



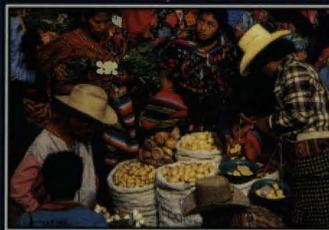
AFRICA



ARAB STATES



ASIA &
THE PACIFIC



LATIN AMERICA &
THE CARIBBEAN

Urban Management Programme Annual Report 1995



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Urban Management Programme

1995

A partnership of the United Nations Development Programme, the United Nations Centre for Human Settlements (Habitat), and the World Bank.



ACRONYMS & ABBREVIATIONS

ADB	Asian Development Bank
AfDB	African Development Bank
BGS	British Geological Survey
CBO	community-based organisation
DANIDA	Danish International Development Agency
DGIS	Netherlands Directorate-General for International Co-operation
ESA	External support agency
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Agency for Technical Co-operation)
IAGU	<i>Institut Africain de Gestion Urbain</i> (African Institute of Urban Management)
IB	Initiating Brief
IBAM	<i>Instituto Brasileiro de Administração Municipal</i> (Brazilian Institute of Municipal Administration)
ICCROM	International Center for the Study of the Preservation and the Restoration of Cultural Property
IFRA	<i>Institut Français de Recherches en Afrique</i> (French Institute for Research in Africa)
ILO	International Labour Organisation
IULA	International Union of Local Authorities
LAC	Latin America and the Caribbean
MDP	Municipal Development Programme (for Africa)
MMDA	Metro Manila Development Authority
MDP-West	Municipal Development Programme, West and Central Module
MEIP	Metropolitan Environmental Improvement Programme
NGO	nongovernmental organisation
O&M	operations and maintenance
ODA	Overseas Development Administration
PRC	Program Review Committee
SCP	Sustainable Cities Programme (UNCHS-UNEP)
SDC	Swiss Development Cooperation
SIDA	Swedish International Development Agency
SKAT/SDC	Swiss Centre for Development Cooperation in Technology and Management
SUMC	Strengthening Urban Management Capacity
UMP	Urban Management Programme
UMP-Africa	Urban Management Programme—Africa Region
UMP-ASR	Urban Management Programme—Arab States Region
UMP-LAC	Urban Management Programme—Latin America and the Caribbean
UMPAP	Urban Management Programme—Asia and the Pacific
UNCHS	United Nations Centre for Human Settlements (Habitat)
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office of Project Services
UNV	United Nations Volunteers
USAID	United States Agency for International Development
WHO	World Health Organization

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PREFACE & JOINT MESSAGE

The Urban Management Programme is a joint programme of UNDP, UNCHS, and the World Bank, and it gives us great pleasure to provide an introductory message to the 1995 Annual Report. The programme has been operational now for almost a decade, through two phases. It is a testimony to the validity of the work programme, to the increasing priority being given to tackling the problems of the world's cities, and to the flexibility of the programme in adapting to changing development thinking within this period, that it is about to enter another three-year phase.

This annual report assesses the experience of Phase 2 of the programme, and looks ahead to the first part of Phase 3. The discussion under the heading Current Themes and Issues is a self-assessment of the strengths and weaknesses of Phase 2 of the programme, and we recommend it to all readers concerned with the problems of the world's cities as a review of the experiences of one of the major global projects contributing to this field.

What are the valid and sustainable premises on which programmes in the urban sector can be based? This is the question that the Urban Management Programme was established to answer, at least in part, at its foundation, and it remains the question that the programme must address now. More concretely, however, the programme shall continue its evolution toward locally oriented support and build on the trust it has gained in the field to become the cities' best friend.

With this goal in mind, the Urban Management Programme has sharpened its focus on three priority themes:

- Urban poverty reduction.
- Urban environmental management.
- Participatory urban governance.

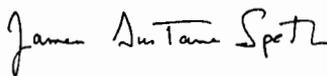
These themes encompass human, environmental, and social issues that are development priorities for the three programme partners—UNDP, UNCHS, and the World Bank—as well as for bilateral supporters of the

programme. They also take into account the universal concern with reassessment of the relations between the governed and the governors, particularly in cities.

The presentation of this report coincides with the Second UN Conference on Human Settlements (Habitat II). The Habitat II theme of “human settlements development in an urbanising world” and the thematic focus of the Urban Management Programme are largely indistinguishable. While the Urban Management Programme is a small programme in the context of the needs of the world's cities, its catalytic nature has helped shape the debate at Habitat II and the nature of local urban development programmes expected to stem from Istanbul. The challenge for the Urban Management Programme is to contribute to the practical learning that will be a necessary ingredient of many of these future programmes.

The Urban Management Programme is therefore expected to translate the urban management experience worldwide into a form that directly assists the cities of the developing world. Of course, it can in no way carry out this task single-handedly, which is why the programme is a partnership at the global level. More importantly, however, it has to be a partnership at the country and city levels. At these levels, all the actors—national, international, nongovernmental, and community-based—can benefit from sharing knowledge and working together with the people of the cities. The representatives of the global Urban Management Programme partners are conscious of the need for our institutions to work together to facilitate more effective local decisionmaking and to collaborate with others to achieve improvements at this level.

We are deeply appreciative of the support already forthcoming from the bilateral donors that have funded the Urban Management Programme for a number of years. We are particularly gratified by the continuing support from the governments of the Netherlands, Switzerland, Sweden, and Germany, which have taken the initiative to ensure the continuation of the Urban Management Programme into the third phase.



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INTRODUCTION

In the context of the preparation of the Second UN Conference on Human Settlements (Habitat II), 1995 has been characterised as “the learning year.” During this year, activities in preparation for the conference intensified, with work done on preparation of “best” practices in human settlements management, on country reports and national action plans, and on the preparation of the Global Plan of Action, entitled “The Habitat Agenda.” Urban management issues have taken centre stage in all these preparatory activities during 1995.

This has accelerated the process of creating awareness of the importance of urban management issues in national and local development and of the search for practical solutions to problems in these issue areas. Governments have increasingly acknowledged urbanisation as a two-faced phenomenon: while it creates significant urban environmental problems, shifts the focus of poverty from rural to urban, and generates relentless pressure on the delivery of urban services and on urban land and shelter provision, cities are also increasingly recognised as the centres where the bulk of national wealth, income, and employment opportunities are generated.

Moreover, since the late 1980s, the end of the cold war—along with global technological change (particularly related to data processing, information, and communications technology) and trends toward global economic liberalisation (particularly important in Latin America and Southeast Asia, but increasingly so in South Asia)—has heightened concerns about global and regional interdependence. Many governments have correctly perceived the opportunities for growth in this “globalising” economic environment, and have taken measures to liberalise their economies, while being fully aware of the risks

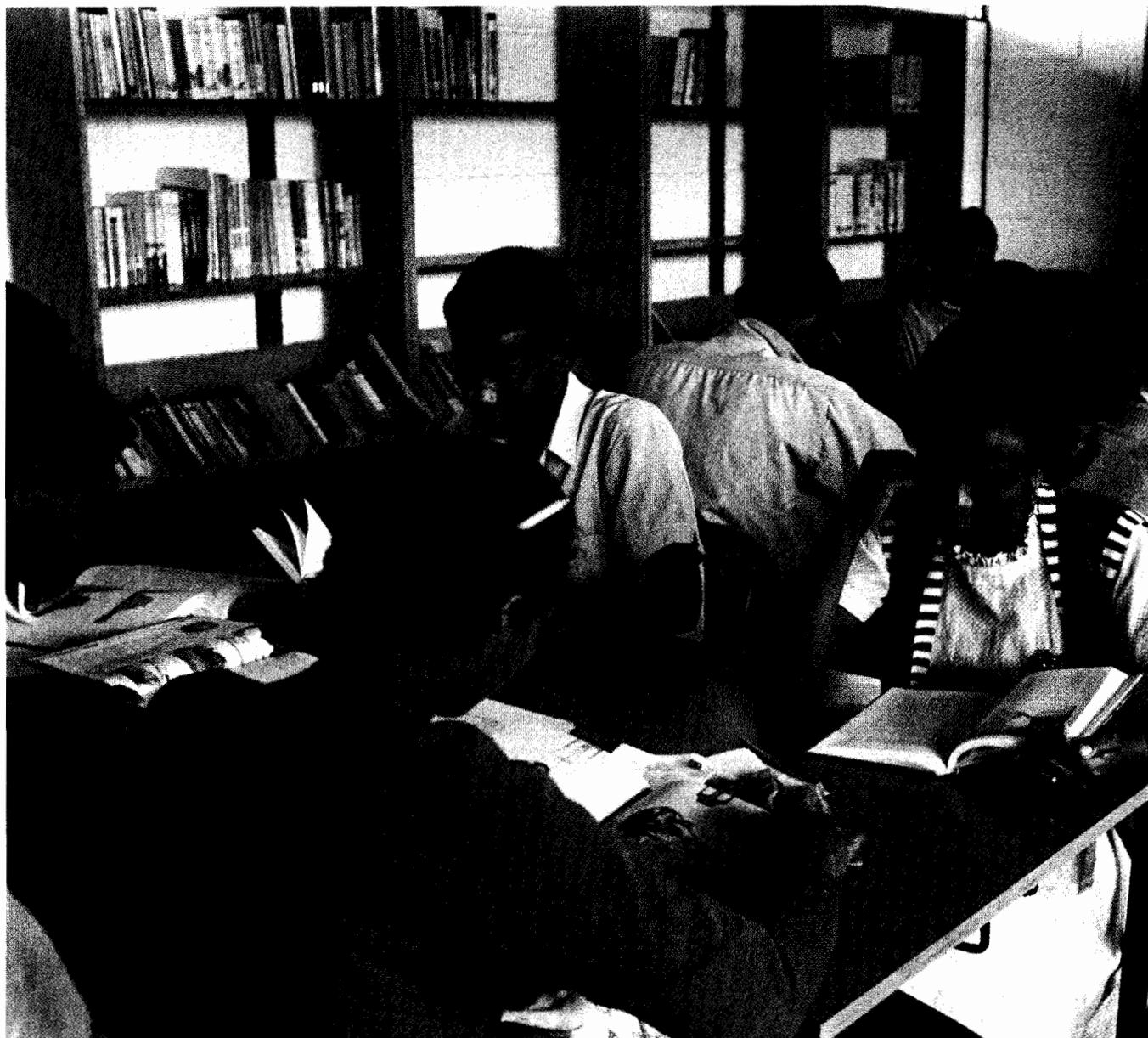
The focus of
urban development
is on human
settlements
management
issues.

of having to operate in a global competitive environment.

The impact of this on urban settlements is that cities, particularly large cities, increasingly compete at global and regional levels for direct international investment to generate employment. This has required that national governments take a second look at their urban development strategies, and try to support their cities as economic hubs by exploiting their comparative advantages, in conjunction with cities or regions in neighbouring countries.

These recent trends have led to a redefinition of what national urban strategies' responses should be vis-à-vis the traditional concerns of growth and equity. On all these counts, it appears that national governments' urban strategies are increasingly changing into an enabling and support role rather than a directive one. Obviously, room for effective and efficient direction from the national level diminishes as globalisation of national economies proceeds. Similarly, it is now recognised that effective poverty alleviation in urban areas calls for action not only at the national policy level, but also at the local level, by municipalities and communities themselves, all of whom recognize that urban poverty is significantly influenced by factors that are often beyond the control of communities and local governments. Likewise, addressing urban environmental issues requires both national and local action. In the reporting year, these trends, reported on in the 1994 UMP Annual Report, have gained in strength.

The crucial role of urban management in improving human and economic development in a rapidly urbanising world is thus being underlined. In all major developing regions in the world, the rapidly changing socio-economic and political environment calls for bold new



approaches to the issues of urban development. As population growth will be virtually synonymous with urban growth in the coming decades, the focus of efforts to develop sustainable human settlements will have to be in urban areas, since that is where most of the population will live and work, where most economic activity will take place—and where most pollution will be generated and most natural resources consumed—with impacts, environmental and otherwise, that will be felt beyond the city limits.

By implication, this also means that the focus of many, if not most, of the various sectoral infrastructure investment programmes will be directed toward cities and towns, where they have to be co-ordinated, managed, and implemented. At this level, policy initiatives become an operational reality. Also at this level, policies, as they directly affect people and interests, become an eminently political affair: conflicts must be resolved and consensus reached among competing interests and parties.

Policymakers around the globe have acknowledged this urban challenge and have become more receptive to the need for new institutional responses to it, particularly by responding in a decentralised manner.

In 1995, the Urban Management Programme experienced a rapidly growing number of requests for support at these levels, which has, along with the global reflection in the context of the Habitat II preparatory process, caused a rethink of the programme's support role and its operational modalities. The evaluation of the programme carried out in June 1995, as well as subsequent reflections on this by the programme's advisory committee and its donor support group later in the year, have significantly contributed to this.

The present report, therefore, contains more than just an account of programme activities carried out in 1995. It also takes stock of programme achievements and shortfalls, and looks ahead to new programme directions in 1996 and beyond.



CURRENT THEMES & ISSUES

The year 1995 was a year of reflection on past programme performance and lessons learned, as well as on what directions the programme should take during a possible third phase. This section highlights some of the lessons learned and the intended directions to build on these lessons during the next programme phase, the formulation of which gradually took shape in the course of the year.

Lessons of Experience

Ten years' experience with a programme as innovative as the Urban Management Programme is bound to provide a variety of lessons in the delivery of technical co-operation. These lessons are basically of three kinds:

- Those concerned with the substantive themes of the programme.
- Those concerned with implementation through the programme's delivery processes.
- Those concerned with the regionalisation process.

The lessons learned with respect to each of the five theme areas are presented below. One of the more important overall conclusions about these themes is that they vary considerably in terms of concreteness and inclusiveness, which makes it difficult to treat them as equals in the policy formulation process and maintain balance in the programme. For example, urban land management, municipal finance and administration, and urban infrastructure are sectoral themes. Urban environmental management and urban poverty alleviation, on the other hand, are cross-cutting themes that contain a

wide variety of potential strategies and approaches, as well as a number of more specific issues.

Another lesson has been that in a "demand-driven" programme, the constituents often demand things that the programme is not prepared to deliver. The five themes addressed in Phases 1 and 2 are quite extensive, but they do not define the entire range of urban issues. City and country officials with whom consultations are initiated frequently wish to introduce new areas for attention into the process, and the UMP co-ordinators have felt that they must be flexible enough to find experts who can assist in those areas as well as in the "predefined" areas. If they are

not, they have reasoned, the programme will lose credibility among its constituents. Combating urban violence and urban heritage protection are two such themes that have emerged during Phase 2.

A third lesson learned in terms of the programme's thematic focus is that the themes continually overlap and interact with one another and with other themes of urban management. It is difficult to address any one of them independently. Even though the need to simplify urban management issues in order to understand, isolate, and focus on them forces the programme co-ordinators to do so at times, it is always with an awareness that both problems and solutions must eventually relate to other urban management areas.

A summary of the lessons learned in each substantive thematic area is as follows:

Because of the limitations and failures of traditional approaches to urban land management, such as master planning and large-scale public land acquisition and development, the UMP has learned to promote policies that result in more equitable, effec-

tive, and efficient land markets as the best means of meeting massive demands for urban land. This has resulted in support for procedures and institutions to provide land to the public for development and secure titles at reasonable cost through transparent processes. Land registration and titling, land use regulations, and public land utilisation and disposal procedures and pricing have become related areas of focus. One important lesson has been that it is necessary to build on customary systems of land management and to consider informal land markets.

