputability and accountability for both the city and bodies. The recommended projects must not destroy the heritage and quality of life of the population in poor neighbourhoods (e.g.: avoid the eviction of citizens from spontaneous settlements).

To sum up, the granting of funds or national and international aid is increasingly subject to basic trends: democracy, good governance, suitable policies, respect for human rights, furtherance of women's rights, the fight against HIV – AIDS, schooling and sustainable development.

12. LOCAL FUNDING

12.1 THE DIVERSE SOURCES OF THE CITY

Local funding is the reflection of national policies. The cities have to fulfil their responsibilities through modes of funding which are determined or allocated by governments. Thus, in the countries where public finances are centralised, municipal budgets are reliant on transfers of funds from national authorities and therefore depend on decisions taken at the most senior levels of government.

The funding of cities in order to reduce urban poverty comes from existing sources at local and national levels, and also from international funds. Local funding includes revenue generated by State endowments, subsidies, local taxes, revenue from services, donations and capital obtained from access to the national and international money market, following the issuing of bonds. Public-private partnership for targeted projects is also a source of funding.

We must also remember that the resources required are not just monetary but also use available human and material resources (even a city's waste materials can be used to generate taxes).

The granting of funding for certain projects or programmes (according to the backers' expectations and criteria), through loans or donations from international bodies, sometimes requires partnerships with NGOs. Access to funds from international philanthropic foundations is made easier through partnerships with national and international NGOs or sponsored groups which bring together private and philanthropic companies, federations seeking to foster solidarity with the urban poor, and other bodies, such as Rooftops which is dedicated to building housing and community-led participation.

12.2 FUNDING OF FIXED ASSETS BY CAPITAL MARKETS

New avenues of funding are opening up to cities: access to the financial markets of municipal issuing bodies. These markets allow cities pursuing criteria of solvency, good governance and sound financial management practices, to borrow from national and international markets. The granting of external funding from money markets means it is necessary to meet the international standards for weighting municipal management (evaluation of cities' credit). This avenue, which is similar to funding, provides cities and metropolitan regions with financial resources which can be allotted, although not exclusively, to urban poverty reduction strategies. In the United States, the municipal market already had over 50,000 issuing bodies in 1999 at an approximate value of US\$1.5 trillion. At the time, everyday transactions stood at US\$8.5 billion.

Access to the capital market allows funding of development expenditures and capital expenditures. Capital expenditures are linked to infrastructures and the improvement of living standards in urban sectors. As a rule, these investments are funded by long-term loans, and provide no specific guarantee other than the general credit from the issuing body. The real guarantees underlying the city loans are their fiscal capacity, powers of taxation and the performance of the issuing body in earning revenue. The evaluation by credit agencies, such as Moody's Investors Service, Standard and Poor's Corporation in the United States, or the Japanese Bond Credit Institute in Japan, is important when a foreign issuing body seeks recourse to the North-American or European financial markets. The credibility of the issuing body becomes the key to access to the financial markets.

Nevertheless, not all the cities of the world have access to this mode of funding which, on the one hand,



requires appropriate constitutional and legal foundations, and, on the other, is based on transparent and very careful financial and administrative management. A legislative and regulatory framework for funding, through the loan of capital expenditures, is therefore required. This framework focuses on institutional governance (e.g.: the prohibition of the budgetary deficit defined within the legal system, a mechanism which restricts the collection of additional revenue, if the need arises, in order to guarantee payment of the loan – interest and capital, norms concerning the authorised global debt level), the regularisation and monitoring of government authorities by defining the required ongoing information such as the financial situation of the city, annual reports, accounting (*Government Finance Officers Association*: the dissemination of sound financial management policies), government authorities taking charge of municipal funding (provincial agencies for municipal funding in order to guarantee greater volumes of loans, to give access to wider markets and to obtain low issuing costs). The fields applicable to long-term loans (banknotes, general revenue bonds, strip bonds, redeemable bonds, etc.) are usually linked to the funding of municipal activities' fixed assets (e.g.: drinking water, liquid waste, road maintenance). Short-term loans (banknotes, treasury bills, bank overdrafts) guarantee the availability of short-term funds in anticipation of repayment of taxes and re-financing of the loan. Progressive repurchasing of issues is envisaged by creating a sinking fund which includes supposedly safe securities which are subject to formal policy models of prudent management.

The evaluation of the credit of cities by recognised credit agencies plays a decisive part in the potential for funding and the taxes levied. Credit agencies are increasingly interested in the value of cities or other local/regional authorities either in Latin America or Eastern Europe. New credit-quoting institutions are

envisaged in Europe. A municipal administration can better establish its relative position in the regional or global sphere of cities by taking part in the evaluation process which can take months, if not years. The credit rating is obtained from a detailed and rigorous process of analysis, and long-term relations of transparency, integrity, competence and continuity must be maintained. The required information includes comprehensive, reliable and harmonised financial data which is constantly updated, as well as a quality socio-economic portfolio.

The main parameters for establishing a credit rating for a local authority are:

- **The national framework**

Main characteristics of the sovereign State which has the local authority under its jurisdiction. As a rule, the local authority's rating is capped by that of the State. Degree of institutional and financial autonomy of the local authority vis-à-vis the central authority. Nature and scope of the responsibilities entrusted to the local authority (traditional functions – drinking water, liquid waste, local road maintenance, policing and fire protection; extended functions – health service, social assistance, education, etc.). Sources of available revenue (land taxation, services revenue, taxation on sales, income tax, government transfers). Intergovernmental relations which allow the city's autonomy and the support of the government authorities to be assessed. Legal system applicable to the city itself and society.

- **Socio-economic situation**

Demography (composition of the population and the assessment of social needs such as basic public services, education, healthcare). Characteristics of the local economy (degree of diversification, diversity of businesses, competitive advantages, degree of wealth of people and households, state of the job market,

public/private investment). The city's fiscal health is almost inextricably linked to its economic prosperity. In-depth, up-to-date knowledge of its own local economy. Prospects for growth.

- **Revenue/expenditure**

Matching of responsibilities entrusted to the local authorities vis-à-vis the available revenue base.

- **Financial factors**

State of the debt and financial costs

Administrative management and quality public administration

Highly qualitative factor, performing budgetary processes, performing taxation and revenue collection regime, checking and verification)

Approaches to the distribution of securities are varied: private investments, public investments. The transferable securities industry has been transformed by the development of electronic negotiation infrastructures. The development of information technologies paved the way for increased transparency in the financial markets where the municipal securities come into play.

12.3 PUBLIC-PRIVATE PARTNERSHIP

Over recent decades, we have seen the privatisation movement progress in many sectors (transport, health-care, roads, etc.). The result of these privatisations is mitigated. Increasingly, we hear about public/private partnerships. As a rule, these partnerships are not privatisations. Indeed, a private company is a company which was previously under State control and now belongs to the private sector. It can operate in highly competitive sectors.

The public-private partnership is underpinned by the deployment of private capital in order to improve public

services or the management of public sector assets. It provides an approach to risk management by the public sector which is more sophisticated and efficient in terms of costs than the traditional approach of public contracting procedures.

This partnership involves the drawing up of a contract between a client from the public sector and a businessperson from the private sector. It requires the public sector to define its needs for internal services in the fields of transport, education and healthcare for example, and assures that the private sector will not put its capital at stake to provide its services whenever it is not sure of the sustainability of the partnership. In this framework, the partnership adopts a middle- and long-term approach.

The public-private partnership has a number of advantages. The use of private capital is the core element. Partnership can thus be conveyed as a considerable optimisation of public resources insofar as risks are transferred to the private sector. Generally speaking, the public-private partnership spreads over a period of time the cost of purchasing an asset and spending on the facilities associated with this purchase, affecting the balance sheet of private companies rather than that of the public sector. Often, these advantages are enough to make the public-private partnership become the preferred execution model for public markets, even when the public sector has no constraints with regard to capital. In many countries, increased recourse to this mode of funding is motivated by a greater optimisation of public resources.

12.4 THE CONTRIBUTION OF PRIVATE ENTERPRISE

Private enterprise plays an important role in development and in the fight against poverty. Indeed, private

enterprise creates jobs and boosts revenue, offering goods and services at a competitive rate. Everybody agrees that economic growth is a prerequisite of development and the fight against poverty. Finding a job is the desired aim of citizens in order to improve their living conditions. In most countries, private companies are the origin of most new jobs.

Private companies also contribute to development by other means which are indispensable to economic growth and the fight against poverty. Indeed, in most countries they generate much of the State's revenue from taxes, without which it would be impossible to guarantee funding of public services such as healthcare, education, etc. Furthermore, in order to remain competitive, these companies develop human capital and contribute to the dissemination of know-how and techniques. Finally, competitive companies are constantly improving product quality and lowering prices. This increases the purchasing power of consumers, particularly the poor. On the basis of these advantages alone the private sector deserves to be supported and encouraged, particularly those new companies which are an essential element in domestic economic and social development.

Here are some of the measures which need to be adopted in order to guarantee the harmonious development of businesses:

- Tax relief
- Simplification of regulations
- Assistance in funding and the start-up phase
- Limiting inflation
- Eradication of instability and political uncertainty
- Respect for property rights
- Primacy of rights (respect for the contracts between private and public parties)
- Efficiency of public services

12.5 THE CONTRIBUTION OF THE LOCAL COMMUNITY-LED ENVIRONMENT

Local associative and community-led movements allow the most disadvantaged members of the community to express their needs and to obtain a greater share of locally available resources. NGOs can act as intermediaries or *facilitators* in the organisation or networking for accessing funds from local, national or international organisations. In some cases, the NGOs become partners in governmental programmes targeting the most disadvantaged, either as intermediaries who are recipients of funds or suppliers of specific services. NGOs also have access to their own sources of funding obtained from the private sector or the population as a whole.

There is also collaboration between the private sector and the associative sector at a local level in certain spheres of activity, such as recycling companies. Cities and NGOs can collaborate in generating new forms of funding by developing activities centred on values of sustainable development which, on the one hand, protect the environment and, on the other, can pinpoint the aims of poverty reduction taking into account financial imperatives.

Furthermore, the local associative and community-led environment allows the disadvantaged populations to organise themselves in order to better express their needs and generate financial, technical, material or human resources.

13. NATIONAL FUNDING

National sources of funding have been determined in each of the countries according to national political priorities. These programmes, which usually have a limited duration, are managed by the different ministries and involve conditional transfers under the guise of subsidies for local authorities, businesses, NGOs and even individuals. These programmes are either geared to specific or multiple sectors or predetermined target groups. Each ministry has its programme, its priorities for action and budget apportionment criteria.

13.1 SECTORIAL AND MULTI-SECTORIAL FUNDING

Some sectorial funding programmes are directly or indirectly aimed at the reduction of urban poverty. Such cases include urban-infrastructure improvement programmes, building or funding programmes for public, community or private social housing, environment protection policies (e.g.: purification of liquid waste, recycling, protection of precarious areas). In those sectors with a higher poverty ratio, we find programmes which focus directly on job insertion or, in the case of developing countries, on the regulation of land in informal neighbourhoods. Some programmes have indirect effects on poor people who have specific healthcare (HIV-AIDS) and educational needs.

Multi-sectorial funding involves agreements between ministries and increased co-ordination. This type of funding is geared to specific territories and sectors. For instance, cities can have access to urban renewal programmes in old or disadvantaged neighbourhoods which involve a number of ministries and co-ordination at local and community level.