Early synthesis of previous research and development of policy frameworks revealed that the traditional supply-oriented solutions to urban infrastructure problems had resulted in overemphasising facilities and ignoring urban services. It also frequently required a great deal of co-ordination among many institutional actors, highly political decisions regarding types of investments, and a system of pricing services that focused on political expediency rather than cost effectiveness. Finally, the emphasis on capital construction of facilities often led to a lack of attention to operations and maintenance (O&M).

The UMP has learned from this prior experience and promotes policies that focus on services delivered in response to effective demand; pricing for cost recovery and demand management and targeting of subsidies; competition and partnerships between the public, private, and community sectors in demand identification and service delivery; and capacity building for better O&M management.

Traditional approaches to this set of urban management issues focused on the relatively narrow objective of getting more financial resources into the hands of local governments. This is still an important dimension, and UMP activities support augmenting municipalities' own resources, enhancing the effectiveness of intergovernmental transfers of resources to municipalities, and rationalising local government borrowing. The programme has learned, however, that it is also important to support efforts to improve municipal resource management and to increase the effectiveness of recurrent and capital expenditures on the part of local government. How to improve the allocation of municipal resources to respond in the most effective manner to consumer demand is an equally important issue on the agenda within the strategies supported by the UMP. Decentralisation has become a major theme for the UMP in many countries, and support is being provided for this by efforts to increase the effectiveness and efficiency of intergovernmental institutional arrangements and internal institutional arrangements in local governments, and to related capacity building.

This thematic area has evolved over the ten-year history of the UMP into the



one most in demand by local governments. This in itself has provided an important lesson for long-term programmes: that they must remain flexible and anticipate shifts in popularity. Background studies, research activities, and city case studies conducted in Phases 1 and 2 clarified a wide range of underlying causes for urban environmental degradation and the resulting costs to urban health and productivity. On the basis of this synthesis of the collective experience of the world's cities, the UMP has developed a strategic approach to urban environmental planning and management that is based on mobilising public support and participation; choosing policy instruments that will change behaviour, relieve conflicts, and encourage co-operative arrangements; building local institutional capacity; strengthening urban service delivery; and increasing local knowledge about the urban environment. Central to this UMP strategy is the recognition that among the most critical and immediate problems facing developing country cities are the health impacts of urban pollution that derive from inadequate water, sanitation, drainage, and solid waste management services; poor urban and industrial waste management; and air pollution. Collectively dubbed the "brown agenda," this set of problems disproportionately affects the urban poor and takes a heavy toll on urban health and productivity.

The UMP aims to increase the capacity of urban managers, particularly in municipalities, to address urban poverty issues. Of all of the substantive components of the UMP, this one has had the



weakest knowledge base from previous research. Many lessons are still being learned about the causes and possible interventions into urban poverty. Much of the work of the UMP in this area, therefore, is still experimental.

The strategy pursued by the UMP has been to identify what can effectively be done at the local government level to alleviate poverty. The as-yet limited lessons of experience suggest five useful lines of attack:

- To modify municipal regulatory frameworks to make them more responsive to the needs of the poor, for example, in housing, building and infrastructure standards, land tenure regularisation, and operating licenses for hawkers, street vendors, pedicab drivers, and people in other low-income employment areas.
- To support delivery of basic services at appropriate and affordable standards, particularly micro-infrastructure in low-income neighbourhoods, water

supply, sanitation and solid waste management, primary health care, and education.

- To encourage urban strategies that create direct employment through, for example, labour-intensive public works programmes and vocational education.
- To promote local government support for specific outreach to marginalised groups excluded from civil society, such as scavengers and street children.
- To promote local government support to community-level remedies that are addressing growing urban violence and lack of access to justice by the urban poor.

One of the more important implementation lessons learned in the first two phases of the UMP is that urban management issues are complex and interrelated and that the organisational-institutional structure in most developing countries is not adequately geared toward addressing these urban issues in a participatory way that involves all concerned stakeholders. Consequently, in many cases the consultative process pursued by the programme in Phase 2 at the country and city levels has proven to be a long one, with alternating periods of intense activity and dormancy. In most cases, this process has taken longer than anticipated. The Mid-term Evaluation Mission therefore concluded that a number of the outputs in Phase 2 were attainable, but not within the time frame of that phase.

A second lesson is that there is a need to be more closely linked to operational or "on-the-ground" activities if the interest and involvement of local governments are to be sustained. During Phases 1 and 2, the UMP focused on improving the policymaking capacity of cities and countries, but often lacked sufficient linkage between policy and specific activities to implement policy. This has occasionally resulted in a dead-end process.

The setting up of the regional networks of experts and the process of the institutional anchoring of these networks has been slow and often difficult during Phase 2. The sense of urgency in addressing the consultation needs of specific countries and cities has been so great that UMP regional office staff have often tended to interact directly with governments and have initiated consultations themselves rather than await the development of the regional capacity through the networks and institutions. This lesson has been internalised as the programme enters Phase 3, but it indicates that the programme managers must keep these long-term objectives at the top of the UMP agenda.

The evolving nature of thematic attention areas and the relatively immaturely developed nature of several areas (particularly urban poverty alleviation) in terms of global policy directions has indicated the continuing need for global synthesis work by the core team in support of in-country work. However, this will require increased emphasis on building on experiences.



PROGRAMME DIRECTION & STRUCTURE

The Urban Management Programme (UMP) is a long-term global technical co-operation programme designed to strengthen the contribution that cities and towns in developing countries make toward economic growth, social development, the reduction of poverty, and the improvement of environmental quality.

To achieve this, the UMP works through regional offices and networks in developing countries in the following five areas:

- Urban land management.
- Urban infrastructure management.
- Municipal finance and administration.
- Urban environmental management.
- Urban poverty alleviation.

The programme is a partnership of the international community and involves a broad range of actors in developing countries at the regional, national, municipal, and community levels. UNCHS (Habitat) is the executing agency, the World Bank is the associated agency, and the United Nations Development Programme (UNDP) provides core funding and overall monitoring. Fifteen bilateral and multilateral support agencies belong to the UMP partnership.

The current focus of activities within each of these priority areas is reviewed in the box on pages 14–15.

UMP's first phase of activities (1986–1992) focused on the development of “generic” policy frameworks, discussion papers, and tools with global validity and applicability. The most important lesson learned during Phase I was the essential cross-cutting nature of urban management and of the five component areas of the programme. The addition of urban environmental management and urban poverty alleviation as programme themes in, respectively, 1990 and 1991, highlighted this

fact by focusing attention on the interrelatedness of the other components and the importance of ensuring that they are worked on as linked facets of the same complex of issues. Land issues, for example, inevitably involve consideration of the effects of and requirements for infrastructure on land use and prices. Similarly, provision of infrastructure or environmental services raises questions of municipal finance and administration; poverty alleviation involves reviewing service standards and financing.

UMP's Phase 2 (1992–1996) is directed toward translating the results of this synthesis of experiences into operational programmes and policy action plans at

national, provincial, and city levels.

Three operating principles characterise the current phase of the programme:

- It is demand driven.
- It is operationally decentralised, relying upon regional networks of expertise.
- It brings together the creative efforts and experience of the international assistance community in urban management.

The ultimate beneficiaries of the programme are the citizens of cities and towns in developing countries, particularly the urban poor, who will hopefully benefit from a more participatory, transparent, and accountable system of urban management.

Intermediary constituents include officials in central and local governments, professionals in the private sector involved with urban management, officers and staff of non-governmental organisations (NGOs) and community-based organisations, and research and training institutions in developing countries specialising in urban management.

Information Dissemination & Communications

In 1995, the UMP produced a number of publications (see Annex 2 for a complete listing of UMP publications). These presented the findings of specific research activities, summarised the results of case studies and research, and illustrated techniques and examples of best practices.

Funding for dissemination activities by the Washington core team expired in June 1994. However, in an effort to meet demand for publications, the World Bank core team shifted resources to information dissemination to allow for reprints of UMP publications in high demand, as well as to allow for the production of a limited number of publications in the formal UMP series.

1995 UMP Publications

- UMP 19 *Participation and Partnership in Urban Infrastructure Management*
Peter Schübeler
- UMP 20 *Options for Municipal Actions in Poverty Reduction*
Kadmiel Wekwete, Franz Vanderschueren, and Emiel Wegelin

Forthcoming UMP Publications

Confronting Crisis: Household Responses to Poverty and Vulnerability in Angyalfad, Budapest, Hungary
Caroline Moser

Confronting Crisis: Household Responses to Poverty and Vulnerability in Chawama, Lusaka, Zambia
Caroline Moser

Confronting Crisis: Household Responses to Poverty and Vulnerability in Cisneros, Guayaquil, Ecuador
Caroline Moser

Confronting Crisis: Household Responses to Poverty and Vulnerability in Commonwealth, Metro Manila, the Philippines
Caroline Moser

Environmental Management System (EMS)/Environmental Action Plan (EAP) Guidebook
Emiel Wegelin

Urban Poverty Research Sourcebook: Modules I and II (2 volumes)
Caroline Moser, Michael Gatehouse, and Helen Garcia

Urban Poverty Research Sourcebook: Modules I and II (2 volumes, Spanish)
Caroline Moser, Michael Gatehouse, and Helen Garcia

Regionalisation and Capacity Building

Throughout 1995, programme activities were developed and supported through UMP's four regional offices in Accra, Ghana (for Sub-Saharan Africa); Cairo, Egypt (for the Arab States); Quito, Ecuador (for Latin America and the Caribbean); and Kuala Lumpur, Malaysia (for Asia and the Pacific).

Operating through these regional offices, UMP promotes coherent urban policies, strengthens urban man-

agement, and enhances the provision of municipal services by harnessing the skills and strategies of regional networks of experts, government personnel, communities, and organisations in the private sector. The programme relies on two mutually supportive processes to facilitate capacity building in its five thematic components:

- **City and Country Consultations.** These bring together national and local authorities, the private sector, community representatives, and other stakeholders within a country to discuss specific issues and solutions to key urban problems. In so doing, thematic policy framework papers, discussion papers, and tools developed during both phases of the programme are used as starting points for discussion. Consistent with the programme's commitment to "articulated demand," consultations are held at the request of a country or city and are intended to provide a forum for discussion of a cross-section of issues. This generally results in a concrete action plan for policy programme change.

To date, 102 UMP-supported city and country consultations have been undertaken, are currently planned, or will be under way in 1996.

- **Regional Networks of Experts.** These networks—comprised of experts with backgrounds in the five UMP theme areas—provide technical advice and co-operation to assist in facilitating the implementation of action plans and the mobilisation of resources as a follow-up to consultations. Typically, these regional experts

become the foundation of the human resource base in the programme after having participated in several country or city consultations in their specific area of competence.

During 1995, the programme's trend toward decentralisation continued with the work programme reflecting activities emerging from city- and country-level demand. The UNCHS and World Bank core teams, which previously had a lead role in UMP activity development and implementation, increasingly worked to provide the regional offices with management support, substantive

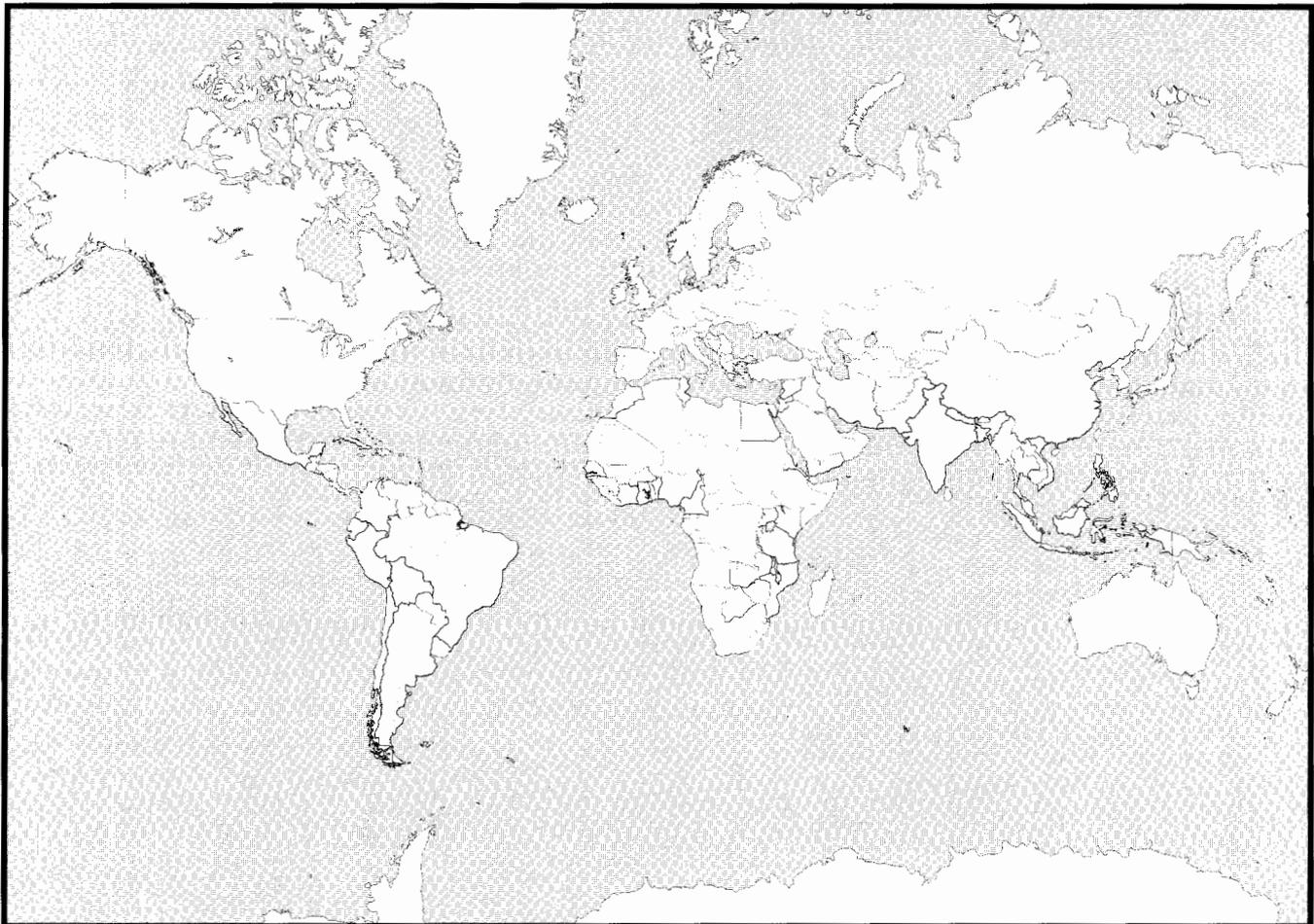
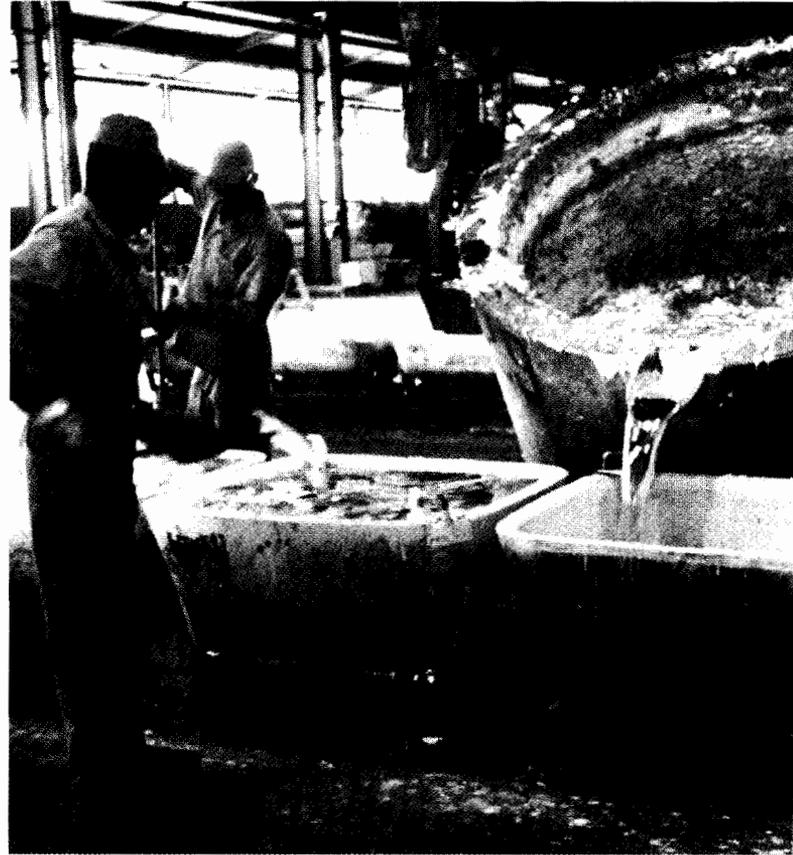
advice, assistance, and monitoring. Through its core staff in Nairobi (UNCHS) and Washington, DC (the World Bank), the UMP supported regional initiatives and networks by synthesising lessons learned, identifying best practices, conducting ongoing state-of-the-art research, and disseminating programme-related materials.

The UMP Partnership

UNCHS is the executing agency for the current phase of the programme, the World Bank is the associated agency, and UNDP provides core funding and overall monitoring. The World Health Organization is a collaborating agency.

Initially funded for a ten-year period (1986–1996), major UMP financing was provided in 1995 by the Governments of the Netherlands, Sweden, and Switzerland. The Governments of Denmark, France, Germany, the Netherlands, Switzerland, and the United Kingdom provided programmatic support through parallel financing.

The Ford Foundation also contributed to the programme. UNCHS, the World Bank, and the World Health Organization provided substantial in-kind support. (See Programme Financial Support for more detailed information on principal donors.)



Urban Land Management

Recognising the limitations of traditional approaches to urban land management, such as master planning and large-scale public land acquisition and development, the UMP promotes policies that result in more equitable, effective, and efficient land markets as the best means of meeting massive demands for urban land. This involves support procedures and institutions to provide land to the public for development and secure titles at reasonable cost through transparent processes. Land registration and titling, land use regulations, and public land utilisation and disposal procedures and pricing are related areas of focus. The need to build on customary systems of land management and to consider informal or illegal land markets is recognised. Examples of UMP activities are the following:

- Preparation for the regional Habitat II meeting on access to land and security of tenure in Jakarta in August 1995 and the global Habitat II meeting on the same subject in Delhi in January 1996.
- A global survey of good practice in urban land tenure regularisation.
- Uganda Land National Consultation.

Urban Infrastructure Management

The traditional supply orientation to infrastructure policy has resulted in overemphasis on facilities rather than services, public sector provision often requiring the co-ordination of many institutional actors, highly politicised decisionmaking regarding types of investments and pricing of services, and lack of attention to operations and maintenance (O&M).

The UMP therefore promotes policies that focus on services delivered in response to effective demand, pricing for cost recovery and demand management and targeting of subsidies, competition and partnerships between the public, private, and community sectors in demand identification and service delivery, and capacity building for better O&M management. Examples of UMP activities include the following:

- Regional workshop on urban environmental strategies for African cities, Dakar (Senegal).
- Updating of the Metro Manila Development Authority (MMDA) in the Philippines.
- Updating of the urban sector profile for Hanoi, Vietnam.
- Working paper on public-private partnerships in urban infrastructure services.
- A formal paper on informal sector involvement in municipal solid waste management.

- Training materials on quality maintenance in local government operations and maintenance.
- Contributions to the evaluation of selected Best Practices for submission to Habitat II in Istanbul.

Municipal Finance and Administration

The UMP focuses on augmenting municipalities' own resources, enhancing the effectiveness of intergovernmental transfers of resources to municipalities, and rationalising local government borrowing. The programme also supports efforts to improve municipal resource management and increase the effectiveness of local government recurrent and capital expenditures. Decentralisation is becoming a major rallying theme for the UMP in many countries, and support is being provided in efforts to increase the effectiveness and efficiency of intergovernmental institutional arrangements and internal institutional arrangements in local governments, and to related capacity building. Examples of UMP activities include the following:

- Mozambique national consultation on decentralisation.
- Contributions to consensus building in the preparation of a strategy for decentralisation in Ecuador.
- Latin American and Caribbean seminar on urban finance strategies.
- A handbook on *Mastering Municipal Malfeasance*.
- Ongoing collaboration with UMP-Africa and UNCHS to develop a local government support programme in South Africa.
- Case studies on municipal credit institutions.
- Workshops on urban good governance, the most significant being the ARNUM workshop held in Nairobi in November 1995.

Urban Environmental Management

Among the most critical and immediate problems facing cities in developing countries are the health impacts of urban pollution that derive from inadequate water, sanitation, drainage, and solid waste management services, poor urban and industrial waste management, and air pollution. Collectively dubbed the "brown agenda," this set of problems disproportionately affects the urban poor and takes a heavy toll on urban health and productivity. The UMP promotes a strategic approach to urban environmental planning and management that is based on mobilising public support and participation, choosing policy instruments that will change behaviour, relieve conflicts, and encourage co-operative arrangements by building local institutional capacity, strength-

ening urban service delivery, and increasing local knowledge about the urban environment. Examples of UMP activities are the following:

- Regional interchange of successful experiences of Brazil and Colombia on solid waste.
- Joint capacity-building efforts co-ordinated with activities of the UNCHS-UNEP Sustainable Cities Programme (SCP).
- Ongoing demonstrations of urban environmental planning and management in Chile, Ecuador, Egypt, Ghana, India, Nigeria, Poland, Senegal, and Tanzania.
- City consultations in Concepcion, Dar es Salaam, Ibadan, Madras and Tunis. Similar demonstration projects are being prepared in China, Mozambique, Paraguay, and Zambia.
- National follow-up and replication of older demonstrations in Chile, Egypt, and Tanzania.
- Collection and synthesis of best practices in environmental planning and management.

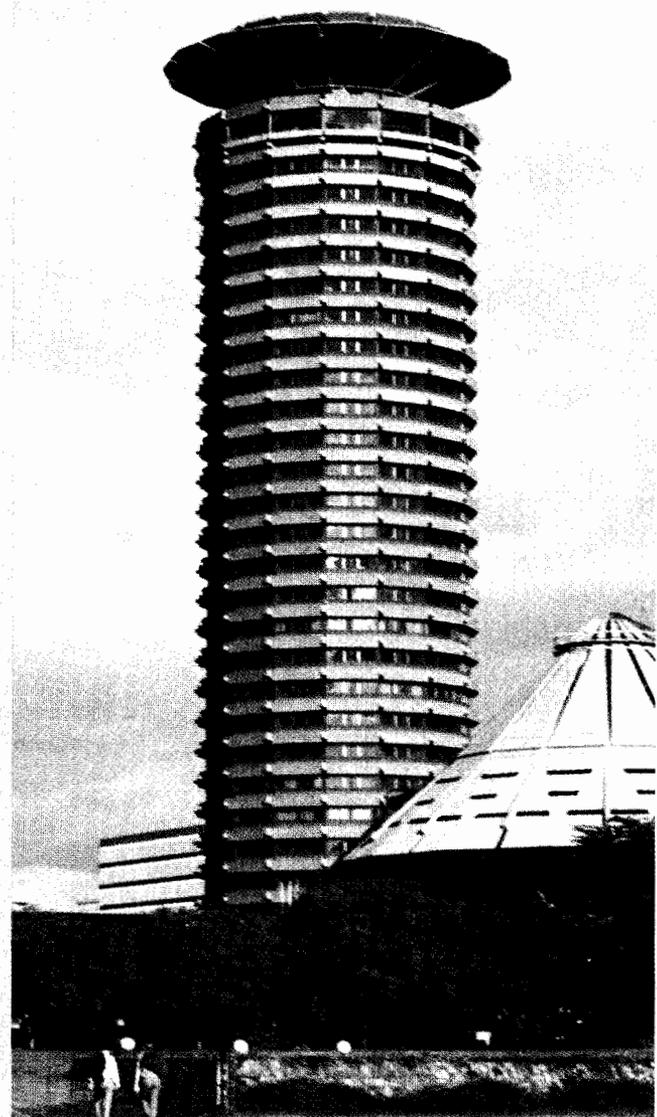
Urban Poverty Alleviation

The UMP aims to increase the capacity of urban managers, particularly in municipalities, to address urban poverty issues. The broad areas of operation comprise the following:

- Latin American regional workshop on enhancing local capacity to translate poverty research into policy recommendations.
- Modification of the municipal regulatory framework, making it more responsive to the needs of the poor, for example, in housing, building and infrastructure standards, land tenure regularisation, and operating licenses for hawkers, street vendors, pedicab drivers, and other low-income employment areas.
- Basic services delivery at appropriate and affordable standards, particularly micro-infrastructure in low-income neighbourhoods, water supply, sanitation and solid waste management, primary health care, and education.
- Direct employment creation strategies through, for example, labour-intensive public works programmes and vocational education.

The programme also focuses on specific vulnerable groups, such as scavengers and street children, and addresses growing urban violence and access to justice by the urban poor. Examples of UMP activities include the following:

- Preparation of the UMP-supported Recife city consultation on municipal options in urban poverty reduction and the Global Habitat II Urban Poverty Conference in March 1996, also in Recife.



- Preparation of a formal paper on options for poverty reduction action at the municipal level, made available at the above two conferences.
- In co-operation with the European Forum for Urban Safety, organisation of a global conference on access to justice and urban security in La Reunion in December 1995.
- Plans to create the African Forum for Urban Safety in Dakar with support from the European Forum, and to develop Latin America and the Caribbean (LAC) Forum activities with UMP-LAC, and to develop regional activities in the Indian Ocean countries in connection with South Africa.
- Publication of two books on access to justice for the poor in Latin America and Africa.
- Participation in a joint ICPC-UMP-UNAFRI proposal for making cities in Africa safer from crime.
- Continued co-operation with the Ford Foundation's Southern and Eastern Africa office, in supporting policy-oriented urban poverty research in eight countries.

By virtue of its multidisciplinary, multiagency nature, the UMP has established significant interfaces and mutual synergies with other programmes. Some of the more important examples of co-operation with other programmes and agencies are given below.

- The UMP supports the preparatory process leading up to the Second United Nations Conference on Human Settlements (Habitat II), the "City Summit," to be held in Istanbul in June 1996. Support at the country and regional levels is particularly important, but UMP's headquarters core teams also work closely with the Habitat II Conference Secretariat.
- The UMP works closely with the UN Commission on Sustainable Development in the follow-up on implementation of Agenda 21.
- The UNCHS-UNEP environmental programme that complements the UMP—the Sustainable Cities Programme (SCP)—has developed an operational framework for urban environmental management based on experiences gained through consultative and participatory processes in environmental planning and management in cities around the world. The division of responsibilities between the UMP and SCP to date is as follows. At the city level, there are typically joint start-up activities, with SCP mobilising funding for demonstration activities and subsequent multiyear technical co-operation activities. At the national level, there may be a joint national consultation with UMP-supported national interventions, replications, and establishment of a national agenda for regional collaboration. At the regional or global level, UMP supports regional workshops and consultations, with joint synthesis of experience and preparation of tools.
- A similar relationship exists in the area of poverty alleviation with the evolving UNCHS/ILO/UNV/UNDP Urban Poverty Partnership, which began in 1992 with a preparatory phase.
- For Sub-Saharan Africa, there are strong synergies between the UMP and the Municipal Development Programme (MDP). Modalities for strengthening collaboration through the UMP regional office for Africa and the UNCHS core team have been set forth in a Memorandum of Understanding agreed

The UMP has established significant interfaces and mutual synergies with other programmes.

in June 1994. Several collaborative activities have taken place within this framework.

- In the Asia-Pacific region, close collaboration has been established between the UMP and a variety of UNDP-supported programmes, including the World Bank-executed Metropolitan Environmental Improvement Programme, the ESCAP-executed CITYNET programme, and the United Nations Office of Project Services- (UNOPS-) executed Asia-Pacific 2000 programme.
- Also in the Asia and Pacific region, co-operation with the Asian Development Bank (ADB) was intensified with joint in-country activities in Pakistan and Vietnam and collaboration in the preparation and organisation of two regional ADB-funded seminars.
- Wherever possible, synergies are created with ongoing UNCHS research and technical co-operation activities, World Bank operations in urban development, related UNDP programmes, UNEP activities and projects, and programmes supported by other multi- and bilateral ESAs. During 1995, several such co-operative initiatives were launched in relation to urban development programmes and projects supported by regional development banks.
- The World Health Organization (WHO) is a collaborating agency in the UMP environmental management component and takes part in activities for which it has a comparative advantage in topical expertise and local and regional representation. WHO participation includes country- and regional-level activities and global research involving national and city consultations in those places where there are ongoing Healthy Cities Programme activities, for example, the Ibadan Healthy and Sustainable Cities Demonstration (UNCHS and WHO). WHO also participates in regional environmental consultations, workshops, and training and research activities, particularly through its regional environmental health centres. In addition, WHO engages in selected research activities and development of guidelines involving, for example, automotive air pollution in urban areas and management hospital wastes.





REGIONAL OFFICE FOR AFRICA

Since its creation in late 1992, the UMP regional office in Africa (UMP-Africa) has initiated sixty-seven activities in twenty countries—Angola, Benin, Botswana, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Guinea Bissau, Kenya, Mali, Mauritius, Mozambique, Nigeria, Senegal, Seychelles, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

Over the past three years, the UMP-Africa has implemented a programme designed to assist African countries in addressing overall national development objectives while simultaneously promoting the need for effective management of cities. The UMP-Africa is dedicated to projects and policies that improve the ability of cities and towns to meet the needs of a potentially thriving private sector.

At the same time, the consequences of a dwindling agricultural role across Africa, and the resulting migration from the countryside to the cities, need to be offset by policies designed to increase nonfarm employment opportunities in cities. There is a critical need to improve the overall conditions in African cities to ensure that cities and towns can effectively support and service the national aspects of the growing global market system. Social, environmental, and economic development issues must be brought into balance as well.

Central to all the UMP-Africa's initiatives will be efforts toward increasing co-operation among central and local governments, nongovernmental organisations, community organisations, and the private sector.

In the future, the UMP-Africa will stress projects designed to improve the system of managing local governments by initiating collaborative efforts that include

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cities, manufacturers, service providers, and citizens. For example, the UMP-Africa will stress projects that promote public-private partnerships, corporate social responsibility, and communal self-help initiatives.

Regional Programme Activities

The UMP-Africa is working with central and local governments to create a new, positive vision of the city in Africa: a place of economic production, employment generation, and a centre of human innovation. The primary goal is to transform African cities from places of squalor to centres of economic growth, where overall conditions can effectively support and service the national aspects of the growing global market system and attract foreign investment.

To meet such goals, the UMP-Africa is undertaking projects that stress carefully planned spending, commitment from central and local governments, and the need for an ongoing dialogue and collaboration between the private sector and government policymakers. Country consultations are ongoing in Ghana, Mali, Mauritius, Mozambique, Nigeria, Senegal, and Uganda on the following topics: decentralisation, municipal development, municipal management, infrastructure, and land management. City demonstrations are ongoing in Côte d'Ivoire, Ghana, Kenya, Senegal, and Zambia on environmental planning and management, comprehensive waste management, and public-private partnerships.