13.2 FUNDING OF TARGET GROUPS

A number of countries have developed different national urban poverty reduction programmes geared to tar-

get populations within their territory. These programmes are aimed at target groups, such as disadvantaged families, women, children, young people (with age limits), the handicapped, native populations, AIDS sufferers, immigrants and refugees. Nevertheless, these programmes are not necessarily aimed at poor urban populations. Some countries are putting into place poverty reduction strategies across the board which include different target sub-groups and a number of strands of funding. This is the case of the School-Feeding Allowance Programme in Brazil which is aimed at children and young people of school age from disadvantaged families.



14. INTERNATIONAL FUNDING

14.1 THE INTERNATIONAL MONETARY FUND

The IMF is a major player on the international financial scene. Indeed, everyone remembers the 1980s which were a turbulent period for the organisation. During that decade, the IMF was at the heart of the international debt crisis. It oversaw the macro-economic policies and exchange-rate policies of its member countries. The IMF supports the co-ordination efforts of the major industrialised countries. It grants loans to developing countries.

The IMF encourages every country to adopt good macro-economic and financial policies which will allow sustainable growth. The IMF helps developing countries by granting loans, approving agreements and by adjusting the total amounts of its agreements. The IMF also provides resources to reduce poverty and to foster growth.

The main mission of the IMF is to offer technical assistance to member countries seeking to boost their capacity for economic management. This assistance centres on the organisation's main areas of responsibility, namely macro-economic policy, exchange-rate policy and system, budgetary policy and management. The IMF spends some \$100 million a year on its technical assistance initiatives, which represents 20% of its annual administrative expenditure. The IMF also obtains external funding, through its technical assistance initiatives, from donor countries (United States, France, Denmark, Japan, Canada, United Kingdom, etc.), development banks (Asian and Inter-American), the World Bank, the UNDP and the European Union. In the first half of the financial year 2002 (May – October 2001), the donors contributed some \$24 million to the IMF's technical assistance initiatives.

However, the IMF only grants aid if the authorities of its member countries undertake to carry out the required

changes and reforms. This is what is called the IMF conditionality. It involves undertakings by both parties. On the one hand, *conditionality* guarantees the country that it will continue to receive the funding pledged by the IMF, and on the other, it guarantees the IMF that the money loaned is used for its intended purpose and that the member country will be able to pay back the amount borrowed.

Consequently, the programme supported by the IMF covers a broad raft of measures. Some of these focus on strengthening the structural foundations of macro-economic policy, and others focus on consolidating the main sectors of the economy. It emerges that the IMF's loans are subject to specific conditions and, in certain cases, these conditions are a heavy burden on the administrative capacities of the borrowing countries.

The IMF plays a crucial role in the fight against poverty by supporting macro-economic policies and encouraging a constructive dialogue with civil society. The IMF statutes stipulate that the Fund must promote international monetary co-operation and the maintenance of ordered exchange-rate mechanisms, foster the harmonious development of world trade and help member states to resolve their balance of payments problems. In order to carry out this mission, the IMF dedicates itself to reducing the macro-economic disequilibrium and to helping the countries facing balance of payments problems.

The IMF has six basic roles:

- it guarantees greater stability and better performances of the national economy through its economic policy programmes and policy advice;
- it lends its support to member countries through financial commitments within the framework of regional agreements;
- it helps regional organisations follow the macro-economic development of its member countries;
- it favours the co-ordination of regional policies and harmonisation across institutions;



- it provides extensive technical assistance, particularly to regional bodies, in questions of fiscal harmonisation, drawing up convergence criteria and putting into place regional banking commissions;
- it works in collaboration with the World Bank to help promote investment in regions by helping regional investment councils gain access to successful regions.

14.2 THE WORLD BANK

The World Bank comprises five associated organisations: the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). The chief mission of the World Bank is to reduce poverty and improve the living conditions of citizens in developing countries. In order to do this, the Bank provides countries with loans, technical assistance and, increasingly, knowledge-sharing services.

The International Bank for Reconstruction and Development (IBRD) lends some \$25 billion a year. Its loans are staggered over a period of 12 to 20 years with a grace period of 3 to 5 years. The IBRD provides loans to solvent low- and middle-income countries and obtains most of its funding from the sale of bonds on international capital markets.

The International Development Association (IDA) provides loans of about \$7 billion a year, with zero interest but with a charge of 0.75%. The loans are staggered over 35 to 40 years with a grace period of 10 years. The Association is the World Bank's concessional lending window and plays an important role in supporting the Bank in its mission to reduce poverty. All the loans provided are channelled towards the borrowers within the framework of the contracts signed.

The International Finance Corporation (IFC) provides loans of about \$5 billion in line with market conditions and with a grace period of about four years. Its aim is to foster economic growth in developing countries by funding investments in the private sector and mobilising capital in international financial markets.

The aim of the Multilateral Investment Guarantee Agency (MIGA) is to promote direct foreign investment. It facilitates investment through the provision of investment guarantees against non-commercial risks (currency transfer, expropriation and war). The Agency issues guarantees for about \$2 billion every year.

On a practical level, each country has to prepare a strategic plan setting out its priorities and strategies before gaining access to funding from the World Bank. These plans are reviewed periodically and a progress report is produced every year. The projects are gathered in specific documents (Project Concept Documents) which are followed by another assessment document (Project Appraisal Document) which serves as a basis for the contracts. Once these stages have been completed, the implementation of strategies and projects are subject to periodic appraisals.

The World Bank emphasises specific results in its poverty reduction strategies. The integrated development framework (IDF) sets out a general policy procedure founded on a greater balance between the economic, human and structural components of development and on new partnerships which help countries to attain that balance. The World Bank's financial aid to its beneficiaries is determined by the integrated development framework. The reduction of poverty needs to come within the scope of national priorities.

14.3 THE REGIONAL DEVELOPMENT BANKS

Each geographical region has a development bank which, among other things, funds development inter-

ventions which have a direct or indirect impact on the reduction of urban poverty. Each bank has its own area of interest, aims and programmes. The banks are:

- The African Development Bank
- The Asian Development Bank
- The Caribbean Development Bank
- The European Bank for Reconstruction and Development
- Inter-American Development Bank

Each of these banks is committed to continents or regions of intervention. The apportionment of aid budgets ties in with the priority themes outlined. Although the subsidised projects can be local in scope, agreements are usually subject to the authorisation, at national level, of the recipient countries. Funding by these financial bodies is sometimes, or often, reliant on the participation of the recipient country through financial efforts or other contributions such as technical or human resources.

The African Development Bank is a financial development institution which aims to mobilise resources towards the economic and social progress of its member countries. Its mission is to assist member countries in their fight against poverty. The Bank works towards facilitating and mobilising external and local resources, promoting public and private investment and providing technical assistance and policy advice to these countries.

The European Reconstruction and Development Bank was founded in 1991 in order to foster the transition towards market-oriented economies in the countries of central and eastern Europe and the Commonwealth of Independent States committed to and applying the principles of democracy, pluralism and market-oriented economy, and to promote private initiative and a spirit of enterprise.

The Inter-American Development Bank encourages co-funding and direct foreign investment in public and private sectors. In all its activities, the Bank endeavours to promote sound and sustainable development from an environmental viewpoint. The Inter-American Development Bank was set up in December 1959 to help accelerate economic and social development in Latin America and the Caribbean. Today, Bank membership totals 46 member nations, which include 26 countries. The Bank's operations cover the entire spectrum of economic and social development, and give particular importance to programmes which will benefit low-income sectors. Current lending priorities include poverty reduction and social equity, modernisation and sectorial reform, economic integration and the environment.

14.4 THE BODIES OF THE UNITED NATIONS ORGANISATION (UN)

The United Nations Organisation (UN) comprises 30 affiliated bodies. Some of these bodies focus on poverty-related phenomena in particular.

- United Nations Development Programme (UNDP)
- United Nations Human Settlements Programme (UN Habitat)
- United Nations Office for Project Services (UNOPS)
- United Nations Children's Fund (UNICEF)
- United Nations Population Fund (UNFPA)
- High Commission for Refugees (HCR)
- World Food Programme (WFP)
- United Nations Department of Economic and Social Affairs (UNDESA).

These bodies operate across all continents and work with regional management associations which interact with national governments to put into place or authorise projects and programmes. Although the themes and responsibilities are, by definition, not necessarily urban,



many of these bodies intervene in metropolises. By way of example, UNICEF developed the Child Friendly Cities Programme and has set up a secretariat to look for the best practices in cities and also to take into account the needs of the poorest children in the cities of developing countries.

14.5 CITIES ALLIANCE

The Alliance was set up in 1999 as a coalition of cities and their development partners designed to achieve the reduction of urban poverty as a global public policy issue. By setting up the Cities Alliance, the multilateral and bilateral development agencies joined forces with development banks and the main world associations of local authorities (Metropolis is a member of the Cities Alliance) to increase their collective knowledge in order to improve the quality and impact of urban development co-operation. By basing themselves on the common elements of their respective urban strategies, the Alliance partners agreed to pool their resources and experiences in order to focus on two key priorities, thus fostering a more global approach to the reduction of urban poverty:

- urban development strategies drawn up by national and local decision-makers in order to define a shared vision and priorities for action and investment;
- the local and national interventions for improving the standard of living in shanty towns and of at least 100 million people by 2020 in accordance with the Cities Without Slums Action Plan.

The Alliance promotes a frame of reference to improve the coherence and impact of external support for local authorities, by looking to the cities and regions for support, rather than sectors, and by changing the scale of the solutions envisaged by the local authorities and the poor urban population itself. The Alliance encourages

the development of new loans for the public and private sector and the development of investment instruments through research and potential external partners, which would boost the resources available to the local authorities and the poor urban population, thus enabling them to develop their heritage and to increase their income.

The main aim of the Alliance is to advance collective know-how in cities. The vision is simple. The local authorities and their associations, and the private sector and community organisations, engage in a long-term commitment with the support of their national and international development partners, sharing the lessons learned. They thus develop new tools and reach a consensus on the political elements and practical norms in the sectors associated with the aims of the Alliance.

The Alliance has set up a global database on urban upgrading on its website. This information allows us to better understand the scale and scope of the slum upgrading programmes in shanty towns being carried out across the world, and identifies sources of information. This database boosts the learning network at national and regional level and makes it possible to build on existing initiatives. These two elements are prerequisites of the scaling-up of interventions.

The sources of funding of the Alliance are provided by donor countries (Canada, France, Germany, Italy, Japan, the Netherlands, Norway, Great Britain, the United States and the World Bank). The funds accrued are used to finance projects in the different cities and regions of the world: Nairobi, (Kenya), Antananarivo (Madagascar) Johannesburg (South Africa), Sofia (Bulgaria), Mexico City (Mexico), Recife (Brazil). The amounts disbursed vary from \$30,000 to \$1 million. The projects concern the drawing up of development strategies (City Development Strategy), programme-co-ordination and slum-upgrading strategies.

14.6 NATIONAL AGENCIES FOR INTERNATIONAL CO-OPERATION

Depending on their national policy, the developed countries have equipped themselves with national agencies of international aid which operate in many countries and support, either directly or indirectly, urban poverty reduction interventions (e.g.: US AID, Canadian International Development Agency). The donor countries define their own priorities for action which guide the interventions of their national agencies.