Social issues, however, will not take a back seat. The alleviation of poverty, creation of employment, environmental issues, and women in development are issues that, among others, will be targeted.

A Regional Colloquium of Mayors was held in Accra, Ghana, to examine "New Frontiers for Financing Urban Service Delivery." The colloquium brought together more than fifty participants, including mayors and city officials from various African countries, private investors, and companies from around the world.

Additional regional consultations included a workshop on Property Taxes Mobilisation in Harare, Zimbabwe, and a seminar on Municipal Solid Waste Management in Abidjan, Côte d'Ivoire.

Environmental management

Several collaborative environmental programmes have been initiated to address, for example, in Abidjan and seven secondary towns of Côte d'Ivoire: (a) liquid waste and public toilet management, (b) planning and managing the lagoon, and (c) Abidjan greenery and planting of street trees. Workshops have been planned, and \$1 million has been earmarked for a national environmental action plan (NEAP).

The UMP-Africa incorporated the need for a waste management and awareness-building campaign in Accra with the programme, "Managing the Sustainable Growth of Accra." The regional office is considering technical assistance in Benin for the landfill site, the environment of secondary towns, and for the collection and disposal of biomedical waste. The UMP-Africa has requested financial and technical support from the core team in Nairobi for a base-line study on "Municipal Waste Management in Lagos Island."

A fact-finding study to evaluate the experiences and practices in environmental management in secondary towns has been completed in Côte d'Ivoire.

Land management

In Uganda, the task force has been working with local authorities in a bid to pursue the clarification of urban land management issues in small towns. Two of five proposed workshops have been held with smaller towns.

In Mauritius, the Consultation on the National Physical Development Plan was held in July 1995 under the aegis of the Ministry of Lands, Housing and Town and Country Planning.

Poverty alleviation

A study being finalised on the part of Nigeria's Community Bank investigated the potential for providing credit for the poor.

As a follow-up to a poverty alleviation workshop held in Dakar in 1994, some studies were published, among them "Poverty in Dakar: Towards a Municipal



Policy," which subsequently generated much interest from the government, UNDP, and other donor agencies. A follow-up activity is planned: a national seminar on "The Role of Municipalities in Urban Poverty Alleviation Policy in Senegal."

In spite of the complex institutional relationships that hinder effective methods for alleviating poverty in Uganda, city and government officials felt that there was scope for implementing some initiatives for access to land and improved sanitation and water supply. Three city consultations are under preparation on policymaking to alleviate municipal poverty in Kampala (Uganda), Mombasa (Kenya), and Harare (Zimbabwe).

Small towns in Uganda have requested UMP assistance in poverty reduction, which underscores the need to address issues of urban poverty in the secondary towns of Africa.

A regional colloquium to evaluate the findings of the studies conducted on access to justice was held in April 1995 in Burkina Faso, with a follow-up meeting planned for 1996. A Research Agenda on Urban Violence was launched in November in Ibadan in collaboration with UNCHS and the Institute of African Studies.



Several significant activities were postponed following the Italian Co-operation's inability to support the Municipal Options in Poverty Alleviation, including those scheduled for Luanda, Harare, and Johannesburg. Alternative funding arrangements are being pursued through UNDP, with the hope of continued collaboration with the Italian Co-operation in the future.

Municipal finance

The federal government of Nigeria sought assistance from the regional UMP office in appraising the municipal finance and management capacity in six northern Nigerian cities. Further discussions with UNCHS and ministry officials led to enlargement of the scope of the project to cover the three main regions of the country (North, West, and East).

In response to a request for assistance from the Nigerian Urban Development Bank, the regional UMP office is supporting the establishment of the Nigerian Urban Forum, which will allow key players from the private sector, government, NGOs, and other agencies to meet regularly to discuss, debate, and publicise important issues related to urban growth in national development.

Urban heritage

To increase awareness of the need to protect the historic quarters of cities, the UMP-Africa, in collaboration with UNCHS, the World Bank, the Swedish International Development Agency (SIDA), and the Danish International Development Agency (DANIDA), planned a Regional Seminar on Protection of Cultural Heritage within the Urban Environment in the Sub-Saharan Africa, held in Bamako, Mali, in March 1996.

Regional Panels of Experts

The UMP-Africa's panels of experts were set up to improve the delivery of the programme activities by assigning groups of experts coupled with support institutions to specific regions. Each panel is made up of ten members who are in turn supported by two institutions, spread across nineteen African countries.

The existing panels have established quickly attainable as well as far-reaching goals in urban management, infrastructure, land management, and other areas, through capacity-building initiatives and the establishment of networks of urban expertise to improve the sustainability of UMP activities.

Unfortunately, budgetary constraints, coupled with difficulties with resources and communications, have hampered optimal operation of the panels.

Workshops and Conferences

Six regional conferences and workshops were organised by the UMP-Africa in 1995:

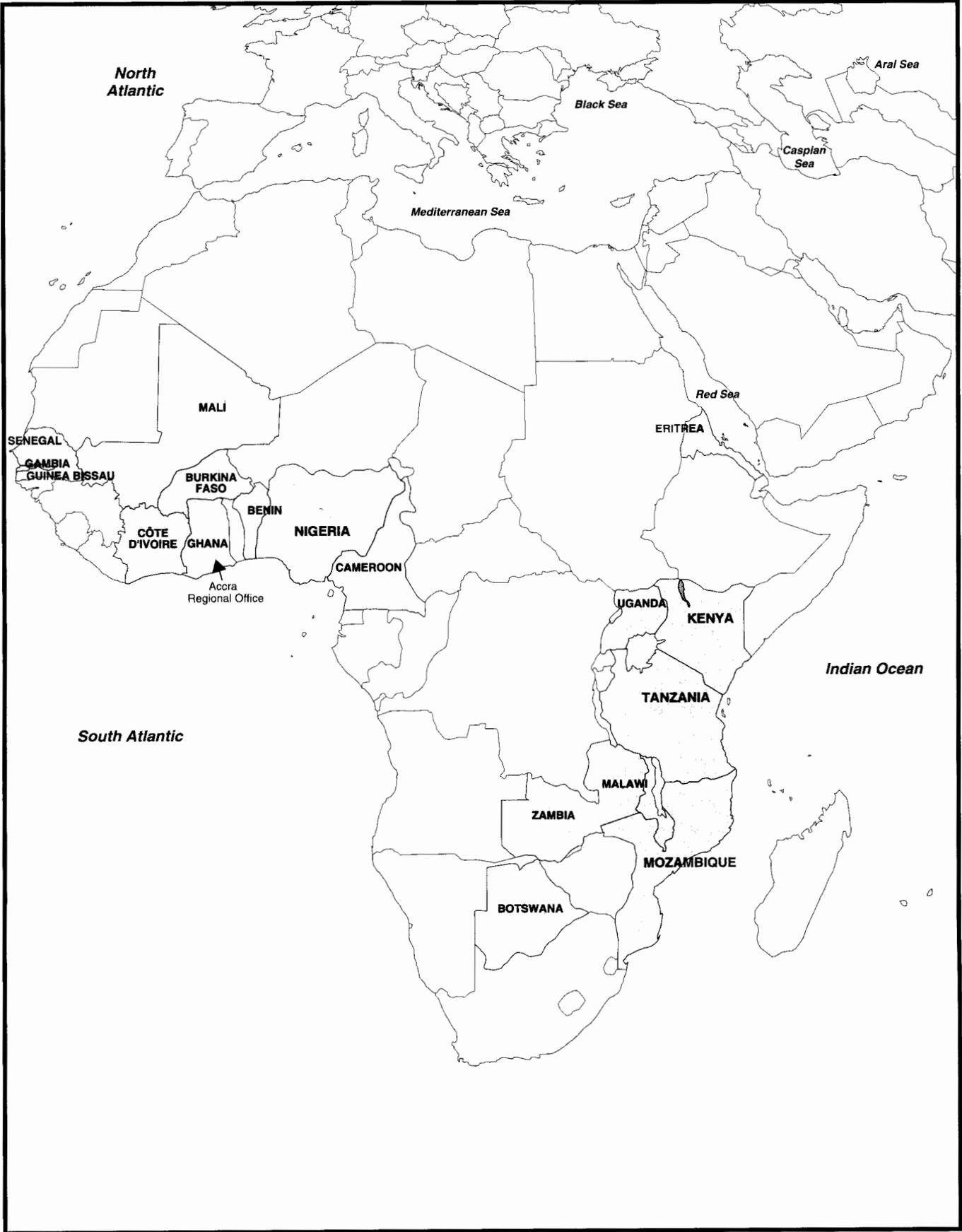
- Land Seminar; Abidjan, Côte d'Ivoire; March 1995.
- Access to Justice; Ouagadougou, Burkina Faso; April 1995.
- Urban Environmental Strategies; Dakar, Senegal; June 1995.
- Finance Expert Group Meeting; Yaounde, Cameroon; July 1995.
- Mayors Colloquium; Accra, Ghana; November 1995.
- Access to Justice and Urban Security; St. Denis, Reunion; December 1995.

Information Dissemination and Communications

The joint initiative between the UMP and IAGU, supported by the SDC and the World Bank, has been instrumental in implementing the UMP-Africa dissemination strategy. Activities include the translation of *The Urban Age* into French, with production of a regional insert called "Villes Africaines" to accompany *The Urban Age*, and the production and dissemination of a newsletter called *Panel Link* (in English and French). In promoting urban issues, the focus is on poverty and environmental concerns, given their all-encompassing nature in the urban agenda.

Habitat II

The regional UMP office has been supporting the Habitat II preparatory process by attending international and regional conferences, and by collaborating on the preparation of a "Declaration on People, Participation and Sustainable Human Settlements" with the intent to ensure full consideration of the urban challenges facing Africa in the next millennium.





REGIONAL OFFICE FOR THE ARAB STATES

The UMP Regional Office for the Arab States (UMP-ASR) was established in Cairo in 1993. Programme activities continue in seven countries: Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia, and Yemen. Country panels were set up in each country; they constitute the building blocks of the delivery mechanism of the programme. Each country panel is composed of ten to fifteen people selected for their expertise in various UMP theme areas, and for their leadership and advocacy skills. They meet once a month to identify priority urban management issues, initiate activities, and follow up on activity implementation. A regional panel, consisting of two members from each country panel, meets once a year to review UMP regional country-based activities, as well as provide guidance for future operations. The UMP-ASR functions as a technical secretariat for both country and regional panels. This structure is sufficiently flexible to accommodate country differences without compromising the regional dimension of the programme.

The UMP-ASR compiled a directory of experts and institutions involved in urban management. The publication provides an up-to-date listing of 278 experts, firms, institutions, research centres, and nongovernmental organisations (NGOs); and covers seven UMP-ASR components and eight countries. The directory serves as a resource base that country panels can draw upon for assistance in the implementation of all UMP-ASR activities.

The regional office continues to incorporate issues of particular concern into UMP activities in the Arab states: the sustainability of activities, the incorporation of gender concerns into these activities, the mobilisation of the mass media to publicise urban issues, and the protection

Engaging the private sector in the provision of municipal services is an excellent way to promote economic growth.

and regeneration of cultural heritage. Self-supporting activities are drawing more and more on private sector initiative and are fostering local participation—two of the most effective means of ensuring the long-term viability of urban development projects, as the following examples show.

Experiences in Yemen have demonstrated that engaging the private sector in the provision of municipal services, such as solid waste management, is an excellent way to promote economic growth while meeting a significant urban challenge. In addition, the successful involvement of small businesses in recycling activities in Sana'a and Cairo has inspired other countries in the region, namely Jordan and Lebanon, to initiate similar projects.

Regional Programme Activities

Support to Habitat II

Regional activities in 1995 in support of Habitat II included a Regional Public Awareness Campaign to publicise Habitat II and ensure regional media coverage of activities organised in preparation for the international conference. In addition, the Media and the City Summit Regional Seminar was organised in collaboration with the Society of Writers on Environment and Development (SWED) in Egypt with the objective of raising awareness about Habitat II among media personnel in the region and to stimulate interest in urban issues and activities common to the UMP and Habitat II. The seminar also encouraged the general public to become involved in urban policy formulation. It was held in Cairo on March 15–16, 1995.

Supporting small and micro-businesses

In response to the regional interest in supporting small businesses, the UMP-ASR organised a training programme at one of Egypt's most successful micro-finance organisations. The programme included participants from Lebanon and Tunisia, and resulted in the development of programmes for the support of small businesses in both these countries.

Urban environment

Many activities are being implemented at the inter-regional, regional, and national levels to improve the urban environment, specifically in solid waste management, environmental improvement, zoning, and heritage protection. Increasingly, women and small businesses are participating, which will contribute to the projects' long-term sustainability. Despite some successes in Egypt, the concept of involving small and micro-enterprises in solid waste management remains new at the global level.

As part of its effort to minimise, recycle, and reuse solid waste, the Lebanese country panel has launched a study of the potential users of reclaimed materials to determine market demand and pinpoint the optimal price and volume of production for each kind of material. In a related activity, women's participation is being sought in a programme that combines poverty reduction with solid waste management by providing low-income women business opportunities in waste collection and recycling.

The Yemen country panel implemented a project on solid waste management in collaboration with the Association for Co-operative Cleansing and Environmental Health. The first phase was a study to document the existing solid waste management system in Sana'a, including the potential for marketing recycled plastic, and the design of a pilot project for plastic recycling. The second phase involves the actual implementation of the pilot project, which, though still under way, has already resulted in the improved appearance of the city's streets as a result of the removal of plastic waste. Government authorities would like to replicate the project throughout the country.

Regeneration of historic city centres

Regenerating the cultural heritage of the region is not an issue of the past, but rather a contemporary challenge. The links between heritage protection and regeneration, business expansion, social development, and environmental improvement were a central theme at the Tunis Regional Consultation on the Revival of Heritage in



Arab Cities. An understanding of the interconnectedness of these issues is now permeating country-based activities. At the conference, the Tunis experience in infrastructure improvement and urban beautification was used to illustrate these relationships, and as a result, Zabid (Yemen) and Damascus have designed and are currently implementing activities that build on these links. In another example, the Egyptian country panel has undertaken activities that take a holistic approach to the protection of historic monuments by strengthening the economy and improving the quality of life in surrounding communities. The sound management of historic centres in the region is emerging as an effective means of attracting ecologically sensitive and culturally minded visitors from inside and outside the region.

Urban participatory governance

Country panels have developed activities that build on local capacity to improve urban management practices. Examples include two activities in Morocco and one in Tunisia. In Morocco, the country panel is organising a country consultation that will publicise the potential for community development associations to contribute to urban development. As part of the consultation, the panel will prepare an action plan to reinforce the legal status of these associations and facilitate their participation in urban environmental improvement programmes and business expansion schemes. In addition,

Heritage Protection in Egypt: Environmental Improvement and Heritage Protection Programme for Selected Urban Areas

A three-phase project is being implemented for the environmental improvement and heritage protection of two historic districts: the Gamaleya District (Cairo Governorate) and the Rosetta City (Beheira Governorate). The primary goal of the project is to foster community involvement in urban development and environmental preservation initiatives in those areas to ensure their sustainability over the long term.

Phases I and II of the project involved preparing and completing physical and environmental surveys of the areas. Phase III, which is currently under way, focuses on capacity building for district-level councils and community leaders, and on the development of public-private partnerships involving local businesses, NGOs, and local government staff.

As part of Phase III, three workshops on community participation have been conducted. The first workshop, held in Gamaleya and Rosetta, sensitised residents to the environmental and development issues in their area. The second workshop, held in Gamaleya, helped residents identify the main environmental and social problems in the district. The last workshop, also in Gamaleya, gathered eight community representatives identified as potential leaders and trained them in community participation and leadership methods.

Two NGOs are being created for programme implementation and advocacy: the Sustainable Development Association of Gamaleya and the Sustainable Development Association of Rosetta. Phase IV, which will consist of a Participatory Rapid Appraisal that will be conducted over a larger area in Gamaleya and Rosetta City, is under preparation and will be financed by the Ford Foundation at an approximate cost of \$115,000.

The Cairo Governorate and the Ministry of Culture are working to replicate the Gamaleya programme to cover all of historic Cairo. The project, whose cost is estimated at \$890,208, will be financed by a grant from the Italian Commodity Aid Counterpart Funds for Egypt.

the Moroccan panel is currently organising a workshop to increase the urban management capabilities of local elected officials. During the workshop, the management needs of local officials will be assessed, suggested training methods will be presented, and ways to improve local officials' access to information will be identified.

As part of its efforts to strengthen the participation of local actors in the field of urban development, the Tunisian Country Panel is focusing on legal issues and public awareness related to the management of co-operative housing. It is sponsoring a study that will lead to the production of a guidebook to inform the residents of co-operative housing units of their rights and obligations as members of a community. In addition, a media campaign will be launched that will emphasise the management roles and responsibilities of community members regarding communal space. As a parallel initiative, a national consultation on the management of collective housing will gather representatives of local and central govern-

ments and community groups to investigate ways to strengthen the participation of residents in the management of collective housing.

Since the March 1994 workshop on gender sensitisation in Cairo, country panels have increasingly integrated gender concerns into their activities in Lebanon, Tunisia, and Syria. For example, the Tunisia country panel commissioned a study on women's domestic activities, then organised a workshop to discuss the findings. The workshop issued policy recommendations and put forward ideas for project development. Many of these policy recommendations were included in the Ninth Tunisian Plan for Economic and Social Development, while project ideas have been embraced by relevant government agencies. The Tunisian panel is also orchestrating a media campaign to increase awareness about issues related to women and cities.

In a survey of women in the Tabali area of Damascus, the country panel found that women had a strong interest in engaging in income-generating activities, but they were hampered by a lack of training and limited access to credit. The UMP-ASR, in collaboration with governmental, nongovernmental, and private sector organisations, has developed a training programme for women interested in setting up a small business and is designing a credit delivery system.

The UMP-ASR is gaining increasing recognition from governments in the region and the Arab League as an important resource on urban issues. UMP panel members and co-ordinators are well represented on official delegations and actively participate in the formulation of policies. This is particularly evident in the preparatory activities for Habitat II: panel members from Egypt, Lebanon, Syria, and Yemen drafted the national papers for Habitat II for their respective countries; the UMP Country Co-ordinator in Syria is heading the national committee for Habitat II; and the Habitat II Secretariat has appointed a Yemeni panel member as Regional NGO Facilitator.

Over the past three years, the role of the UMP-ASR has evolved significantly from that of setting up the UMP delivery structure to serving as a catalyst for activity implementation and the regional exchange of experience. Programme development is no longer based in the regional office. Out of nineteen Initiating Briefs (IBs) prepared during the second half of 1995, only five originated from the UMP-ASR. While the regional office still acts as the primary channel of communication between country panels, an important objective for the next phase will be



to strengthen the direct links between the panels themselves. Through the activities they are generating, country panels are currently shaping the culture and determining the priorities of the regional programme for now and for years to come.

Workshops and Conferences

Selected workshops and conferences for 1995 include the following:

- Media workshop on urban development, housing, and the environment (organised by the Syria and Lebanon panels).
- Conference on “Strategies for the Revival of Heritage in Arab Cities: Maintenance, Planning, Management” held in Tunis in March 1995.
- Workshop on urban development and housing for media personnel and government representatives held in Damascus in October 1995 (organised by the UMP Syrian Information Committee).

Research

UMP-ASR undertook a number of research activities in 1995. The main studies conducted and completed focused on the following subjects:

- In-Depth Needs Assessment of the Urban Poor in Jordan.
- *Appui aux Etudes sur les Activités Féminines à Domicile dans le Cadre du Programme de Développement Intégré* (Housewife Study supported by the Integrated Development Program).
- Upgrading Informal Settlements in Damascus, Syria.

The study, *Etude sur la Gestion des Espaces Communs d’Habitation en Co-Propriété en Tunisie* (Study on the Management of Common Areas in Jointly Owned

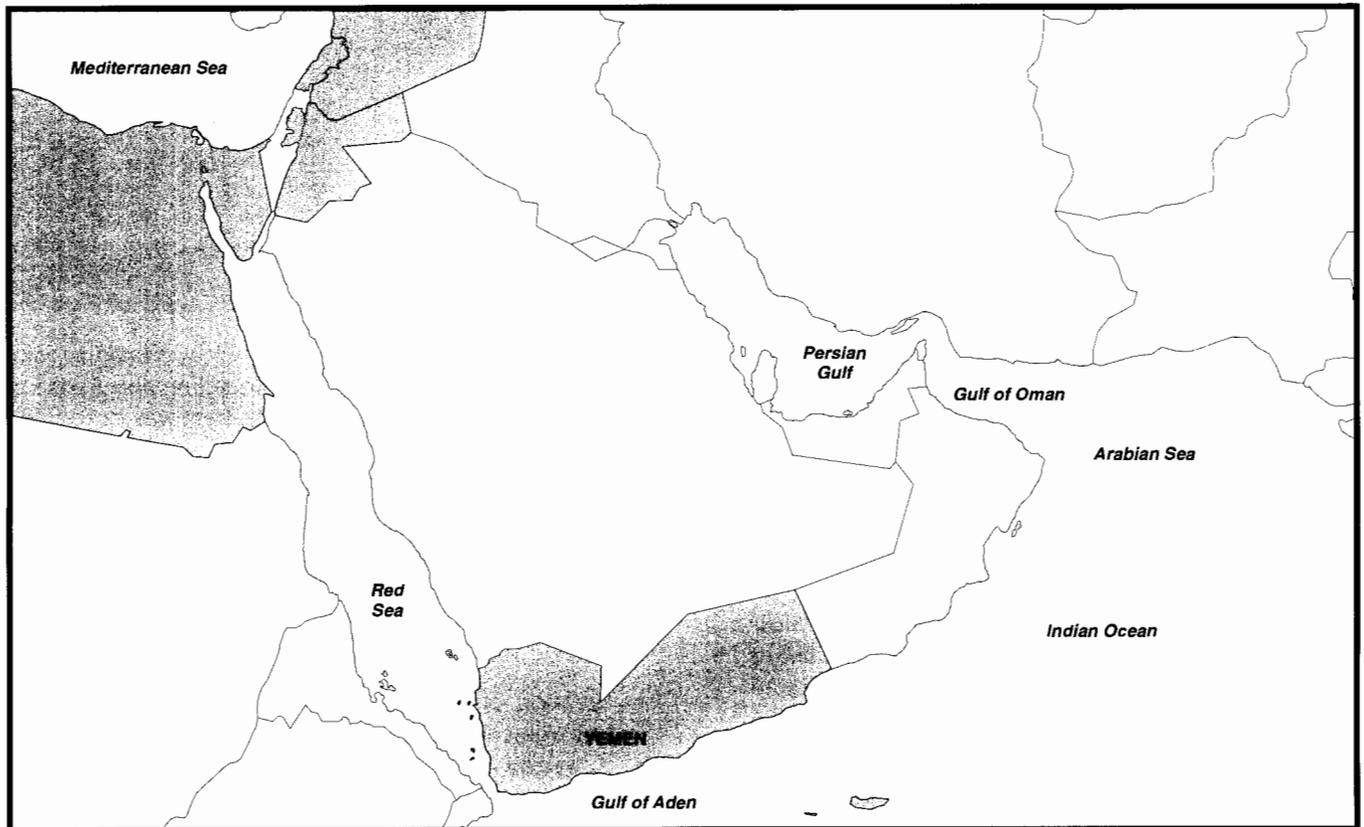
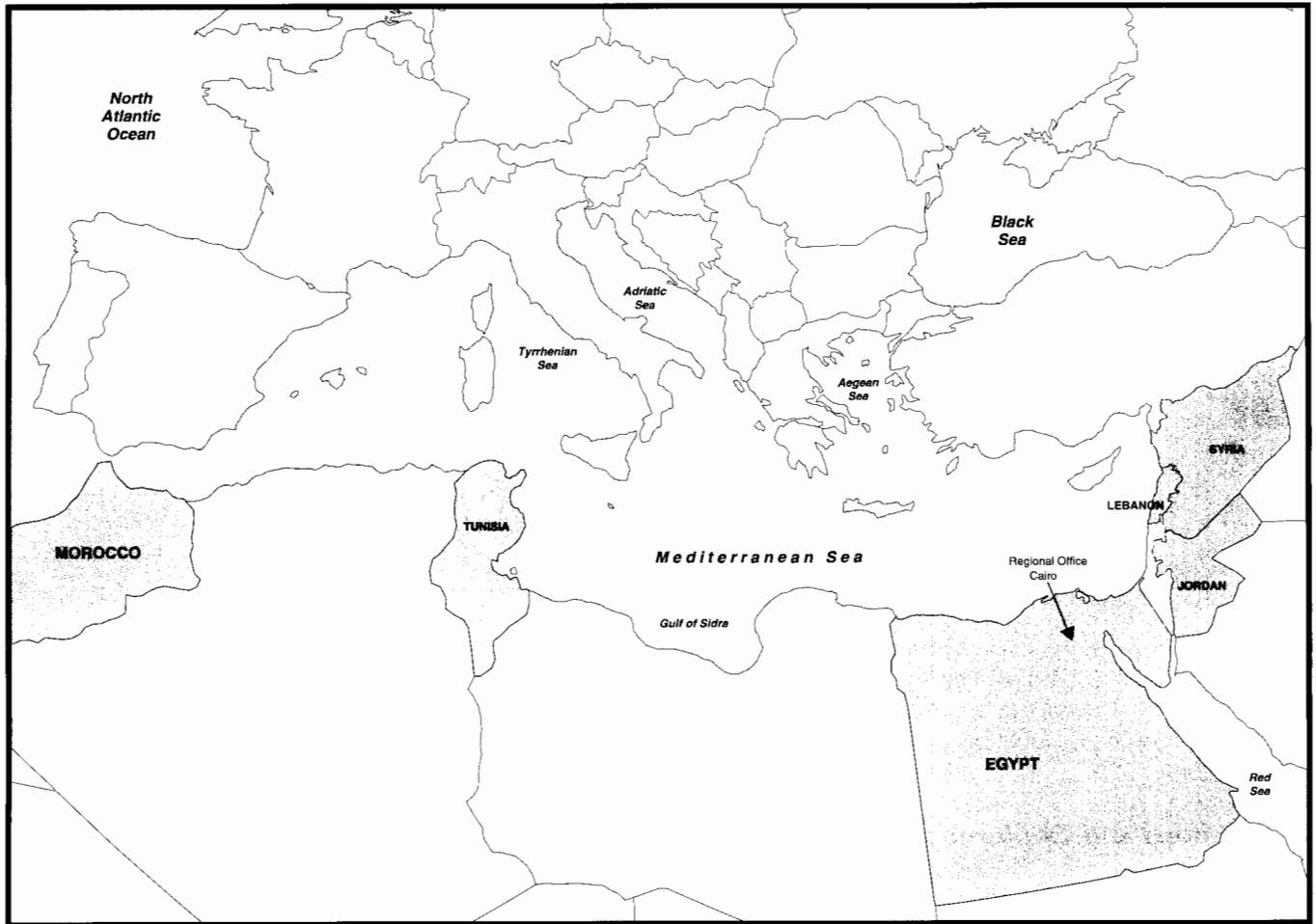


Dwellings in Tunisia), is ongoing. The study, *Expansion of Community-Based Initiatives for Recycling and Reuse of Municipal Solid Waste in Sana’a, Yemen*, was cancelled.

Information Dissemination and Communications

Outreach via the media governed the information dissemination and communications strategy of the UMP-ASR. Following are highlights of these efforts:

- Creation of three media NGOs in Egypt, Jordan, and Yemen.
- A weekly radio show in Lebanon, which draws attention to urban environmental problems.
- Publication with the World Bank of the Arabic version of *The Urban Age*.





REGIONAL OFFICE FOR ASIA & THE PACIFIC

Since its establishment in November 1992, the UMP Regional Office for Asia and the Pacific (UMP-Asia) has initiated a number of activities in fifteen countries — Bangladesh, China, Fiji, India, Indonesia, Iran, Malaysia, Nepal, Pakistan, the Philippines, Solomon Islands, Sri Lanka, Thailand, Vietnam, and Western Samoa.

During 1995, the most significant developments in the operations of UMP-Asia were the following:

- The increase in country-based activities.
- Further strengthening of national networks of experts.
- Increased collaboration with regional partners.
- Broader recognition of the UMP.

Although there was an increase in country-based activities, there were no regional seminars or workshops undertaken in 1995, except for those done in collaboration with and funded by other regional partners.

UMP-Asia has contributed to the UMP being prominently featured in two recent regional events: the Pacific Rim Forum held in Bangkok in November 1995, and the New Asia Forum held early in 1996 in Kuala Lumpur. These gave the UMP the opportunities to further promote public-private partnerships, especially with the private business sector.

Regional Program Activities

A number of country consultations are either ongoing or planned for 1996. They include the National Urbanisation Policy/Urban Strategy (Philippines), Municipal Services Upgrading (Bangladesh), Modernisation of Urban Management (Indonesia), Urban Sector

Policy and Programme (Vietnam), Andaman Coast Sustainable cities Programme and Regional Urban Development Programme (Thailand), Urban Strategies and Action Plans in India, National Institute of Urban Studies (Malaysia), and China Land Management Capacity Building by State Land Administration.

Consultations were held with the Indonesian Association of Municipalities on the needs of their members for capacity-building in the context of Indonesia's rapid economic growth and trends toward decentralisation. Results of these consultations have been incorporated into the recently approved United Nations Development Programme-(UNDP-) supported Modernisation of Urban Management being executed by UNCHS with the assistance of UMP-Asia.

The recently established Metro Manila Development Authority (MMDA) requested assistance from UMP-Asia to assist in updating the Metro Manila Development Plan. A broad-based participatory approach has been designed by UMP-Asia for the work involved, which has now been put into place. MMDA is funding UMP-Asia's mission costs in connection with the work.

UMP-Asia is assisting the Department of Local Administration in executing the UNDP-supported Regional Urban Development Programme, which involves strengthening the capacities of selected cities in urban management. UMP-Asia has mobilised eight members of its panel of experts to serve as international consultants to the program for twenty-eight work-months



over a period of two years. UMP-Asia is also providing technical back-stopping to the program.

UMP-Asia continues to work with UNDP-Hanoi, UNCHS, and the Asian Development Bank (ADB) in preparing an updated urban sector profile and a programme framework. UMP-Asia is facilitating the national and city-based consultations in defining Vietnam's urban agenda and a common framework for international assistance. Three national consultations and three professional workshops have been completed, as well as three city consultations in Hanoi, Ho Chi Minh City, and Danang. Follow-up work in supporting city-level projects in Hanoi, Ho Chi Minh City, and three smaller cities is being funded by UNDP.

The organisation of URBNETs—networks of urban management experts created by UMP-Asia—in Indonesia and Thailand has been formalised and anchored to the Center of Urban and Regional Studies of Institute Technology Bandung, and the Department of Urban and Regional Planning of Chulalongkorn University, respectively. URBNET-Indonesia is involved with the Modernisation of Urban Management in a consultative and advisory role, while URBNET-Thailand is similarly involved with the Regional Urban Development Programme.