By means of example, the Canadian International Development Agency (CIDA) has included sustainable development among its policies, using its experiences of the integration of the economic, social, political, environmental and cultural aspects of development. It is within this framework that the CIDA has put together a poverty reduction strategy whereby it undertakes to make it a key element of each priority area: basic human needs, gender equality, services, infrastructures, human rights, democracy and good governance, private sector development and the environment. This strategy helps in the implementation of the housing programme and its two main aims: "suitable housing for all" and "sustainable human settlements in an urbanising world". Canadian international development aid concentrates on basic education, basic healthcare and nutrition, the prevention of HIV – AIDS, and child protection. The underlying principles of the international development aims are: effective partnerships, local empowerment, improved co-ordination among donors, an approach centred on results and greater coherence.

14.7 PRIVATE FOUNDATIONS AND PHILANTHROPIC CO-OPERATIVE MOVEMENTS

here are many private foundations and philanthropic co-operative movements working within cities to reduce

urban poverty. These bodies act in specific fields either in a particular country or in a number of countries. Two such examples are the Rooftops Foundation, which supports the development of social housing in a number of cities around the world through contributions from member housing co-operatives, and the Canadian Paul Gérin-Lajoie Foundation which focuses on basic education and the involvement of civil society in managing primary schools. The Foundation is active in Senegal, Mali and Haiti.

Other bodies, private foundations and NGOs have humanitarian mandates which centre on private funding and contributions in material or human resources from the private sector or the population as a whole. An example is Habitat for Humanity (HFH), a not-for-profit organisation working with the community in over 80 countries. The aim of the organisation is to eradicate insalubrious housing for the poor, to bring solutions to the phenomenon of homelessness and to raise awareness among the general public about the question of the right to housing. Over the past 25 years, HFH has built more than 100,000 houses in over 2,000 villages, enabling 500,000 people to benefit from safe, suitable housing at an affordable price. Habitat for Humanity builds or renovates houses with help from volunteers and the participation of the homeowners (financial or in-kind donations such as building materials, for instance). HFH houses are sold at no profit and the mortgages granted to the householders are repaid without interest.

14.8 MICRO-CREDIT AND THE INDIVIDUAL

For a number of years, micro-funding has been a priority strand of development for a number of organisations and backers. International aid bodies and the governments of developing and transition countries recognise that access to financial resources is becoming

a useful development tool. There are several types of micro-credit, geared to micro-entrepreneurs, women, housing and groups.

Micro-funding is a response to the exclusion of the most disadvantaged from the traditional banking system. Its aim is to help microenterprises and small businesses boost their revenue and profits and to create jobs, thus contributing to the autonomy of the most disadvantaged. The empowerment, accountability and autonomy of the people and collectives are the specific results of poverty reduction projects. The granting of loans to the most disadvantaged not only allows them to escape the poverty trap but also stimulates the growth of the local economic development and eases the burden on the State, which is often responsible for the welfare of these people.

Most international institutions and organisations have set up their own support programmes for micro-funding in order to benefit microentrepreneurs. Bilateral development agencies in the West, such as the Canadian International Development Agency (CIDA), have even made them a priority. A number of bodies have proven their ability to obtain important results in this field. Examples include the Grameen Bank (Bangladesh), Bancosol (Bolivia), BRI (Indonesia), FINCA and ACCION which operates in a number of countries.

Less well-known, however, is the work of the savings and loans co-operatives. According to the World Bank, co-operatives represent 13% of overall micro-funding. By focusing on the most disadvantaged as a target audience and favouring local resources, co-operatives have been able to attract savings and recycle them as credit.

An example of one such co-operative is Desjardins International Development (DID), a Canadian financial

institution with experience in a number of areas of micro-funding such as credit with education geared to microentrepreneurs, micro-credit for women -who are, in the main, excluded from the traditional banking systems-, the collection of savings and the setting up of empowerment structures by the beneficiaries. Micro-credit for women is growing because they have a great potential in creating autonomous jobs. According to statistics, the majority of poor people in the world are women.

In this framework, saving makes it possible to limit dependence on governmental or foreign sources and thus foster the self-empowerment of people. Emphasis on saving makes it necessary to put into place security mechanisms and to raise awareness about good use of funds.

Saving makes it possible to guarantee personal safety and collective development. Saving thus becomes a means for fighting against poverty.

Savings and credit co-operatives can establish links with financial and banking systems because they are recognised as legal entities. For instance, savings and loans co-operatives in Latin America have put into place co-operative banks or central savings banks and are the gateways to international funding. Organisations such as the World Council of Credit Unions (WOCCU), the International Co-operative Banking Association (ICBA) and Raiffersen put co-operative organisations in developing countries in touch with those of the developed countries.

The Banking With The Poor (BWTP) network is an active and prominent player in the sphere of micro-credit. Since 1991 it has been working with micro-funding institutions, commercial banks and national bodies that are involved in establishing links between micro-funding

institutions and the financial system. The network pursues the following aims:

- to promote the growth of support groups;
- to increase access of the poor to financial services by setting up partnerships between financial institutions, operators working in microfinance and support groups;
- to influence the policies and practices of governments, monetary authorities and financial institutions;
- to provide network members with access to information about best practice in financial service provision.

The BPTW network comprises 35 members from nine countries in Asia: Bangladesh, India, Indonesia, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand.

14.9 DEBT RELIEF AND THE REDUCTION OF POVERTY

The Highly Indebted Poor Country Initiative was the first large-scale scheme launched by the international community in 1996 in order to reduce the external debt of the world's poorest countries. In the year 2001, 23 countries were receiving debt relief: Benin, Bolivia, Burkina Faso, Cameroon, Gambia, Guinea, Guinea-Bissau, Guyana, Honduras, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nicaragua, Niger, Uganda, Rwanda, Senegal, Tanzania, Chad and Zambia. This initiative has gone beyond previous debt relief initiatives by including debts to multilateral creditors, such as the IMF and the World Bank, and by placing debt relief within an overall framework of the fight against poverty. The basic aim of this initiative is to channel into poverty reduction programmes those public resources liberated by debt relief. In the programmes which have currently been negotiated, State spending on public services which directly affect the poor, such as healthcare and basic education, will increase. Countries which receive debt relief within the framework of the initiative are

experiencing an average drop of 1.9% of the GDP in the amount they pay for services between 2001 and 2003, in comparison with what they paid between 1998 and 1999.

The use of saved funds following debt relief must be guided by the poverty reduction strategy (PRS), which is defined in a poverty reduction strategy document (PRSD). Countries draw up their strategies in collaboration with the IMF and the World Bank, and also with their civil society and development partners. The strategies are centred on results in order to encourage countries to adopt policies which will bring about tangible and measurable improvements in the conditions of the poor. They include measures geared to developing access for the poor to basic preventive healthcare and education. Some strategies also envisage an increase in spending on water and sanitation, roads and their maintenance, rural development, housing programmes for the underprivileged and measures to reinforce social protection networks.

The funds liberated by debt relief are considerable. Indeed, the current resource economy, which is equivalent to 1.9% of the GDP, represents, on average, about 50% of public spending on education and 90% of public spending on healthcare in 1999 in those countries which have reached their decision points. The possibilities for increased spending on healthcare are great. Due to the urgency of the healthcare needs and the challenge of HIV-AIDS, the odds are that spending in this area will increase. Besides social spending, economic growth – one of the linchpins in the fight against poverty – must be taken to considerably higher levels than its historic average in many countries. Furthermore, monitoring spending on the poverty reduction programme will require the improvement of the public spending management system, particularly improvements in drawing up, executing and monitoring the budget. The ultimate



goal of the expenditure controls within the poverty reduction programmes is to ensure that they really benefit the poor.

The mere apportionment of spending on these programmes will not be enough to guarantee the desired reduction of poverty. Countries must also check the execution and impact of the programmes. In order to strengthen the poverty reduction strategies it would be useful to have available more updated and complete data. This would enable countries to obtain more easily information on social trends and indicators and the impact of the programmes on their indicators. Moreover, countries must guarantee themselves adequate funding within the poverty reduction programmes. In order to do so, they will have to improve their governance and fiscal administration, whilst providing themselves with organisations which are better equipped to control public spending, in order to enhance sustainably the standard of living of their most disadvantaged citizens. They must also draw up strategies to combat poverty which will favour sharp economic growth. Such growth will be essential to guarantee that the external debt burden remains sustainable in comparison with the size of the economy.

14.10 INTERNATIONAL AID AND ITS MAIN CONDITIONS

A number of international organisations and developed countries provide the most disadvantaged countries with aid. Many people assert that such aid is wasteful and may even create dependency.

This is why, increasingly, those countries which have adopted good policies take preference in the apportionment of such aid. Organisations and donor countries wish to maximise the impact of aid on economic growth and the reduction of poverty. Consequently, they target low-income countries which have already applied good policies. They encourage other countries to embark on

reforms and help them to do so through advice, seminars and training. Within this framework, the consensus is that the flow of funds would enable them to attain satisfactory results.

Furthermore, poor countries which have successfully adopted good macroeconomic and social policies (healthcare, education, inclusion, security) can create favourable conditions for investment and growth. It is in this spirit that aid is increasingly perceived as a powerful means of accelerating growth and reducing poverty.

Nevertheless, international aid is increasingly subject to national positions which foster democracy, good governance, sustainable development, the furtherance of women's rights and gender equality.

Moreover, financial aid from international organisations is generally subject to numerous conditions and disbursement procedures which are often slow. This is why developing countries demand a certain flexibility which would help speed up the disbursement of this aid.

Furthermore, poor countries would like to be able to rely more on the technical assistance of their external partners in order to turn to good account their human resources by placing particular emphasis on training and the use of new information technologies.

PART FIVE

LESSONS AND RECOMMENDATIONS

15. THE LESSONS LEARNED

Everybody knows that cities differ from one another. Social, cultural, economic and environmental factors provide each city with its own characteristics. Consequently, what may work for one, may not necessarily work for another. There is no magic formula to reduce poverty.

In this framework, the most effective approaches and solutions are those which are adapted to particular contexts. It would, therefore, be conceited to put forward a “wall-to-wall” formula. Nevertheless, good practices have enabled us to learn lessons and have shown the validity of certain basic principles and rules which must be taken into account in every process to guarantee their success.

- No programme, project or initiative for reducing poverty will succeed if it is not expressed through firm political willingness and supported by the public authorities.
- Good local governance is the key element to the development of a city and the success of its strategies. It involves the participation of civil society in formulating a shared vision which transcends the short term, transparency and imputability.
- The most effective and sustainable poverty reduction programmes and projects focus on **integrated approaches** (a number of sectors: housing, basic services, local economy, loans, nutrition, healthcare and education) which have previously been planned with civil society. These projects stand a better chance of gaining support from the State, local authorities and international organisations.
- The different experiences analysed have taught us that the **involvement of citizens and communities** in improving their living standards is the best guarantee

of success. Cities and their partners from civil society are taking on new roles and new responsibilities. In doing so, they can provide social services, create jobs, give access to loans, build houses and infrastructures and manage major risks. Solidary interventions give rise to constant mobilisation and an ongoing dialogue. As a consequence, they influence policies and create sustainable dynamics.