Negotiations are being finalised with the Centre for Urban Studies of the University of Dhaka as the anchor institute for URBNET-Bangladesh, as well as with the National Institute of Urban Affairs for URBNET-India.

Several significant partnerships have been forged by UMP-Asia during the last half of 1995:

- With partners in the Urban Management Programme, Asia and the Pacific (UMPAP) in formulating the Urban Partnership, which was launched at the Regional Urban Forum in Bangkok in March 1996. The Urban Partnership aims to build collaborative mechanisms among urban actors in addressing the challenges of urbanisation with the overall objectives of promoting empowerment of the poor, improving the urban environment, and promoting effective and efficient urban governance. The Urban Partnership focuses on capacity-building, advocacy, information exchange, networking and collaboration, and resource mobilisation.
- With the International Association of Realtors (FIABCI) in organising the Regional Consultation on Access to Land and Security of Tenure in Jakarta in August 1995. Further work with FIABCI is anticipated in several other countries in the region.
- With the Asian Development Bank in organising the Regional Seminar on Managing Asian Megacities in October 1995, as well as the Regional Seminar on Urban Infrastructure Finance in Asia and the Pacific in April 1996.

These partnerships were entered into by UMP-Asia in the context of preparations for Habitat II for the short term and in preparation for future collaboration under UMP Phase 3 for the longer term. The partnership with the Asian Development Bank is part of the strategy for the institutional anchoring of UMP-Asia for Phase 3.

A regional workshop was held in collaboration with the World Health Organization (WHO), Metropolitan Environmental Improvement Programme (MEIP), and Johor Bahru Municipal Council on Urban Health and Environmental Management in Johore, Malaysia, in March 1995, which resulted in the initiation of networking among environmental health professionals and promotion of the WHO Healthy Cities Program. The UMP-Asia also, as a follow-up to the Regional Seminar of the Management of Coastal Cities in 1994, undertook a Rapid Environmental Assessment of the Andaman Coast. This provided a framework for the formulation of a strategic environmental management plan covering six contiguous provinces of Ranong, Pang Nga, Phuket, Krabi, Trang, and Satun along the Andaman Sea in Thailand.

Regional and Global Seminars were held in Jakarta and Delhi. UMP-Asia facilitated a study tour of Chinese State Land Administration officials to the United States and Canada.

A publication is planned for 1996 on the proceedings, case studies, and results of the workshop on Community-Based Programmes for Urban Poverty Alleviation, which was held in 1994 in Kuala Lumpur. A case study of Cebu Poverty Alleviation was presented in video at the Recife Meeting on Poverty Alleviation in Brazil, and the case study was nominated for Best Practice at Habitat II Conference in 1996.

A publication on Non-Land-Based Sources of Municipal Revenues is being produced as input to Habitat II (see Research).

Consultations in Nepal and Vietnam included this element, which is being taken up by others.

Cebu Best Practice Case included women's groups, training of police and community groups on domestic violence, and family neighborhood watch groups. This was presented by a women-led nongovernmental organisation (NGO) in the Global Seminar in Recife.

Research

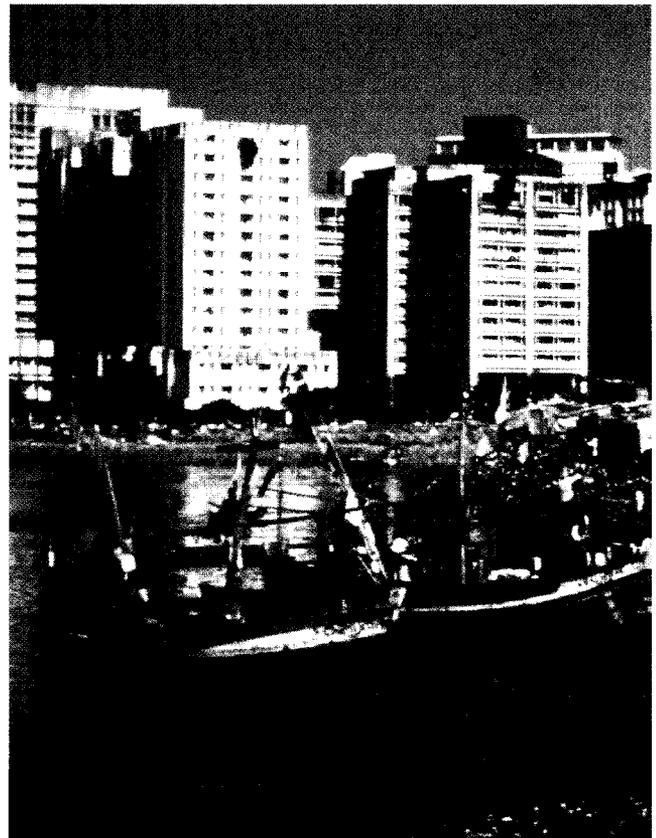
The UMP-Asia regional panel on Municipal Finance and Administration completed the research project on Non-Land-Based Sources of Municipal Revenues in 1995 with the convening of case writers and potential end-users at the workshop held in Kuala Lumpur in March 1995. A synthesis report was produced based on the results of the workshop; the report will be published in 1996 for distribution at the Habitat II Conference in Istanbul in June.

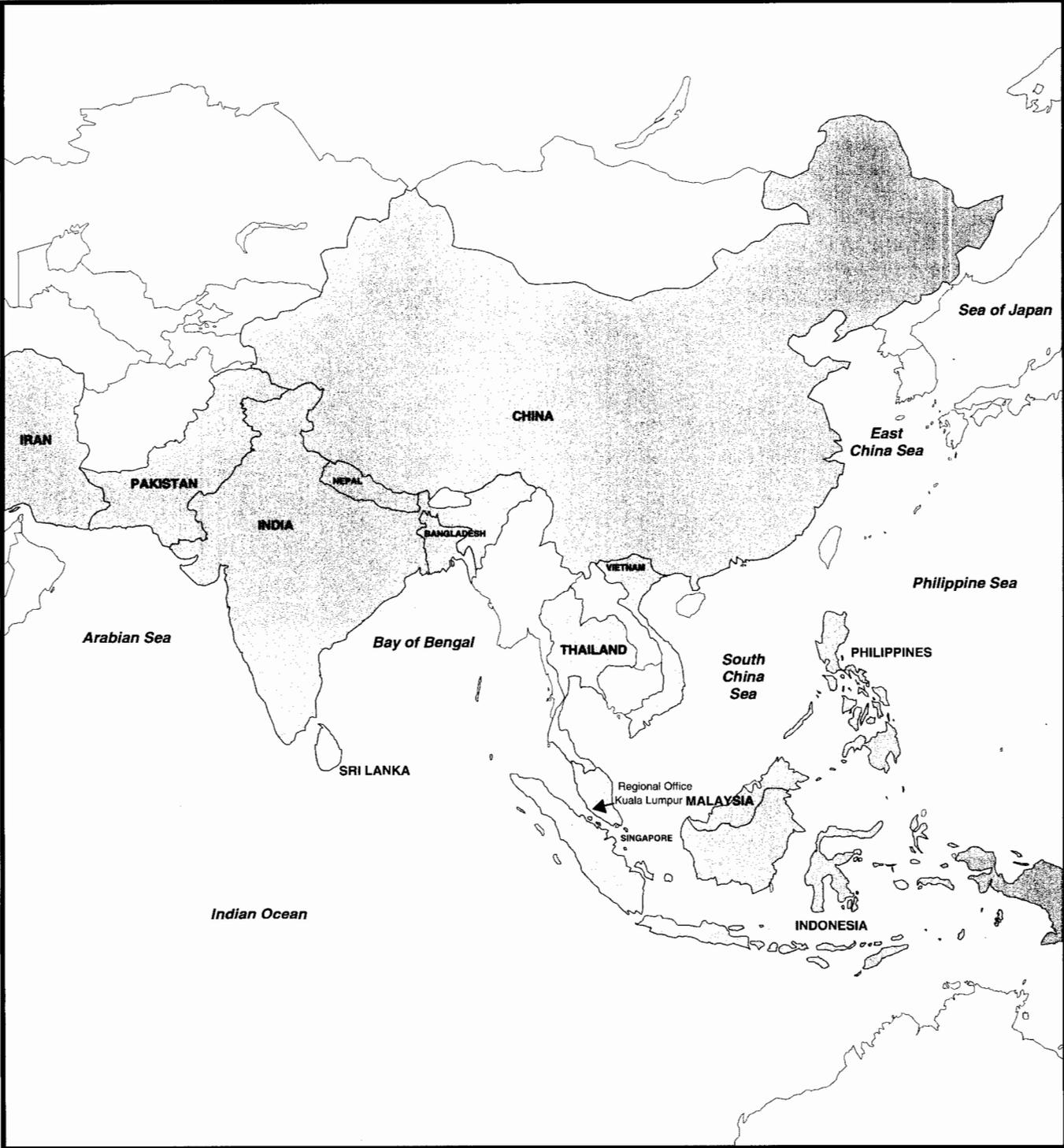
Information Dissemination and Communications

UMP-Asia continued to produce its series of Occasional Papers that are focused on UMP's five thematic areas and written by authors from the region recognized for their expertise. Occasional Paper Series 23 was distributed by December 1995, while the newsletter *UrbanLinks*, carrying news items on urban-related activities and a calendar of events, in collaboration with UMPAP partners, was getting wider circulation in the region. Directories of urban experts, institutions, and



ongoing programmes were also disseminated as were global UMP publications. UMP-Asia also continued to provide support to several regional publications, such as *EAROPH Bulletin*, in return for featuring abstracts of UMP technical papers and news articles on UMP activities.









REGIONAL OFFICE FOR LATIN AMERICA & THE CARIBBEAN

After two and a half years of operation, the UMP Regional Office for Latin America and the Caribbean (UMP-LAC) has carried out a number of activities at the country, city, and regional levels as part of its efforts to foster policy dialogue, stimulate capacity building, and activate programs of horizontal co-operation and exchange. These activities have promoted a positive identity for the UMP among urban actors in Latin America.

UMP-LAC has become an increasingly active focal point at the regional level for different actors, be they central or local governments, private sector networks, academia, NGOs, or community-based organisations (CBOs). This can be measured by the increasing number of requests for bulletins, books, posters, working papers, videotapes, and invitations to UMP-LAC members to attend seminars, workshops, and conferences. Requests for support of project formulation and implementation are received on a regular basis. In addition, the base of contacts with networks has broadened; the UMP-LAC is now better able to develop partnerships and has easier access to urban authorities at all levels in many countries. This thirst for continued support to urban authorities underscores the need for the UMP to continue its commitment into the third phase, and to improve and deepen the consultation process. This will lead to the consolidation of partnerships that should develop into well-anchored institutions in the LAC region.

Direction of Efforts

Much effort has been directed toward such urgent issues as poverty, the lack of an institutional framework

for governance of metropolitan areas, developing public-private partnerships in the provision of urban services and infrastructure, urban environmental problems, promoting participatory processes, fostering decentralisation and municipal strengthening, and actions to prevent and control urban crime and violence.

Most of the activities presently being implemented by this regional office are a continuation of processes that were started at previous stages of the work. Such continued efforts highlight several aspects of the activities: the solid partnerships that have been developed with regional, national, and city counterparts; the process that has allowed more in-depth policy debate, capacity building, and exchange; and the concrete results and institutional sustainability, which have helped advance the anchoring of UMP-LAC.

Consultations

Consultations constitute a major activity of UMP-LAC in terms of efforts undertaken by the regional team and the mobilisation of experts, as well as in budgetary terms. All consultation processes respond to explicit demands, mostly from central government authorities to support the formulation of national urban development policies. An effort is also being made to address city requests for consultations, technical support, and policy dialogue, as in the cases of Cali, Cochabamba, La Paz, Quito, Recife, San Salvador, and the cities of Central America that benefit from training and exchange activities on the urban environment.

The experiences of city and country consultations have facilitated improvement in the design and strategy

of implementation. Some of the lessons learned that have been particularly useful include the following:

- Consultation processes for policy formulation or reform are very political in nature and therefore need the appropriate timing and support of the adequate authorities within the power structure.
- Partnerships enhance the ability to mobilise human resources and accumulated wisdom, financial resources, and negotiating power.
- The UN banner provides neutral ground that encourages respectful—if intense—and broad policy debate.
- To be found attractive, a consultation must address relevant issues and be able to produce concrete and tangible results that satisfy participants' expectations.
- The broader the scope of consultation in terms of the actors involved, the levels of authority involved, and the geographic coverage, the better it will be.

Country consultations have led to important results. In Colombia, the national urban policy was finally approved and published, and is being disseminated throughout the country, including a process of city consultations for the debate about concrete policy implementation decisions. In Chile, a national urban survey took place with the framework of the consultation on urban priorities and responsibilities. Also, an international consultation on a draft policy text has helped develop a final document for a national urban policy. In Bolivia, the law on popular participation—in which the UMP-LAC contributed substantially to the debate about decentralisation through workshops at the city level—

Successful Consultations in Chile, Colombia, & Ecuador

In Chile, a national urban survey took place within the framework of the policy consultation in terms of urban priorities and responsibilities. Also, an international consultation on a draft policy text has helped move the draft closer to a final document on national urban policy.

Important results are being achieved in Colombia where the national urban policy was finally approved, published, and disseminated throughout the country. This included a process of city consultations for the debate of concrete policy implementation decisions.

At the request of the Minister of the Interior and parliamentary authorities in Ecuador—and under their political direction—UMP-LAC led a technical committee in a six-month consultation process that has stimulated a vast mobilisation of political, technical, academic, and social leaderships, and has led to the formulation of a framework law on decentralisation with a high level of consensus. Many local institutions have joined the effort, so that UMP-LAC contributed only 10 percent of the financial resources in a total budget of \$120,000.

In all these activities, the strategy has been to further capacity building while conducting the policy dialogue processes, and also to stimulate cross-pollination of concepts and experiences through South-South co-operation.

helped to implement popular participation under schemes of territorially decentralised administration. Demands for follow-up at the city level of the Brazil country consultation have arrived. In all these activities, the strategy has been to aim at capacity building while conducting the policy dialogue processes and also to stimulate cross-fertilisation of concepts and experiences through South-South co-operation.

In Ecuador, the UMP-LAC led a technical committee that steered a six-month consultation process that has stimulated a significant mobilisation of political, technical, academic, and social initiatives, leading to the formulation of a framework law on decentralisation with a high level of consensus.

Dissemination and Exchange of Information

The dissemination strategy includes a broad scope of efforts: (a) the publication of books highlighting new urban issues and approaches for implementing UMP-LAC activities (seven currently and five at various stages of production); (b) the publication of the Spanish edition of *The Urban Age*, with an eight-page regional insert and 6,500 readers per issue (nine issues as of December 1995); (c) the distribution of UMP core team publications among panel members and other relevant actors; (d) the preparation and publication of a series of working papers with less elaborate material originating in UMP-LAC activities, and with information of interest to other actors in the region (thirty-three as of December 1995); (e) operation of the regional urban environmental network in fifteen countries, which is a good example of a specialised dissemination strategy of accumulated knowledge existing in the region in the area of urban environmental management; and finally (f) the mobilisation of experts in a horizontal exchange and mutual support effort, which constitutes a very effective strategy of dissemination of UMP knowledge and regional experience.

Four policy papers are being translated and published into Spanish in co-operation with the World Bank. Working papers produced by core team members at UNCHS and at the World Bank in the area of poverty and social policy are also being translated into Spanish.

Emphasis on the Urban Environment, Poverty, and Social Policy

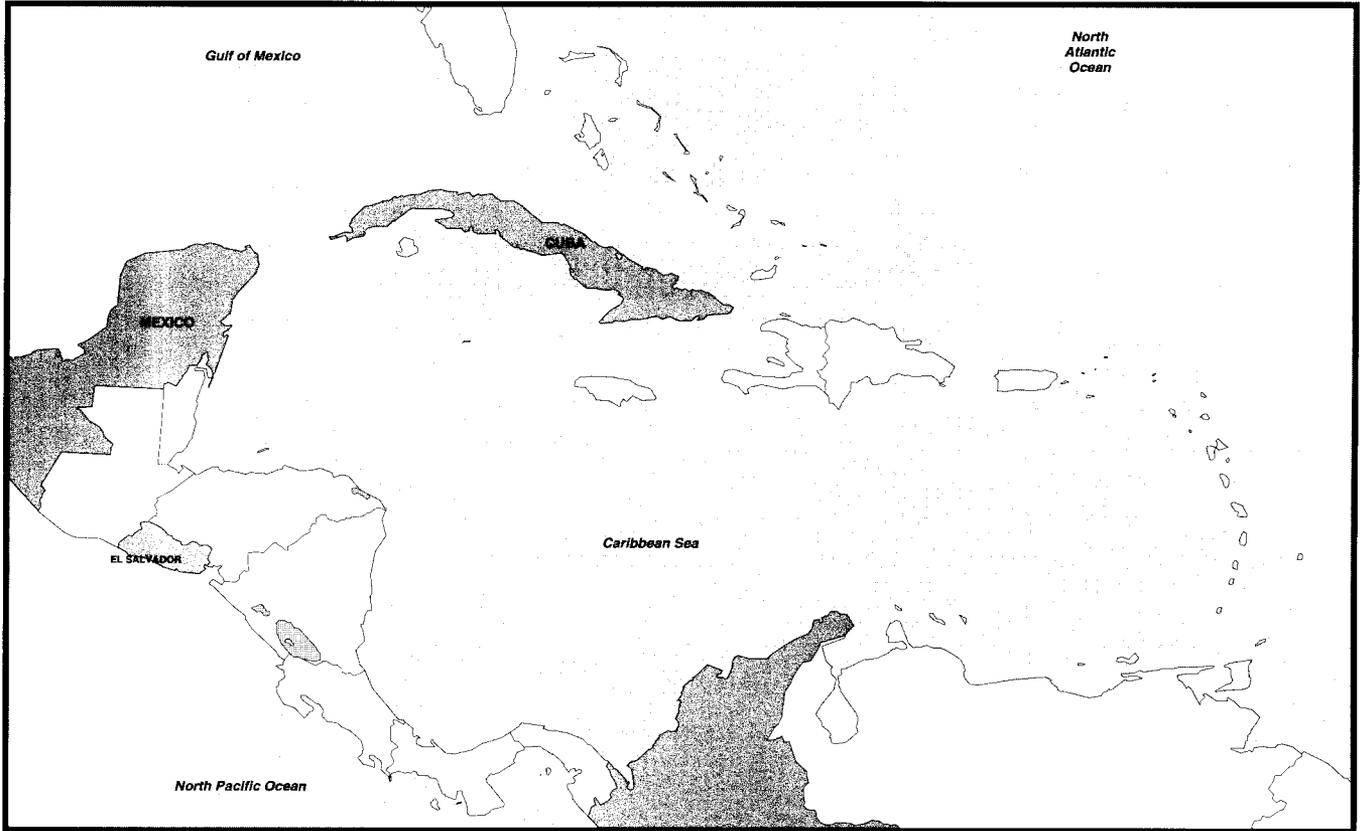
Additional strength is being given to the urban environment component through such activities as (a) the expansion of the urban environmental network, (b) fostering South-South co-operation, (c) reports on



positive cases of urban environmental management, (d) development and surveys on urban environmental manuals, and (e) fostering of innovative small-scale environmental activities. Also, an improved itinerant training course on municipal solid waste management is taking place with twenty participants from six Central American countries.

Other training courses, workshops, and seminars are taking place with regional partners. Initiatives in the field of urban poverty and municipal solid waste policy include consultations in Recife, Brazil; Cali, Colombia; Quito, Ecuador; and San Salvador, El Salvador. Support was provided in the reporting year to the preparation of a world meeting on urban poverty held in Recife in early 1996 and of a Latin American regional workshop of researchers on urban poverty and social policy with authorities of social funds from eight countries, which took place in Santiago, Chile, also in early 1996. Also, working papers on these topics originating from the core teams in Washington and Nairobi are being translated into Spanish in order to broaden their dissemination and impact.







SUMMARY OF GLOBAL ACTIVITIES

Global core team activities during 1995 continued to focus on providing backstopping and support to the programme's regional offices and facilitating linkages with UNCHS (Habitat), the World Bank, and other global programmes. Progress toward increased decentralisation was noteworthy, and support for activities that emerged from city- and country-level demand developed rapidly. Core team responsibilities reflected a shift begun in 1993 during which the driving force of the UMP moved from the core teams toward increased regional initiative.

Roles of the Core Team

UNCHS, as the executing agency for Phase 2, has been responsible for the following:

- Managing the UMP in co-operation with the four regional co-ordinators, and assisting the United Nations Development Programme (UNDP) in substantive aid co-ordination.
- Monitoring the implementation of the programme through review meetings and other mechanisms.
- Liaising and maintaining links with other external support agencies (ESAs) with respect to programme activities.

The World Bank, as the associated agency, took the lead in the following:

- Ensuring that the results of ongoing research and experience in the field of urban management are synthesised and widely disseminated, which is done in collaboration with existing global, regional, and national information networks.

- Providing backstopping and support to the regional co-ordinators for operational activities and information dissemination.
- Providing programme reports and informational materials on the UMP to a broad audience.

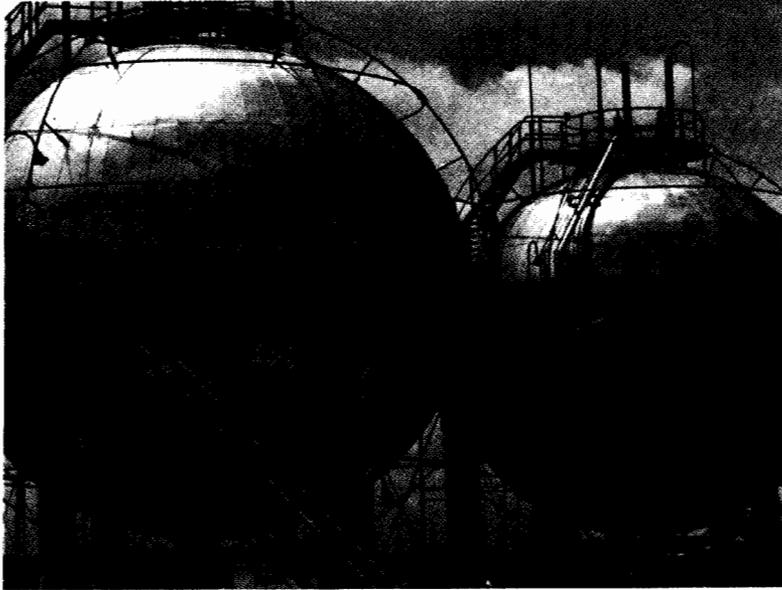
Jointly, UNCHS and the World Bank supported the programme by:

- Providing substantive support to the regional networks in responding to requests for UMP co-operation.
- Providing technical inputs through a collegial system of workshop participation, regional exchanges, and visits.
- Promoting and encouraging debate on urban management issues by the regional networks and their institutions by supporting re-search and tool development.
- Ensuring and facilitating the integration of UMP ideas, approaches, and information with ongoing programmes of other agencies.

Actions and Activities

Urban land management

The UNCHS core team contributed to the preparation of two major events in this programme area during 1995 in partnership with the UMP regional offices for Africa and Asia and the Pacific. The interregional conference on land tenure security was held in Abidjan in April (followed by a Habitat II preparatory meeting on the same subject) and a regional Habitat II meeting on access to land and security of tenure was held in Jakarta in August. Two working papers in this area are being



thirty "best practice" examples) in EPM and synthesis of these experiences in regional consultations. In close collaboration with the UMP regional co-ordinators, these consultations are organised initially in Africa (Dakar, June) and Asia (prepared as an interregional event in Madras, February 1996). At the global level, the consultations are timed to permit input into the Habitat II preparatory process and directly to the Second United Nations Conference on Human Settlements (Istanbul, June 1996). There are important operational links between the guidebook work, ongoing efforts in the identification and documentation of "best practice" examples for Habitat II, and UNCHS work on urban environmental indicators.

Urban poverty reduction

The ongoing core team work on urban poverty reduction focuses on municipal actions in poverty reduction and two related topics: access to justice and urban security. During 1995, the core team participated in the preparation of the Global Habitat II Urban Poverty Conference held in March 1996 in Recife, Brazil. The draft formal paper on options for poverty reduction action at the municipal level (IB HAB-052-RE-CC-P) has gone through its formal review stage and is being finalised to ensure availability at the Recife conference and the Habitat II conference in Istanbul.

The core team has supported UMP regional offices in the preparation and implementation of several city consultations on options in urban poverty alleviation at the municipal level. The meetings were designed to bring together the main local actors in urban poverty alleviation and to enhance the practical value of the draft framework paper on options for municipal action in urban poverty alleviation.

The core team, in co-operation with the European Forum for Urban Safety, organised a global conference on access to justice and urban security (IB HAB-047-RE-P) in La Reunion in December. Among the outcomes of this

conference were the decision to create the African Forum for Urban Safety (in Dakar) with the support of the European Forum, the decision to develop activities of the Latin America and the Caribbean (LAC) forum under the umbrella of UMP-LAC, and the development of regional activities in the Indian Ocean countries in connection with South Africa. Two books on access to justice for the poor in Latin America and Africa, including UMP-supported studies in these two regions, have been published at the time of the conference under UMP core team auspices.

The UMP core team contributed to the preparation of a joint ICPC/UMP/UNAFRI proposal on making cities in Africa safer from crime, which is being submitted for external support. UMP core team members contributed two articles on aspects of urban poverty reduction as they relate to the environment and urbanisation. The core team has supported UMP-Africa in a follow-up (in the area of access to justice) to the urban poverty reduction city consultation in Dakar, Senegal. A follow-up proposal for the development of municipal management information systems in Cebu, the Philippines, and Dakar, Senegal (emerging as priority action areas from UMP-supported poverty city consultations in both cities), has been prepared in association with UNITAR and has been submitted for external support.

The UNCHS core team has continued its co-operation with the Ford Foundation-Southern and Eastern Africa office in supporting policy-oriented urban poverty research in eight countries. Phase 1 of the programme has been completed, and several follow-up actions have been undertaken (in Kenya, Tanzania, Uganda, Zambia, and Zimbabwe) with UNDP at the country level, and with local NGOs and other agencies. The various reports have been reviewed and will be disseminated as an edited report, including the consensus of a regional workshop held in Nairobi in April. Phase 2 of the programme, which started in 1994, is geared toward strengthening further the capacity of researchers and policymakers operating at the municipal level, and institution building. The network of countries has increased to fourteen, and several new case studies have been prepared in 1995.

Overall programme management

UMP Phase 2 evaluation and UMP Phase 3 preparation. During 1995, particularly during the second half of the year, the UMP core team's overall programme management activities were significantly conditioned by the need to support and service the work of the various missions and meetings reviewing UMP Phase 2 and preparing for UMP Phase 3 (that is, the UMP midterm evaluation and forward-looking assessment in June–July, the UMP advisory committee meeting in September, the UMP donor meeting in October, and the UMP Phase 3 formulation mission in December 1995–January 1996).

UMP finances. Working with the four cost-sharing bilateral donors—particularly Italy, the Netherlands, and Switzerland—to attempt to reconcile their assistance priorities with the UMP short-term programme funding

requirements has been a major part of the UNCHS core team's concern and activities during 1995, particularly on the part of the programme co-ordinator. Final agreements on additional contributions through cost-sharing with UNDP have been reached with SDC (Switzerland), SIDA (Sweden), and DGIS (the Netherlands), and have been incorporated in programme budget revisions "F" (approved in June) and "G" (submitted to UNDP in December). The additional bilateral combined contributions agreed during 1995 provided an additional \$2.7 million to the programme (a significant amount of which is earmarked for specific activities), just enough to enable the programme to continue at its present activity level until the end of UMP Phase 2.

Operational programme management tools. In 1995 several important steps were taken to further develop the overall programme management capability of the UNCHS core team, including the following:

- The core team finalised the revised UMP operational guidelines, meant to streamline programme operational management.
- The IB data base system has been expanded to incorporate budget and expenditure data. Actual activity expenditure data have been entered into the IB data base, and quarterly activity status reports now include financial reporting by IB.

Preparation and follow-up of Programme Review Committee meetings. During the report period, the core team co-ordinated the preparation of the Programme Review Committee (PRC) meetings in Geneva (June) and New York (February 1996) and prepared the reports of the Cairo (December 1994) and Geneva PRC meetings.

The World Bank

During 1995, the World Bank continued to move away from developing its own new IBs to focus on supporting regional initiatives and on completing the dissemination programme (major funding for which expired in June). A number of proposed World Bank core team activities were transferred to the regional offices, and special funds were made available from the World Bank core team budget to support regional activities.

Funds were also reallocated with the World Bank core team budget to meet the continuing needs of the

UNDP's Role

UNDP is responsible for providing core funding and substantive monitoring of the Urban Management Programme (UMP). The UMP has benefited fully from UNDP's commitment to strengthen the contribution of cities and towns in developing countries toward achieving sustainable human development. During Phase 2 of the programme, UNDP has contributed a total of nearly \$7 million as core funding supporting both regional offices and core team activities. UNDP has also built strong working relationships with several donor agencies, securing their financial and substantive commitment to the programme.

In its capacity as the programme's monitoring agency, UNDP has undertaken, among others, the following actions through the Urban Development Unit at UNDP headquarters in New York:

- In a joint effort with the UNDP Special Unit for Technical Co-operation Among Developing Countries and in collaboration with UMP regional offices, five regional colloquia of mayors were organised in Accra, Amman, Bangkok, Kathmandu, and Quito as follow-up to the International Colloquium of Mayors on Social Development organised by UNDP in 1994. The outputs of the colloquia will be presented at the Habitat II conference in Istanbul.
- A subregional seminar gathering African ministers and mayors for the final preparation of Habitat II was organised in Dakar with support in part from UNDP and in collaboration with the UMP Regional Office for Africa.
- Organised the Advisory Committee meetings and oversaw the preparation of subsequent reports.
- Contributed the support and involvement of UNDP's Regional Bureaus and Country Offices to UMP regional and national activities, as well as substantive support to regional offices on an ad hoc basis.
- Initiated and managed programme evaluation and forward-looking assessment exercises.
- Substantive inputs to the programme and to the Habitat II preparatory process were also provided with such studies as *Rural Urban Linkages* and *Urban Agriculture*, both part of a six-book series launched in early 1996.
- UNDP convened a donor consultation meeting in fall 1995 in Berlin and elaborated the concept paper based on the outputs of the meeting.

dissemination programme in 1995–96. The World Bank core team also initiated mechanisms for collaboration in the field between the UNDP-World Bank Water and Sanitation Programme and the UMP regional offices.

The World Bank core team has been most active in 1995 in the substantive component areas of urban environment and urban poverty alleviation, and in the cross-component area of information dissemination.