- The **public, private, civil society partnership** continues to grow by taking into account the complexity of the situations and the willingness of the stakeholders to take part in the development process. However, it does not necessarily follow that such a partnership will always be effective. In order to achieve effectiveness, this partnership must define the desired results beforehand. Furthermore, all the partners must express a clear commitment to achieving these results. Without such commitments, the partnership may not prove fruitful.
- Another lesson learned from best practices is that an **effective partnership** goes beyond mere participation and involves the formal recognition of all the stakeholders, regardless of their technical or financial capacities.
- A number of experiences have shown that, besides carrying out projects to improve services and infrastructures, it is possible to promote the **economic development** of the community, to enable its members to acquire technical, commercial and administrative skills and to keep a large proportion of expenditure inside the community.
- The level of **transparency** and delegation of responsibilities must be stepped up once the process for participation in a project or initiative has been established, and in order to maintain a level of confidence. This often proves highly motivating for the stakeholders who, as a rule, become more involved.



- In the sphere of poverty reduction, the empowerment and autonomy of the citizens and communities are very important dimensions. Experiences prove that empowerment and the valorisation of the citizen's status greatly improve the ability of individuals to take charge of themselves. This requires improvements, particularly in policies of access to education, employment and resources.
- Most of the best practices prove the value of the empowerment of citizens and of women in particular. Indeed, gender equality programmes and projects are often the factors which make the greatest contribution to sustainable changes in housing and the conditions of the poor. In a number of projects, women have shown that they play an important role in access to property, the establishment of basic services or in starting up the microenterprises necessary to community development.
- A number of best practices have also highlighted the importance of boosting the capacities essential to carrying out the projects and programmes and their success. These capacities are not only useful in carrying out projects, but also serve to establish a local governance system centred on the inclusion of the majority of the population. Furthermore, boosting capacities and leadership often leads to effective changes in attitudes and behaviour.
- Poverty reduction interventions require resources. Among them, micro-credit occupies an increasingly important place. A number of experiences have clearly shown that micro-credit plays a major role. By having access to micro-credit, women in particular have shown their ability to save, to use the loans in a very productive way and to repay their creditors. The experience of the SEWAB (Self-employed Women Association Bank) set up in Ahmedabad, India is ample proof of this.
- Urban growth is the combined result of demographic expansion and migrations. As a rule, the rural populations which migrate to towns are often extremely impoverished and poorly educated. The improvement of their lot depends essentially on improving the level of education and economic opportunities.
- In order to be effective, the fight against poverty requires vigorous economic development, which can create sustainable jobs, and the distribution of wealth.

16. RECOMMENDATIONS

POLITICAL WILLINGNESS

- To adopt an official resolution or declaration which bears witness to the city's commitment to reducing poverty.
- To define a shared vision of priorities for action and investment.
- To promote the vision and mobilise the political stakeholders and civil society.

POVERTY REDUCTION PROGRAMME

- To clearly identify the most impoverished within the city.
- To put together a project for an intervention programme in poor neighbourhoods.
- To involve the population in putting together this programme.
- To specify the results which can realistically be achieved, taking into account available resources.
- To include poverty reduction indicators.
- To guarantee the ongoing participation of civil society.
- To include the suggestions and initiatives of civil society in local programmes.
- To keep the population informed of progress made.
- To look for support and consensus.

IMPROVING LIVING CONDITIONS

- To give priority to growth in schooling rates.
- To improve access to infrastructures and services.
- To proceed with reforms aimed at access to homes.
- To boost links between the formal and informal sectors by breaking down institutional barriers.
- To increase access to loans.
- To stimulate local economic development and create jobs.

COMMUNITY BODIES

- To support the efforts of local bodies and associations.
- To invite associations to contribute to reflections and the strategies and programmes to be set up.

PARTNERSHIP

- To encourage the private sector to invest in basic infrastructures and services.
- To establish a partnership between public authorities, the private sector and civil society.
- To encourage and promote city-to-city co-operation.

LOCAL GOVERNANCE

- To encourage the population to take part in drawing up a vision of development, programmes and projects.
- To improve citizens in the local decision-making process by encouraging their participation.
- To commit to transparency and dissemination of information.
- To encourage local leadership.

DEVELOPING CAPACITIES

- To improve the managerial capacities of city employees.
- To generate new sources of revenue.
- To encourage the empowerment of citizens.

ACQUIRING KNOWLEDGE

- To identify best practices and the most relevant experiences.
- To develop good relationships with the practitioners in other cities.

- To visit cities and find out about projects which have given specific results.

NATIONAL POLICY

- To ensure that the decentralisation process leads to increased responsibilities as well as to a transfer of financial resources.
- To support national policies geared to helping the most impoverished.
- To contribute to the development and implementation of economic development policies which would generate employment.
- To establish links between economic development, private investments, increases in wealth and the fight against poverty.

APPENDICES:
TABLEAU SYNTHÈSE
DES MEILLEURES
PRATIQUES

AFRICA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
South Africa	Johannesburg	Social inclusion	Citizen participation and local democracy	The aim of the project is to upgrade a disadvantaged area of Johannesburg by fostering and encouraging the involvement of the people in the discussion forums on the programmes for improving their living conditions, in partnership with public and private institutions and local bodies.	Mr Andrew Graaff Tel.: (011) 331-2851 Fax: (011) 331-5161 E-mail: andrew@cip.co.za WEB: www.bestpractices.org/cgi-bin/bp98.cgi?cmd=intro www.cip.za/
South Africa	Johannesburg	Housing	<i>"Housing for All" Programme</i>	The programme focuses on improving the housing and living conditions of low-income people through social housing building projects in South Africa. The programme increases the capabilities of the partners (local authorities, trade unions, NGOs, private sector) to reduce poverty by helping communities to build sustainable human settlements and to improve their living standards.	Mr Barry Pinsky Executive Director – Rooftops Canada 2, rue Berkeley, bureau 207 Toronto (Ontario) Canada M5A 2W3 Tel.: (416) 366-1445 Fax: (416) 366-3876 E-mail: barry@rooftops.ca
South Africa	Municipalities with poor infrastructures	Infrastructure	Access to services, infrastructures and a better standard of living	The project targets the rehabilitation, renovation and provision of new municipal infrastructures. It aims to provide minimum services for municipalities through a community-led approach	www.enda.sn/rup/reseaux/bestpractices/AFRICA/AFRICAdu sud
South Africa	Soweto	Employment Entrepreneurship Training	Contractor Development Program	The programme targets local businesspeople who are excluded from subcontracting contracts for local infrastructure projects. The aims are to create job and business development opportunities in the community and to maximise local retention of investment following the repairs to the city's secondary water network.	<i>The City Development Strategies Initiative</i> c/o Mr Ron Watermeyer Director of Soderlund and Schutte inc. E-mail: black@citydev.org Article published in: City Development Strategies, Issue 1 - October 1999
Benin	Cotonou	Environment Employment	<i>Programme for the Protection and Clean-Up of the Environment (Pr.A.P.E.)</i>	The Pr.A.P.E. is an urban management and urban waste collection scheme involving the local community and the authorities, the government, NGOs and community associations. The project, which was launched in 1995, guarantees good sanitary conditions in the town of Sainte-Rita (Cotonou) through sustainable management of medical waste which allows the generation of activities and revenue.	M. Raphaël Edu Tel.: 00-229-32-11-29 Fax: 00-229-32-11-29 E-mail: bethesda@intnet.bj WEB: http://bestpractices.org/bpbrieff/PovertyReduction.html
Côte d'Ivoire	Abidjan	Governance	Institutionalising Community-based Development	Neighbourhood Committees (CDOs) activities involve environmental improvements that provide a sanitary setting for housing, operation of community facilities and services. The CDOs are involved in many activities including street cleaning and garbage collection, security services and operating commercial enterprises as well as infrastructure improvements. They opened a health centre and offer micro-incubators and training programs to encourage young people to start commercial enterprises.	Adjame Council 03 B.P. 238 Adjame, Abidjan, Côte-d'Ivoire Tel.: 225 22 04 96 WEB: http://firewall.unesco.org/most/africa17.htm
Côte d'Ivoire	Abidjan	Employment	Multi-sectorial protection of the urban environment	The project targets multi-dimensional objectives: the protection of the environment through waste collection, the clearing-out of drains, security, maintenance of infrastructures, support for young people's initiatives in trade and vocational training.	Adjame Council 03 B.P. 238 Adjame, Abidjan, Côte-d'Ivoire Tel.: 225 22 04 96 WEB: www.bestpractices.org/cgi-bin

AFRICA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Egypt	Alexandria	Micro-funding Training Employment	Alexandria Business Association	The Alexandria Business Association is a not-for-profit foundation which targets the promotion of small businesses and micro-enterprises by awarding micro-credits with flexible repayment conditions. ABA supports the growth of businesses through training and assistance in business management.	Alexandria Business Association 52, El Horreya Avenue Alexandria, Egypt Tel.: (203) 482-5518 WEB: http://www.alexandria2000.com/aba-sme www.unesco.org/most/mideast1/htm www.unesco.org/most/bppover.htm
Ethiopia	Addis Ababa	Micro-credit	<i>Development Aid for You</i>	A project integrated by an international NGO. Saving and credit, community-based health care, non-formal education are the major components of its long-term integrated urban and rural development programs.	ACTIONAID-Ethiopia Addis Ababa Region 14, Ethiopia 1261 654671/76 E-mail: actionaid.et@padis.gn.apc.org http://www.unesco.org/most/africa2.htm
Israel	Tel-Aviv	Employment	<i>Hesegim-Achievements Program (Vocational information library)</i>	This training and employment programme provides support for job seekers. It is mainly aimed at women, immigrants, lone-parent households and non-specialised workers	Mrs Ruti Sofer Director-Community Resources Unit Social Health Administration Municipality of Tel-Aviv, City Hall 691BN Gvirol St Tel-Aviv, Israel 64162 Tel.: 972-3-512-8160 Fax: 972-3-5216418 E-mail: sofer-r@tel-aviv.gov.11
Kenya	Arabuko-Sokole	Employment Environment	Preservation of biodiversity and economic development	The project aims to improve the income levels of poor populations through butterfly cultivation and is geared to protecting biodiversity.	WEB: www.enda.sn/reseaux/blp/bestpractices/Kenya/kipepeo.htm
Kenya	Masaku	Healthcare Child education	Education and protection of children	The project is aimed at protecting the health-care and education of orphaned children to enable them to become responsible citizens later in life.	WEB: www.endaa.sn/reseaux/blp/bestpractices/AFRICA/kenya
Kenya	All cities	Education Children Young people	Education and developing resources for shanty towns	The project focuses on raising awareness, education and training to allow children from shanty towns to take the opportunities they are offered.	WEB: www.enda.sn/reseaux/blp/bestpractices/AFRICA/kenya/sida-rec.htm
Kenya	Mathare Valley	Education Environment Young people	Education on the protection of the environment and sport	The project involves young people in a sports and environment protection scheme. Alternation between waste collection and football tournaments which bring together 25,000 young boys and girls.	WEB: www.enda.sn/reseaux/blp/bestpractices/AFRICA/kenya
Morocco	Karyan El Oued	Education Micro-credit Environment	Integrated neighbourhood clean-up	The project is geared to literacy and the development of micro-credit for the people. The project also targets neighbourhood clean-up based on a popular urban economy programme.	M. Samuel Watchueng/ Hassan Chouata 196 quartier OLM Souissi Rabat –sale, 1000 Morocco Tel.: (212)7-75-64-14 Fax: (212) 7-75-64-13 Email: Endamag@mail.sis.net.ma www.ovaf.net/base_donnees/experiences/maroc

AFRICA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Central African Republic	Bangui	Healthcare Employment	Information/ Awareness – Street vendors and small busi- nesspeople/ neighbourhood craftspeople	Information and awareness campaigns and associative actions with vulnerable groups, particularly young people and children.	Mme Cécile Guere Présidente de la Délégation spéciale de la ville de Bangui Hôtel de ville Boîte postale 789 Bangui, Central African Republic Fax: 61-17-96 E-mail: celia@intnet.cf
Senegal	Dakar	Housing Saving	Access to afforda- ble housing	The project involves access to housing for low-income families. The households are grouped together in association with a "savings division" programme which allows them to gain access to affordable land with amenities.	Direction générale SN/HLM Rue 34, BP 401 Dakar Senegal Tel.: (221) 823-3446 Fax: (221) 823-4902 WEB: www.ovaf.net/base/données/ experiences/senegal/exp1
Senegal	Thies	Women Employment Environment	Collection of hou- sehold waste and generation of revenue	Initiative with a dual aim: to improve the environment and generate revenue by collecting, treating and recycling household waste. All member households pay a contribution of 1.5 dollars.	UNDP Life Programme M. Bachir Gaye Amitié 1, villa 3089 bis, BP 4109 Dakar Senegal Tel.: (221) 824-4116 Fax: (825)-5707 www.ovaf.net/base_données/ experiences/senegal/exp3.htm
South Africa	Johannesburg	Governance	<i>Central Johannesburg Partnership</i>	Project is designed to promote the Johannesburg Inner City, fostering enthusiasm and encouraging people and organisations to support programs for its improvement. To establish a forum for discussion and action between the Greater Johannesburg Metropolitan Council, the residents of Central Johannesburg and/or the organisation representing them and the private sector, and formulate a vision and strategy for the Johannesburg Inner City from which issues would be jointly and effectively addressed.	Mr Andrew Graaff Tel.: (011) 331-2851 Fax: (011) 331 - 5161 E-mail: andrew@cjp.co.za WEB: www.bestpractices.org/ cgi-bin/bp98.cgi?cmd=intro http://www.cjp.co.za/
Tanzania	Hanna Nassif Dar es Salaam	Employment Infrastructure Environment	Road infrastruc- ture and drainage of rainwater	The project has two aims: to solve the problem of flooding by building and improving pavements and roads, and by building rainwater drainage channels; to generate revenue by setting up toll systems. Community-led approach.	WEB: www.enda.sn/reseaux/blp/ bestpractices/AFRICA
Tanzania	Dar Salaam	Infrastructure	Infrastructures for disadvantaged communities	The project aims to solve infrastructural problems for disadvantaged communities. The adopted strategy is a participative approach and partnership.	WEB: www.enda.sn/reseaux/blp/ bestpractices/AFRICA /tanzanie/renovat.htm

LATIN AMERICA and THE CARIBBEAN – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Argentina	Buenos Aires	Housing	Project for plots of land and services for low-income families in the northern area of Greater Buenos Aires	The project aims to provide the poorest people in the north of Buenos Aires with access to land with amenities. It differs from other similar projects insofar as it seeks to eradicate obstacles such as market speculation and costs due to intermediaries.	Junta Vecinal Barrio Don Bosco Beltran e Ituzaingo Benavidez, Buenos Aires, Argentina WEB: http://habitat.aq.upm.es/bpn/bp003.html
Argentina	Buenos Aires	Housing	Small-scale and unusual group self-build project: <i>“Construyendo sobre el barrio precario” (Building over the precarious neighbourhood)</i>	The project involved the building of 15 new houses. Its main asset was the fact that the resident families didn't have to move from the site. The houses were built on land which had been illegally occupied, and the project has thus solved the ownership problem.	Asociación de Vecinos Barrio Santa María del Camino (community-led organisation) Betty Niveiro Segurola y Padre Castiglia, Barrio Santa María del Camino Segurola Boulogne, Buenos Aires, Argentina (1609) http://habitat.aq.upm.es/bpal/nu98/bp367.html
Argentina	Buenos Aires	Governance	Poverty-reduction action plan	The project involves management in partnership between the government and organisations from civil society in order to address the problems of the most vulnerable groups. The specific aims focus on improving living conditions and reducing social risks (more services, community-led participation, transparency in the use of resources).	Sra. Lucia Ruiz Centro de investigaciones Ciudad Meneses 265 y La Gasca Quito, Ecuador E-mail: confe@ciudad.ecuanex.net.ec
Argentina	Buenos Aires	Social insertion	An Integrated Development Program in a Low-Income Urban Community: San Jorge, Buenos Aires	San Jorge's development program involves a variety of initiatives: child care, infrastructure, job creation - with partnerships between community organisations, a development NGO (IIED-AL), several state agencies and private-sector companies and individuals.	Freire, Mila and Stren, Richard ed. (2001) The Challenge of Urban Government: Policies and Practices. Washington D.C.: The World Bank Institute pp.319-321
Argentina	Buenos Aires	Infrastructures Housing	Neighbourhood Upgrading Programme	The programme involves improving the living conditions and integration into city life of urbanised sectors which have poor basic services and environmental problems. The regularisation of real estate is one of the programme's domains of intervention.	Arq. Adriana Pedraglio Programa Mejoramiento de Barrios – Argentina Pte. Perón 524, 3er piso Buenos Aires, Buenos Aires, Argentina 1038 Tel.: 4342-9131/9132 Fax: 4342-9131/9132 E-mail: Legal_amb@promeba.org.ar
Argentina	Cordoba	Governance	Integral neighbourhood upgrading programme in the city of Cordoba	The aim is to strengthen the co-ordinating committee for social policies between the State and civil society. The programme also aims to boost the Association of Basic Organisations for Social Rights which groups together 113 organisations. The Association represents the interests of the most impoverished groups.	Sra. Marcela Rodriguez Servicio en promocion humana (SERVIPROH) Fax: 54 351 473 0404 E-mail: serviproh@onenet.com.ar
Argentina	Cordoba	Governance Housing	<i>La Vivienda Semilla/Proyecto AVE-CEVE. (The Seed House/AVE-CEVE Project)</i>	The aim of the programme is to develop a high level of self-management resulting in improved housing, according to climate, culture and resources. The role of the State is fundamental. The aim of the project is not to provide housing but to facilitate building through access to loans, property and services.	Sr. Enrique Ortecho Igualdad 3585, Bo. Villa Siburu, 5003 Cordoba, Argentina Tel./Fax: 54 51 89 4442 E-mail: postmaster@ceve.org.ar http://habitat.aq.upm.es/bpal/pgu-lac/exp/e046.html

LATIN AMERICA and THE CARIBBEAN – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Argentina	Marcos Suarez	Micro-credit Women	Regional Centre for the Development of Micro-Enterprises	The Municipality of Marcos Suarez and the Local Chamber of Small and Medium Women Entrepreneurs manage a Regional Centre for the Development of Micro-Enterprises. This centre supports and accompanies women of the low-income sectors along all the necessary steps in the process to start a productive or service micro-enterprise.	M. Yves Cabannes PGU-ALC García Moreno 751 entre Sucre y Bolívar Quito, Ecuador E-mail: pgu@pgu.ecuanex.net.ec
Brazil	A number of cities	Housing	<i>Casa Fácil: Facilitando el proceso de la construcción a los más pobres (Easy Housing: making the building process easier for the most impoverished)</i>	The programme makes it easier for landowners to build houses. The people have access to professional services. Universities and local associations take part in the project.	Sr. Ivo Mendes Lima , civil engineer President of CREA when the project was carried out Rua Francisco Rocha, CP 80730-390 1777 Curitiba, Paran, Brazil 041-224-7935 E-mail: ivomendes@ivomendes.com – http://habitat.aq.upm.es/bpal/onu98/bp366.html www.ivomendes.com
Brazil	Curitiba	Employment Training Partnership	<i>City Opportunity/ Job Line Program</i>	The program seeks to foster socio-economic advancement by creating job opportunities and generating revenue with the support of a joint liability network. Creation of support facilities (artisan villages, school...) along a 34-km avenue.	Sra. Anna Cristina Wollmann Zornig Jayme Planning Adviser 4520, Eduardo Sprada St. Campo Comprido CP 81270-010 Curitiba, Brazil Tel.: (41) 350-3552 Fax: (41) 350-6031 E-mail: anacristina@fas.pr.curitiba.gov.br http://www.curitiba.pr.gov.br
Brazil	7 cities from the ABC region and other regions in the State of Sao Paulo	Partnership Social inclusion	<i>ReciproCity Recycling Programme</i>	The programme is based on partnership between local government, NGOs and socio-economic stakeholders. The main results are better co-operation between municipalities and the reassertion of citizens through improved income and occupational therapy.	www.enda.sn/rup/reseau/blp/bestpractices/amlatinecar/
Brazil	Belém	Funding	<i>Morando Melhor Project</i>	With UMP support, the City of Belém developed a process to involve various social actors with a goal of installing a participatory management ethic. The project offered the population loan alternatives through the project Morando Melhor.	M. Yves Cabannes PGU-ALC García Moreno 751 entre Sucre y Bolívar Quito, Ecuador E-mail: pgu@pgu.ecuanex.net.ec
Brazil	Belém	Employment Social inclusion	Bioremediation of Sanitary Landfill in Aurá	The project provides alternative employment for landfill scavengers and their families in order to foster social readaptation and the integration of children. Co-operatives have been set up to encourage children to enrol in socio-educational activities.	Sr. Edmilson Brita Rodrigues Tel.: 55 91 242 3344 Fax: 55 91 225 4540 E-mail: prefeito@cinbesa.com.br WEB: http://bestpractices.org/bpbriefs/Poverty_Reduction.html
Brazil	Belo Horizonte	Environment Infrastructures Services	<i>Proyecto Alvorada de remodelación urbana, Belo Horizonte (Belo Horizonte/ Alvorada urban redevelopment project)</i>	The chief aim of the programme is to improve the living conditions of the population. Its main lines of action include urban and environmental regeneration (infrastructures, services), the legalisation of land ownership and socio-economic insertion (social organisation and participative development).	Fco PEDROSA Siqueira President Rua Jardim Olinda 186, CP 61.600.000 Caucaisa, Ceara, Brazil (55-85)225 6209 http://habitat.aq.upm.es/bpn/bp023.html

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Country	City	Domain of intervention	Project title	Summary	Source – Contact
Brazil	Fortaleza	Social inclusion	<i>Projeto Banco Palmas (Banco Palmas Project)</i>	The aim of the project is to fight urban poverty by creating economic tools and encouraging solidarity among the inhabitants. The main results obtained are the reduction of unemployment, the creation of alternative income, greater participation by neighbourhood associations and more dialogue with the authorities.	Sr Brito Da Silva Marinete President Av. Valparaiso 698 Conjunto Palmeira CP 60 870 440 Fortaleza, Ceara Brazil E-mail: asmocampo@br.homeshop-ping.com.br
Brazil	Fortaleza	Housing Infrastructure Employment	<i>The Comunidades Program</i>	A broad-based partnership between the national government, mayors, community-based organisations, non-governmental organisations and research and training associations has led to the establishment of several initiatives. These initiatives include a program for affordable housing through appropriate technology and self-help, a housing credit scheme, small industry development, skills and community leadership training programs and day care centres.	GRET Urbano Brazil Rua Ildefonso Albano 935 – Aldeota Fortaleza, Ceara, Brazil CEP 60.115-000 (55-85) 226 1701 WEB: www.unesco.org/most/bppover.htm
Brazil	Porto Alegre	Social insertion	<i>The Experience of the Participative Budget in Porto Alegre</i>	The Participative Budget has proved that the democratic and transparent administration of the resources is the only way to avoid corruption and mishandling of public funds. Despite certain technocratic opinions, the popular participation has provided efficient spending, effective where it has to be and with results in public works and actions of great importance for the population.	The Challenge of Urban Government. (The World Bank Institute, 2001: pp.129-143) Porto Alegre City Hall Praça Montevideo, 10 – 1 _ andar Porto Alegre Rio Grande do Sul, Brazil 90010-170 Tel.: (051) 224 4400 Fax: 228 2872 E-mail: zanotta@procempa.tche.br www.unesco.org/most/bpcomm.htm
Brazil	Santo Andre	Social inclusion	Management of local public policies	The establishment of a new way of managing local public policies geared to social inclusion, especially for an integration of the local management actions of social policies, giving the slum population an opportunity to develop social inclusion levels through integrated actions and with the community participation.	M. Yves Cabannes PGU-ALC Garcia Moreno 751 entre Sucre y Bolivar Quito, Ecuador E-mail: pgu@pgu.ecuanex.net.ec
Brazil	Rio de Janeiro	Healthcare Education Children	School Feeding Programme	The programme provides food allowances for families with children enrolled in the municipal education network. The main beneficiaries are families from the most disadvantaged neighbourhoods in which the mother is the head of the household and for whom personal and social risks may prevent the children from attending school. The allowance is based on the compulsory attendance of school. This programme also provides food allowances for patients who are being treated for tuberculosis and in rehabilitation.	Sr. Fernando Cavallieri Head of the Socio-Demographic Project Geographical Information Directorate Pereira Passos Municipal Institute of Urbanism Rua Gago Coutinho, 52 Rio de Janeiro, Brazil 22.221-070 Tel.: (55.21) 2556-3399 ext. 251 Fax: (55.21) 2556-3399 ext 235 E-mail: fcavalli@pcrj.rj.gov.br WEB: www.rio.rj.gov.br

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Country	City	Domain of intervention	Project title	Summary	Source – Contact
Brazil	Rio de Janeiro	Social insertion Infrastructure Governance	<i>Programa Favela-Barrio (from shanty town to neighbourhood)</i>	The project aims to integrate the two parts of this city (formal and informal). In order to achieve this aim, concerted actions have been carried out targeting the regulation of land ownership, building infrastructures and services in close collaboration with the communities living in the shanty towns. The project also aims to give the population true citizenship with its corresponding rights and responsibilities.	Sr. Fernando Cavallieri Head of the Socio-Demographic Project Geographical Information Directorate Pereira Passos Municipal Town-Planning Institute Rua Gago Coutinho, 52 Rio de Janeiro, Brazil 22.221-070 Tel.: 55 21 2556-3399 ext. 251 Fax: 55 21 2556-3399 ext. 235 E-mail: fcavalli@pcrj.rj.gov.br WEB: www.rio.rj.gov.br http://habitat.aq.upm.es/bpal/onu98/bp564.html http://habitat.aq.upm.es/bpn/bp028.html
Brazil	Sao Paulo	Employment Social inclusion	Generating income, fostering dignity and citizens' collaboration	The aim of the project is to generate income. It is geared to raising awareness among young black women about the importance of specialised training in Afro-Brazilian beautician skills.	Idalce Moreira Bastros Rua Joaquim Silva 123 Rio de Janeiro RJ, Brazil , 20241-110 Tel.: (55-21) 510 2168 Fax: (55-21) 507 9691 http://habitat.aq.upm.es/bpal/onu98/bp564.html
Brazil	Sao Paulo	Partnership	Self-build housing programme run by an NGO	A self-build housing programme. The main feature of the project is the collaboration between the public administration and low-income population groups, organised in co-operatives and building associations. The programme combines the positive aspects of private initiatives and the social objectives of the public administration.	Backer: Municipalidad de Sao Paulo Rua Sao Bento 405 Sao Paulo, Sao Paulo, Brazil http://3habitat.aq.upm.es/bpn/bp044.html
Brazil	Sao Paulo	Infrastructures Services Housing	Urbanisation and verticalisation project in the shanty developments of Cingapura	The project is aimed at the rehabilitation of the inhabitants of the shanty towns by improving their living conditions (infrastructures and services). The programme provides housing continuously. The core idea of the project is the densification of zones with vertical constructions which enables the inhabitants to remain in their neighbourhood and preserve their social environments.	Housing and Urban Secretariat Rua Sao Bento #405 / 22nd.- Room 224 Sao Paulo, Sao Paulo, Brazil CP 01011-100 (5511)239 1410 / (5511)239 1282 / (5511)239 2112 http://habitat.aq.upm.es/bpn/bp025.html
Brazil	A number of cities including Sao Paulo	Education Public-private partnership	<i>The Living Library in Metropolitan Area</i>	The project aimed at making the act of reading and writing an everyday activity for poor children and their teachers. These "libraries" are being implanted in Community Centers in charge of children and adolescents living in the poor districts on the fringe of the big cities. The Project is supported by a grant from Citibank in partnership with the Abrinq Foundation for Children's Rights.	CITIBANK, N.A. Av. Paulista, 1111 Sao Paulo, Sao Paulo, Brazil CP 01311-920 (5511) 576 2004 http://www.unesco.org/most/southam7.htm
Chile	Santiago de Chile	Infrastructures Services Education	Working towards widespread access to water and sanitation	The project aims to increase access to water for the poorest populations. The municipality has focused on educating users to use water sensibly and subsidised the poorest families thus making them more willing to pay for the services.	Sra. Raquel Alfaro Manuel Novoa 480 Los Condes, Santiago de Chile, Chile Tel.: (562)212 4403 Fax: (562)224 9833 E-mail: alfburu@iactiva.cl http://habitat.aq.upm.es/bpal/nu98/bp020.html

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Country	City	Domain of intervention	Project title	Summary	Source – Contact
Chile	Santiago de Chile	Governance Housing	<i>Mejoramiento Urbano Habitacional: Villa Paula Jaraquemada (Villa Paula Jaraquemada Urban Housing Improvement Scheme)</i>	The project shows how the participation of inhabitants can successfully improve urban facilities and housing through self-management and participative methodologies.	Instituto de la Vivienda (INVI) Rubén Sepúlveda O. Liliana Martínez M. Marcoleta 250 Santiago, Chile http://habitat.aq.upm.es/bpal/pgu-lac/exp/e281.html
Colombia	Bogota	Healthcare The elderly Social inclusion	<i>Welfare Service for Poor Adults in Bogota</i>	The project is aimed at abandoned or poverty-stricken people aged over 50 with severe mental or physical handicaps, who are dependent on State welfare for a dignified existence.	Sra. Angela María Robledo Gómez , Director Departamento Administrativo de Bienestar Social Calle 11 no. 8-49 Bogotá, Cundinamarca, Colombia 571-3 34 89 91 571-3 34 10 20 E-mail: anmarog@hotmail.com
Colombia	Bogota	Education Children	<i>Mundos para la Niñez de años Education inicial (Worlds for Children of Basic-Education Age) prepared by the Administrative Department of Social Welfare</i>	The project is aimed at poor children aged under five from vulnerable families. It includes a number of services such as healthcare and recreation.	Sra. Angela María Robledo Gomez , Director Departamento Administrativo de Bienestar Social Calle 11 no. 8-49 Bogotá, Cundinamarca, Colombia 571-3 34 89 91 571-3 34 10 20 E-mail: anmarog@hotmail.com
Colombia	15 Colombian cities including Bogota, Medellin, Cali, Barranquilla	Employment Social inclusion	<i>National Recyclers' Association</i>	The programme is aimed at organising recycling workers into associations as a way of improving their working conditions. The programme also targets better access to education for children, the improvement of healthcare services and respect for women's rights. The workers' income has increased by 30%. The country's 15 main cities are part of the programme.	Sr. Guillermo Torres Daza Calle 59 No.10-60, Apartado Aéreo 39274, Santafé de Bogotá, D.C. Colombia (57-1)211-4600, 217-4141, 211-5454 http://habitat.aq.upm.es/bpn/bp081.html
Colombia	Cali	Housing Infrastructure Service Employment	Urban Poverty Reduction. Experiences in Cali	The intervention of the Carvajal Foundation (private sector) focuses on three specific objectives. Firstly, the improvement of housing conditions and infrastructure, secondly, the provision of healthcare and recreational services and, lastly, support for SMEs and increasing the income of small businesspeople.	Mr Julio Dávila University College London 9 Endsleigh Gardens London WC1H 0ED, United Kingdom E-mail: j.davila@ucl.ac.uk
Colombia	Medellin	Governance Service	Urban Subcentres for Citizen Life in the Low-income Area of Medellin	A creation of an alternative model of public management for civic engagement and cultural vitality, social services and urban government.	www.bestpractices.org/cgi-bin/bp98.cgi?cmd=detail&id=415&key=www.enda.sn/rup/reseaux/blp/bestpractices/amlatinecar/Colombia/medellin.htm
Colombia	Medellin	Governance	Urban Subcentres for Citizen Life in the Low-income Area of Medellin	The aim of the project is to create an alternative, community-based model of public management to be applied in local government. This model must reproduce the urban and social fabric. The programme aims to improve conditions for human development across the board.	WEB: www.enda.sn/rup/reseaux/blp/bestpractices/amlatinecar/Colombia/medellin.htm

LATIN AMERICA and THE CARIBBEAN – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Colombia	Santafé de Bogotá	Governance Housing	Alternative management model for popular housing	The aim of the project is to develop a model for community participation which will foster the development of housing projects. The self-management community also identifies the common interests and needs in order to improve living standards in terms of security, ecology and leisure, particularly for children.	Federación Nacional de Vivienda Popular (FENAVIP) Calle 37n.25-57 Sante Fe de Bogotá, Colombia Tel.: 268-65 99 http://habitat.aq.upm.es/bpal/pgu-lac/exp/e243.html
Ecuador	Quito and Guayaquil	Micro-credit Employment	Support programme for micro-enterprises in the cities of Quito and Guayaquil	The aim of the programme is to improve the loans systems for micro-enterprises in order to guarantee employment and boost the populations' income. The project also seeks to develop self-management in finance.	Centro de promoción y empleo para el sector informal urbano (CEPESIU) Maracaibo 316 y Guaranda Guayaquil, Ecuador Tel.: 440-411 Fax: 440-427 http://habitat.aq.upm.es/bpal/pgu-lac/exp/e030.html
Ecuador	Quito	Micro-credit Social inclusion Security	Popular micro-credit for the Historic Centre of Quito. Las Tres Manueles: Women and Children's Centre	The project gives poor populations access to the financial market. The poorest populations have no access to loans from banks and savings co-operatives. The project is also geared to facilitating interaction between the different stakeholders. The interventions are mainly aimed at women who are victims of family violence.	Sra. Natacha Reyes , Director Dirección Metropolitana de Desarrollo Social y Económico Municipio del Distrito Metropolitano de Quito Venezuela y Chile, Palacio Municipal Quito, Pichincha, Ecuador Tel.: 593-2-2583-825, 593-2-2289-214 Fax: 593-2-2580-688 E-mail: nreyes@quito.gov.ec WEB: www.quito.gov.ec
Ecuador	Quito	Healthcare Education Women	Social Development Project in the Historic Centre of Quito	The project is aimed at social development and contributes towards improving the quality of life of the population by fostering access to healthcare, services and education. It gives priority to the most vulnerable groups (women, children, teenagers and the elderly) in the historic centre of Quito, and favours access to employment, specialised training and processes of citizenship.	Sra. Natacha Reyes , Director Dirección Metropolitana de Desarrollo Social y Económico Municipio del Distrito Metropolitano de Quito Venezuela y Chile, Palacio Municipal Quito, Pichincha, Ecuador Tel.: 593-2-2583-825, 593-2-2289-214 Fax: 593-2-2580-688 E-mail: nreyes@quito.gov.ec WEB: www.quito.gov.ec
Ecuador	Quito	Environment Employment	<i>Vida en las laderas (Hillside Living)</i>	The programme is geared to improving the living conditions of the inhabitants in the neighbourhoods of north-west Quito. It centres on housing, environmental management, the development of economic initiatives and strengthening the community structure.	Sr. Jorge Emilio Garcia Suasnavas Cento de investigaciones Ciudad Meneses 265 y La Gasca Quito, Ecuador E-mail: jorge@ciudad.ecuanex.net.ec
Guatemala	Quetzaltenango	Multiculture	Municipal Policy for promoting social and political integration	Mayor Rigoberto Queme Chay has developed a Municipal Policy for promoting the social and political integration of all the cultural and ethnic groups that make up the city's population. Particular emphasis has been placed on the participation of indigenous women.	M. Yves Cabannes PGU-ALC Garcia Moreno 751 entre Sucre y Bolivar Quito, Ecuador E-mail: pgu@pgu.ecuanex.net.ec
Haiti	Alfatibonit and Alfa-Desalin	Education Women	<i>Alfatibonit and Alfa-Desalin Programmes</i>	Alfatibonit and Alfa-Desalin in Haiti have a high percentage of illiterate people (over 70%). These programmes are geared to promoting literacy among one of the most poorly educated segments of the population: women and girls. The project was implemented in collaboration with the Paul-Gérin-Lajoie Foundation, a Canadian NGO involved in literacy campaigns in Haiti and Africa. The project won the King Sejong Literacy Prize awarded by UNESCO.	Mme Margot Provencher Fondation Paul-Gérin-Lajoie 465, rue Saint-Jean, bureau 900 Montreal (Quebec) H2Y 2R6 Tel.: (514) 288-3888 – 1-800-363-2687 http://fondationpgl.ca/fondation/projets_outremer/alfatibonite.htm

LATIN AMERICA and THE CARIBBEAN – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Mexico	Mexico	Young people	<i>AXIS (Urban Courage)</i>	This was an ideal low-cost and action-based methodology program and network created by and for inner city youth in Mexico City. The program functions on street corners, in parks, shared spaces or centers. It combines a practical formula with multidisciplinary programs and activities based on non-formal education specifically designed to promote self-sufficiency and inspire community involvement.	Sr. Juan M. Arriaga Soria Paso de la Laja # 37, C.P. 01260 Ciudad de Mexico Distrito Federal, Mexico (52-5) 570-0618 E-mail: cpjneza@laneta.apc.org http://www.unesco.org/most/bppover.htm
Mexico	Mexico	Housing Micro-credit	Housing Improvement Programme <i>"Microfinanciamientos caseros"</i> (Micro-funds for Homes)	The housing improvement programme <i>Microfinanciamientos caseros</i> (Micro-funds for Homes) is geared to improving and extending the physical spaces of housing in order to gradually achieve basic levels of hygiene and safety. The programme, which is national in scale, is being implemented in Mexico through the <i>Instituto de Acción Urbana e Integración Social (AURIS)</i> .	Sr. Javier Hernández Tapia , Co-ordinator Programa de Vivienda – Instituto de Acción Social (AURIS) Heriberto Enriquez No 206 Toluca, State of Mexico, Mexico 50130 Tel.: 52 (017) 212 49 36 Fax: 52 (017) 270 38 60 WEB: www.edomex.gob.mx
Peru	Lima	Employment	Promotion of Local Economic Development Agencies	The programme aims to improve the living conditions of the inhabitants by increasing and consolidating employment through the Economic Development Agencies (EDA). The agencies also seek to improve the institutional capacity of the basic organisations in order to promote local development through the training of new micro-entrepreneurs.	Sr. Jorge Luis Price Masalías , Executive Director Instituto de Promoción de la social (IPES) Av. Javier Prado Este No.1530 Lima 27, Peru Tel.: (51-1) 475-1325, 475-1690, 475713 Fax: (51-1) 475-0368 http://habitat.aq.upm.es/bpal/pgu-lac/exp/el21.html
Peru	Lima	Governance	Participative Urban Renewal: Response in the slums of Monserrate and Barrios Altos, Lima	The intervention is part of an urban renewal programme in Lima. The aim is to show that renewal can be positive if the population is involved in running the projects	Centro de Investigación, Documentación y Asesoría Poblacional (CIDAP) ARQ. Sivia de los Rions Bernardini , Coordinator of the Urban Renewal Programme in Lima, Lima, Peru Project started: 1994 http://habitat.aq.upm.es/bpal/pgu-lac/exp/el26.html
Peru	Lima	Governance	Participative planning in the central neighbourhoods of the Rimac District	The main aim of the intervention is to contribute to the formulation of action plans and projects involving social stakeholders through processes in which the citizens participate. This leads to the consolidation of participative planning encouraged by local government.	Sr. Federico Arnillas Ricardo Bentin 763, Apartado 361 Lima, Peru Tel.: 511-381 0080
Peru	Lima	Governance Housing	Integral neighbourhood upgrading project in the Ate Vitarte District which belongs to the Metropolitan Area of Lima	The main aim is to promote participative planning. The process allows the creation of a space for dialogue between the different stakeholders. The experience has resulted in the drawing up of action plans and projects which reflect the commitment of a number of stakeholders and lead to the upgrading of neighbourhoods.	Sr. Juan Carlos Calizaya Instituto de desarrollo urbano Coronel Zegarra 426 Jesús María Lima 11 Peru Fax: 511 327 0175 E-mail: cenca@amauta.rcp.net.pe
Peru	Lima	Housing Micro-credit	Densification Programme in Villa El Salvador	The project increases the number of households living on the same site. Densification is a way of creating new housing for the poorest families. The project also envisages technical and financial support.	Sr. Gustavo Riofrío , Programa Urbano Centro de Estudios y Promoción del Desarrollo (DESCO) León de la Fuente No. 110-Lima 17, Peru Tel.: 511-264-1316 Fax: 511-264-0128 http://habitat.aq.upm.es/bpal/pgu-lac/exp/el25.html

LATIN AMERICA and THE CARIBBEAN – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Peru	Maynas	Women	Technical assistance and training in business management program	Two NGOs (Terra Nova and the Bionegocios International Center) have worked with two municipal departments (DEMUNA and PROEM-PRESA) promoting small women's enterprises. The program provides technical assistance and training in business management.	M. Yves Cabannes PGU-ALC Garcia Moreno 751 entre Sucre y Bolivar Quito, Ecuador E-mail: pgu@pgu.ecanex.net.ec
Uruguay	Montevideo	Governance Housing	Participative municipal management for the rehabilitation of central areas in the city	The city of Montevideo suggested the community participate in the rehabilitation of central spaces in the city. The basic aim was to systematise experiences and to formulate new projects through dialogue between a number of stakeholders.	M. Yves Cabannes PGU-ALC Garcia Moreno 751 entre Sucre y Bolivar Quito, Ecuador E-mail: pgu@pgu.ecanex.net.ec
Venezuela	Caracas	Housing Education	Popular Housing Self-Management Programme	The aim of the project is to bring solutions to the problem of housing among the poorest groups in society. The approach adopted consists of educating and training the population to form a self-managed community organisation. The programme provides technical, administrative and financial assistance.	Fundación Vivienda Popular, Calle Junín, Quinta Júpiter, Urb. El Rosal, Caracas, D.F. Venezuela 1026 – P.O. Box 6756 Tel.: (02) 952.17.86 – 952.46.62 – 953.94.78 Fax: 953.22.26 – (75307) E-mail: 3117@compuserve.com http://ourworld.compuserve.com/homepages/Vivienda_Popular/ http://habitat.aq.upm.es/bpn/bp376.html
Venezuela	Maracaibo	Micro-credit	To fight poverty and to facilitate access to loans, mainly for women	The aim of the programme is to develop a worldwide financial system for the poorest segments of the population. The intervention centres on the promotion of a local strategy to tackle poverty and focuses mainly on poverty among women.	Municipalidad de Maracaibo Sr. Gian Carlo Di Martino (Mayor) Calle 96 Avenida 4, Plaza de Bolívar Maracaibo, Estado de Zulia, Venezuela Tel.: 58 261 7230 ext. 013 E-mail: Omixa Méndez, promero@cantv.net http://bestpractices.org/bpbriefs/Poverty_Reduction.htm
Venezuela	Maracaibo	Micro-credit Housing	Promotion of full citizenship as a mechanism for overcoming poverty	In the context of the fight against poverty, the programme focuses on the funding of housing by involving the people in the productive process. The programme is geared to democratising access to credit and training the population to save.	Municipalidad de Maracaibo Sr. Gian Carlo Di Martino (Mayor) Calle 96 Avenida 4, Plaza de Bolívar Maracaibo, Estado de Zulia, Venezuela Tel.: 58 261 7230 ext. 013 E-mail: Omixa Méndez, promero@cantv.net
Venezuela	Maracaibo	Funding	(Vivienda Digna) Decent Housing	Development alternatives at municipal level targeting poor population. The funds integrated access to credit for housing improvements, previous community motivation and training towards saving as a fundamental component in the creation of opportunities.	M. Yves Cabannes PGU-ALC Garcia Moreno 751 entre Sucre y Bolivar Quito, Ecuador E-mail: pgu@pgu.ecuanex.net.ec

NORTH AMERICA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Canada	Montreal	Infrastructures Services Social inclusion	Sensitive Neighbourhoods: an integrated approach to the revitalisation of neighbourhoods	The project is concerned with infrastructures and social development. The project turns to its advantage the environmental forces (citizenry, community groups, municipal services) in order to implement concerted actions and encourage the citizens to be self-supporting.	Mme Sylvie Labelle, Official Representative 775, rue Gosford, bureau 359 Montreal (Quebec) Canada H2Y 3B9 Tel.: (514)-872-5459 Fax: (514) 872- 9848 E-mail: slabell2@Cities.montreal.qc.ca Web: www.Cities.montreal.qc.ca
Canada	Toronto	Ethnoculture	<i>Metro Toronto's Changing Communities: Innovative Response</i>	The Government of Metropolitan Toronto set up a new strategic direction and policies for organisational change, governance and participation, service delivery, program development, service planning and support.	http://www.bestpractices.org/cgi-bin/bp98.cgi?cmd=detail&id=60
Canada	Toronto	Housing Healthcare Social insertion	<i>Toronto's Homelessness Action Plan</i>	The homelessness action plan targets the improvement of living conditions and access to affordable housing for the homeless and people who have difficulty in finding accommodation. The programme diagnoses the problem and puts forward solutions in an action plan to allow the homeless to gain access to a better quality of life.	Mr Alan Meisner Social Department and Administration – Community and Neighbourhood Services Mayor's Homelessness Action Task Force City Hall 100, Queen Street West Toronto (Ontario) Canada M5H 2N2 Tel.: 1-416-392-5388 http://www.city.toronto.ca/homelessness/action.htm
United States	Boise	Funding	<i>Oak Park Village Development</i>	Federal grant (CDBG) from HUD was used for creation of affordable housings and apartments in a rapidly growing city.	Mrs Suzanne Burton, City of Boise Office of the Mayor Boise, ID USA Tel.: (208) 384-4422 http://www.usmayors.org/uscm/best_practices/cdbg/pub50.htm
United States	Chattanooga	The handicapped	Recycling and Job Creation	A local recycling network, the Orange Grove Recycling Centre, in the three-state regions takes reusable products, sells recyclable raw materials, creates a recycling education program and jobs for mentally disabled citizens.	Orange Grove Center Inc. 615 Derby Street Chattanooga, Tennessee USA 37404 Tel.: (423) 629-1451 WEB: www.unesco.org/most/bppover.htm
United States	El Paso	Funding	Old San Francisco Historic District	Federal grant (CDBG) from HUD was used for the revitalisation of an historic district to create affordable housing for low-income families.	Mrs Deborah Hamlyn, Director, City of El Paso Department of Community and Human Development El Paso, TX USA Tel.: (915) 541-4643 WEB: http://www.usmayors.org/uscm/best_practices/cdbg/pub61.htm

ASIA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
China	Chengdu	Infrastructure	Urban rehabilitation	In 1993, the city started the Fu an Nan Rivers Comprehensive Revitalisation Plan by using the principles of participatory planning and partnerships. Decent and affordable housing and infrastructure have been provided for slum and squatter settlements on the banks of both rivers.	WEB: www.sustainabledevelopment.org/bip/awards/2000winners/
China	Shanghai	Employment	Employment	The reemployment project involves job placement services, vocation recommendation service, career guidance, job training, and small business owners training. As alternative employment opportunities, the city government has introduced preferential social insurance, reduction and exemption of both tax and fee, free training, and a general employment insurance scheme.	Asian Development Bank and the World Development Bank, (2000). The New Social Policy Agenda in Asia. Washington D.C.: The World Bank Institute. pp.37-39 Mr Dezhi Zhang Shanghai Bureau of Labour & Social Security 45, Amyuan Road Shanghai 200041 Fax: 86-21-62155649
South Korea	Seoul	Employment Training Social inclusion	Self-Support Program	28 self-support centres providing training for people on welfare who are able to work, encouraging community-led promotion and self-support, and developing job opportunities in the sphere of public works. The centres offer emotional support and boost the self-confidence of the participants.	Dr Kim Soohyun Research Fellow Dept. of Urban Society Seoul Development Institute 4-5 Yejangng Seoul, Korea 100-250 Tel.: +82-2-726-1144 Fax: +82-2-726-1293 E-mail: shkim@sdi.re.kr
India	Chennai	Social inclusion	<i>Sustainable Cities Program</i>	Chennai Metropolitan Development Authority has implemented the Sustainable Chennai Project involving a variety of stakeholders such as international organisations, NGOs and private business and industry groups. The project focused on water supply, solid waste management and air pollution reduction.	Cedric Pugh ed (2000). Sustainable Cities in Developing Countries. London and Sterling VA.: Earthscan. pp.167-182. Mr Allaudin IAS, Member Secretary, Project Director Sustainable Chennai Project 8 Gandhi Irwin Rd, Egmore, Chennai - 600 008, India E-mail: msmmda@giasmd01.vsnl.net.in http://www.undp.org/un/habitat/scp/madras.htm
Pakistan	Hyderabad	Housing Infrastructure	<i>Khuda-Ki-Basti</i>	The project was designed to supply shelters at affordable prices for the poor who have settled on unserved land and develop their housing and infrastructure, incrementally, as they feel the need for the facilities and accumulate funds to pay for them.	Khuda-ki-Basti Gulshan-e-Shahbaz Hyderabad, Sind, Pakistan WEB: www.unesco.org/most/bphouse.htm www.hsd.ait.th/bestprac/khuda.htm

ASIA – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Philippines	Cebu	Social inclusion Housing Infrastructure	<i>Partnerships for Poverty Alleviation in Cebu City</i>	In 1988, the city government initiated the Urban Basic Service Program under the Cebu City Inter-Agency Committee with the support of UNICEF and the Presidential Commission on the Urban Poor and in collaboration with several national government agencies, local and national non-governmental organisations, to address land tenure and housing improvement as well as the multiple aspects of urban poverty.	Dr Tomas Fernandez City Health Coordinator Cebu, Philippines 74426 Fax: 633285258 WEB: www.unesco.org/most/bppover.htm
Philippines	Naga City	Governance Housing	Infrastructure Kaantabay sa Kauswagan (Partners in Development Program)	The Kaantabay sa Kauswagan Program focused on guaranteeing the population access to property and improving their standard of living through a public-beneficiary partnership approach. The program is geared to the squatters and inhabitants of the shanty towns which represent almost 25% of the 21 barangays (districts) of Naga City.	Mr D.C. Nathan Sergio/UPAO Coordinator City Hall Compound, Juan Miranda Avenue Naga City, Camarines Sur, Philippines 4400 (5421)73-8391/(54)811-1286 http://www.unesco.org/most/asia8.htm .
Sri Lanka	Colombo	Funding	<i>Sri Lanka Housing Project Model for Capital Market Development</i>	A fund from the Asian Development Bank to NDB Housing Bank in Sri Lanka, will invest up to \$360,000 USD in a new market-based financial project and provide housing finance and help alleviate housing shortages to medium-low income inhabitants in the Colombo region.	Mr. Ian A. Gill 6 ADB Avenue, Mandaluyong PO Box 789 0980 Metro Manila, Philippines Tel.: (63-2) 632-5890 Fax: (63-2) 636-2444 E-mail: igill@adb.org www.adb.org/Documents/News/2001/nr2001018.asp

EUROPE – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
(Federal Republic of) Germany	Berlin	Governance Social insertion Immigrants Women	<i>“Social City – District Management” Programme</i>	The programme, based on an integrated and participative approach seeks to reduce the segregation and social, cultural and economic exclusion of ethnic and social minorities with specific support for women.	Frau Monica Schuemer-Strucksberg , RD Senate Department of Urban Development, Wuerttembergische Str. 6, D10707 Berlin, Federal Republic of Germany, D10707 Tel.: 30-90127588 Fax: 30-90123819 E-mail: Monica.schuemer-strucksberg@senstadt.ver-walt-berlin.de www.Berlin.de/SenatsverwaltungfuerSatdtenwicklung/Wohmen/Quartiersmanagementg
Spain	Barcelona	Social inclusion	Social programme for the homeless	The seven-year programme is geared to the homeless (adults and families with children). The programme has been implemented within the network of municipal social services in collaboration with the health and employment sectors. The programme provides individualised professional support.	Sr. Jordi Plana , Director Planning, Research and Development Ayuntamiento de Barcelona Sector de Servicios Personales Diagonal, 233 08013 Barcelona Catalonia Spain Tel.: 934132610 Fax: 934132652 E-mail: jplana@mail.bcn.es WEB: http://www.bcn.es
Spain	Abrera Council	Social inclusion Education	Education and training towards access to the job market; fight against social exclusion of young people	The project is aimed at providing young people who have dropped out of school with access to the job market. It offers them social skills training and a practical course in business and small enterprises in the service sector.	WEB: www.diba.es/promocio_economica/bones_practiques/actuafr/fitxal.htm
Spain	Castellar del Valles Council	Social insertion	Reinsertion into the job market through the provision of public utility jobs	The project seeks to transform the culture of unemployment into a culture of solidarity, by providing unemployed people aged over 40 with public utility work and giving them training which matches their profile.	WEB: www.diba.es/promocio_economica/bones_practiques/actuafr/fitxal.htm
Spain	El Prat de Llobregat	The handicapped Employment	To conquer inequality and reduce the obstacles to employment for the handicapped	The programme seeks to provide handicapped people with access to the job market through vocational training and to encourage them to take up employment in business.	WEB: www.diba.es/promocio_economica/bones_practiques/actuafr/fitxal.htm
Spain	Sant Celoni Council	Employment	Rapid reinsertion into the job market of men who are prematurely unemployed	The project focuses on the immediate reinsertion into the job market of men aged over 40 who are the victims of company restructuring, thus ensuring they do not join the ranks of the long-term unemployed.	WEB: www.diba.es/promocio_economica/bones_practiques/actuafr/fitxal.htm
Spain	Vilafranca del Penedès Council	Employment	Job creation for the unemployed involving the renovation of social housing	Unemployed people renovate empty properties as a way of acquiring professional skills and a means of socio-professional insertion.	WEB: www.diba.es/promocio_economica/bones_practiques/actuafr/fitxal.htm

EUROPE – Presentation of best practices by country and city

Country	City	Domain of intervention	Project title	Summary	Source – Contact
Finland	Iisalmi	Employment Young people	<i>Sustainable Development Step-by-step: Kehypaja</i>	The Association Iisalmi Youth Aid launched in 1982, the KEHYPAJA project, to provide employment opportunities for unemployed youth and help them to improve their living conditions as well as to integrate working and development co-operation.	Manager/Association Iisalmi Youth Aid Kivirannantie 32 Iisalmi, Finland, FIN-74130 Tel.: 358-77-142 43 WEB: www.unesco.org/most/bppover.htm
Poland	Lublin	Funding Social inclusion	Local Initiatives Program	The Local Initiatives Program has demonstrated participative planning and community-based development processes for the foundation of the neighbourhood revitalisation plan. The city created inter-departmental teams to develop an interdisciplinary approach to revitalisation. Public and private partnership engage in cost-sharing partnership to develop infrastructure and finance environmental improvements.	Docs/dec/monograph/ CapBuil-POL.htm Municipality of Lublin vl. Krakowskie Przedmiescie 78 Lublin, Poland 20 950 Tel.: 48 81 20847 WEB: www.unesco.org/most/bpeco.htm www.magnet.undp.org/
United Kingdom	London	Housing	<i>Rough Sleepers Initiative</i>	The Rough Sleepers Initiative is a multiple agency effort, the combined resources of central and local government, the voluntary sector, housing associations, health care providers, the police and local businesses, to provide temporary and permanent accommodation to people sleeping rough in central London. As a co-ordinated approach to the problem, an Inter-Departmental Ministerial Group has been established and each department belonging to the group contributed to the consultation paper.	Homelessness & Housing Management Policy Division Dept. of Env. N13/09, 2 Marsham St London, United Kingdom, SW1P 3EB Tel.: 0171 276 3241 WEB: www.unesco.org/most/bphouse.htm