Urban environment

Core team work on urban environmental management supported consultations in Africa (Dakar) and Madras held by regional UMP co-ordinators.

Newly generated IBs include work on Urban Groundwater Management Strategies (fully funded with support from the Overseas Development Administration (ODA) and British Geological Survey (BGS)) and Strategic Municipal Solid Waste Planning (fully funded with support from the Swiss Development Cooperation). In addition, a new IB is being formulated that will allow the UMP core team to actively participate in the collaborative programme between the Swiss Centre for Development

Cooperation in Technology and Management (SKAT) and the Swiss Development Cooperation (SDC) on municipal solid waste management.

The Municipal Solid Waste Planning programme, to be implemented by all four UMP regional offices, will cover needs assessment, medical waste management, community and private sector involvement, financial and economic planning, sanitary landfills, and waste minimisation. Possible interventions will be targeted at the policymaking and capacity-building levels for more sustainable implementation. The programme seeks to identify the political, institutional, organisational, social, economic, and technical aspects on which sustainable strategies would depend.

Urban poverty alleviation

One meeting and two workshops took place in Latin America in March 1996. The Habitat II Recife, Brazil, International Meeting on Urban Poverty—attended by some 130 researchers, NGO activists, government officials, and international agency personnel from Brazil, Africa, and Asia—reviewed empirical research and policy concerns on urban poverty. The Bank core team provided a substantive presentation on research results. The Workshop on Urban Poverty in Santiago, Chile, sought to enhance the local capacity among practitioners working in Latin American social funds in their efforts to alleviate poverty. The Workshop on Poverty and Gender in Pelancura, Chile, disseminated the results of recent research and examined specific issues, such as housing policy, the city and gender relations, and the use of space and gender relations in cities. A consultation was also held on urban poverty in Quito, Ecuador.

All the meetings aimed to translate the results of poverty research and experience into policy-, programme-, and project-level recommendations, as well as to highlight the critical, growing problem of urban poverty as an important agenda item for Habitat II.

As part of the Urban Poverty and Social Policy in the Context of Adjustment (UPA) study, the World Bank core team supported several regional meetings in which urban poverty research findings were disseminated. Drawing on the study's experience, the research methodology has been laid down in the *Urban Poverty Research Sourcebook*, which will be published as a UMP working paper.

Urban management

The World Bank core team, in co-ordination with the participation of the regional office for Asia, provided support to a stakeholder workshop held in December 1995 on the Dhaka Urban Structure Plan. The objective was to improve the understanding of the critical issues in the management of Dhaka's tremendous growth, and to secure support and momentum from within and outside the government. Specifically the existing urban management arrangements for planning, development, operation of infrastructure, and delivery of municipal services

in the greater Dhaka urban area were examined, and improvements were suggested. All major subsectors of the Dhaka Structure Plan were reviewed and evaluated, and recommendations were made on the proposals for each subsector. Strategies were also identified for implementing the resulting recommendations.

Municipal finance and administration

Work has begun on the Municipal Credit Institutions IB, with cases selected in a variety of regions. Other initiatives supported by the World Bank core team include the Urban Finance Strategies Seminar in LAC undertaken in collaboration with the regional office.

The Bank core team also supported the Latin American and Caribbean Seminar on Urban Finance Strategies, organised by the Brazilian Institute of Municipal Administration (IBAM). Planned in preparation for Habitat II, the conference took place in Rio de Janeiro in October 1995. At the international level, the goal was to prepare a regional contribution on the theme of urban finance, as well as to document examples of good practices on urban financing adopted by LAC countries. At the regional level, the aim was to help the LAC countries identify and discuss innovative and effective urban finance strategies, mechanisms, and instruments that will enable them to meet the increasing demand for new urban investments in housing, infrastructure, and services in the near future. The seminar focused on strategies that deal with public finance—particularly municipal finance—financial systems, and credit mechanisms, land and housing financing, and urban infrastructure and services financing.

Also in preparation for Habitat II, UMP core team members participated substantively in developing an Urban Finance Colloquium with presentations from the private, national, local, and NGO sectors from all regions. The themes of the conference focused on accountability, inter-governmental finance, and private sector finance. Held in September 1995, the colloquium brought together mayors, NGOs, and private investors, as well as national government officials to seek ways to meet the financing challenge.

Information dissemination

A revised work programme for the dissemination of information has been prepared for the first half of 1996 and included a reallocation of funds. It includes eleven reprints of the formal series, two reprints of the working paper series, seven new titles of the formal series, five new working papers, the UMP brochure, the 1995 annual report, and translation and production into English of the Barcelona case study, *Barcelona: un modelo de transformación urbana 1980–1995*.

In support of and at the request of the regions, the dissemination component has also partially funded the three regional editions of *The Urban Age*.



PROGRAMME FINANCIAL SUPPORT

The Urban Management Programme received core funding from UNDP, with additional in-kind support from UNCHS (Habitat), the World Bank, and the World Health Organization. In addition, eleven bilateral external support agencies (ESAs) and three foundations have been actively involved in financing and developing the UMP work programme at both the regional and global levels. In 1995 eight of these bilaterals contributed to the UMP through cost sharing and parallel financing.

UMP's regional offices received additional parallel financial support from governments, regional and subregional organisations, private organisations, and multi-lateral agencies within the countries in which programme activities are located. Funding was typically on a case-by-case basis, often in the form of in-kind contributions of office space, workshop and seminar financing, and direct component support.

UNDP Support

The United Nations Development Programme's (UNDP's) net expenditure for 1995 amounted to \$1,013,093 toward the programme's delivery structure and activities. UNDP funding supported both regional office and core team activities.

Regional Offices

Funding received from UNDP supported staff (regional co-ordinators and advisors), research, regional workshops, and office equipment. Specific workshops, consultations, and meetings are often co-funded by the countries in which activities take place.

UNDP funding also supported the work of the core teams in Nairobi and Washington, DC, primarily covering staffing, research, workshops, support to consultations, and dissemination of the lessons learned from the programme.

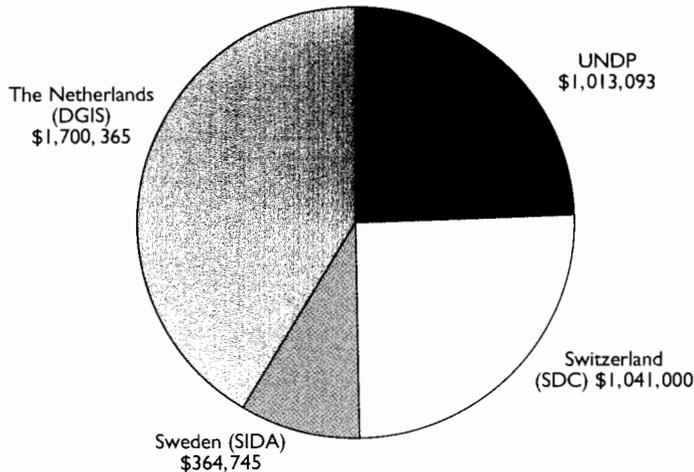
Cost Sharing by External Support Agencies

Three bilateral ESAs provided support to UMP Phase 2 in 1995 through cost sharing. The nature of support varied based on the specific programme components each agency funded. In 1995, cost sharing support was received from the Netherlands, Sweden, and Switzerland.

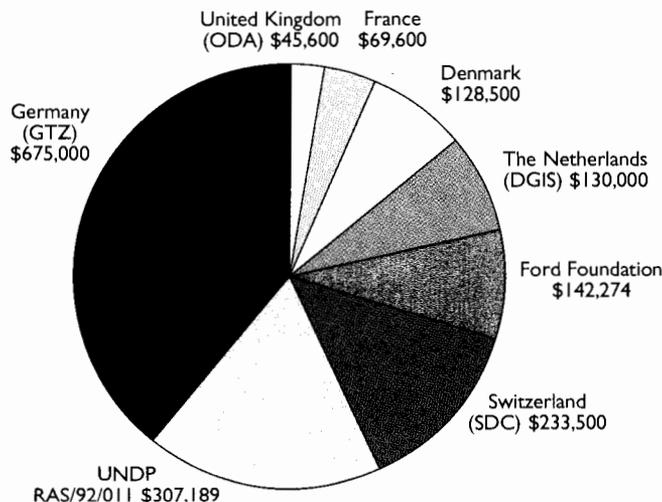
The Netherlands Directorate-General for International Co-operation (DGIS) in the Ministry of Foreign Affairs provided a total of \$1,700,356 in funding during 1995. DGIS funded general operations (regional networks and consultations) in the areas of urban environmental management and poverty alleviation. DGIS funded general programme operations, regional networks, and consultations in the Arab States and Africa regions.

The Swedish International Development Agency (SIDA) contribution for 1995 was \$364,745. SIDA's contribution was not earmarked for any specific operational programme activities for 1995 and therefore supported general programme operations.

UMP Parallel Financing in 1995 by Source



UMP Parallel Financing in 1995 by Source



Switzerland (SDC)

The Swiss Development Cooperation (SDC) provided a total of \$1,041,000 in 1995 funding to the UMP. Swiss funding was also directed to the development of selected operational and policy framework and tools activities, primarily in the component area of infrastructure, with a particular focus on solid waste management and community participation. SDC earmarked support for environmental activities in Latin America and Africa and contributed to programme co-ordination in Latin America. At the request of UNDP and UNCHS, the SDC agreed to advance their payment schedule for 1996 toward 1995 activities.

Parallel Financing

Denmark

Danish parallel financing was used to support staff (a Senior Environmental Management Advisor at UNCHS)

and to provide support to country-level activities in Africa and Asia. The estimated Danish expenditure under the UMP amounted to \$128,500 in 1995.

France

French parallel financing equivalent to \$69,600 in 1995 was used to support research and regularisation of squatter settlements and funding of an international seminar (Interregional Workshop on Urban Land Management, March 21–24, 1995) held in Abidjan. Support was also received from the French Institute for Research in Africa (IFRA), a foundation of the French Ministry of Foreign Affairs, for the UMP initiative on Access to Justice for the Urban Poor. The French government provided support through the European Forum for Urban Safety and the Municipality of St. Denis (La Reunion) for the international meeting on Urban Security, which was held in November 1995.

Germany (GTZ)

The German Agency for Technical Co-operation (GTZ) supported the UMP-Africa and UMP-LAC regional offices. The German contribution was used to fund regional advisors, as well as operational activities and the operating costs of the offices. This included dissemination and publication development costs, along with general operational programme support for activities in the areas of urban land management, municipal finance, and the environment. The GTZ expenditure in 1995 amounted to approximately \$675,000. Further, the government of Germany has provided an Associate Expert on urban environment to the UNCHS core team in Nairobi.

Italy

The government of Italy provided a Junior Professional Expert on urban heritage to the UMP regional office for the Arab States.

The Netherlands (DGIS)

The Netherlands contributed \$130,000 to the UMP in 1995 to support the preparation of the *Environmental Planning and Management Guidebook*. Further, the government also provided an Associate Expert on urban infrastructure to the UNCHS core team and one Associate Expert on urban poverty to the UMP-Africa office.

Sweden (SIDA)

The government of Sweden provided two Associate Experts on Urban Management to the UMP-Africa and UMP-LAC offices.

Switzerland (SDC)

Switzerland supported the preparation of the UMP publication *Participation and Partnership in Urban Infrastructure*

Management, which was published in 1995. Further, the SDC financed the preparation of publications and a workshop in the framework of municipal solid waste management issues. Complementary project activities amounted to \$233,500 in 1995.

United Kingdom

British parallel financing of \$45,600 was used in 1995 to support the preparation of the *Environmental Planning and Management (EPM) Guidebook* as part of a total \$153,000 commitment toward this activity for 1994–96.

The Ford Foundation

The Ford Foundation provided \$72,274 in 1995 under the Poverty Alleviation component of the UMP. The contribution was made through the joint UNCHS-Ford Foundation Project Research Competition on Urban Poverty and Governance in Eastern and Southern Africa (Phase 1).

The Foundation also committed \$240,000 to the joint UNCHS-Ford Foundation Project Research Competition

on Urban Poverty and Governance (Phase 2) for the period 1994–96. The 1995 commitment amounted to \$70,000.

Urban Management Programme for Asia and the Pacific—RAS/92/011

Substantial funding for activities and operating costs of the UMP regional office for Asia and the Pacific was committed under the Strengthening Urban Management Capacity (SUMC) component of the UNDP-funded Urban Management Programme for Asia and the Pacific. Total expenditures for 1995 amounted to \$307,189.

Agency Inputs

UNCHS provided in-kind support equivalent to approximately \$1,029,000 in professional and support staff, communications, and office space.

The World Bank provided in-kind support of approximately \$1,429,000 in 1995 for similar support items.

The World Health Organization supported the production of specific programme outputs. The equivalent value of this support has not been calculated.





ANNEX 1: STATUS OF INITIATING BRIEFS

(AS OF MARCH 31, 1995)

Urban Management Programme (UMP) Index to Initiating Briefs (IBs)

IBs are prepared and approved in accordance with the UMP Guidelines and Operating Procedures. IBs are recorded in the UMP work programme with a code assigned according to the following principles.

First, three letters are used to indicate the region or core team, as follows:

AFR	Africa Region
ASR	Arab States Region
APR	Asia and the Pacific Region
LAC	Latin America and the Caribbean Region
HAB	UNCHS (Habitat) Core Team
WBN	World Bank Core Team

This code is followed by a consecutive IB numbering system, with numbers assigned chronologically.

The IB number is then followed by a two-letter activity code, as follows:

CC	Country and/or City Consultation
CD	City Demonstration
IE	Information Exchange
RE	Research
SW	Seminar/Workshop

Last, a code indicates the UMP component, as follows:

AC	All components
E	Environmental Management
F	Municipal Finance and Administration
I	Infrastructure Management
L	Land Management
P	Poverty Alleviation

Any combination of E, F, I, L, and P is possible.

For example, LAC-009-SW-I designates IB number 9 in the UMP Latin America and the Caribbean work programme, a seminar/workshop related to the UMP infrastructure component.

Overview

Programme activities are started by the development and approval of an IB. As of March 31, 1996, 299 IBs had been developed since the inception of UMP Phase 2 in July 1992. Of these, 112 activities had been completed, 100 were under implementation, 13 had been deferred for various reasons, 44 were under review (pipeline) prior to approval, and 30 had been cancelled.

These activities were fairly evenly spread across the five programme thematic components, with 38 in the area of urban land management, 40 in the area of urban infrastructure management, 43 in the area of municipal finance and administration, 74 activities in the area of urban environmental management, and 41 activities in the area of urban poverty alleviation, the UMP's most recently initiated theme area. The balance of activities (63) are multicomponent in nature.

NOTES ON STATUS

The term *Deferred* means that activity (whether the IB was approved or not) has been put on hold for some reason. The term *Pipeline* means activity for the IB is not yet approved.

UMP Activities by Status

REGION	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
AFRICA	14	29	0	21	2	66
ARAB STATES	18	17	4	8	6	53
ASIA & THE PACIFIC	19	10	3	10	3	45
LATIN AMERICA & THE CARIBBEAN	22	18	3	3	1	47
WORLD BANK UMP CORE TEAM	24	16	0	2	7	49
UNCHS (HABITAT) UMP CORE TEAM	15	10	3	0	11	39
TOTALS	112	100	13	44	30	299

UMP Activities by Type

ACTIVITY	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
COUNTRY/CITY CONSULTATION	21	32	5	17	3	78
CITY DEMONSTRATION	6	9	2	6	1	24
INFORMATION EXCHANGE	8	20	2	1	1	32
RESEARCH	32	24	3	3	16	78
SEMINAR/WORKSHOP	45	15	1	17	9	87
TOTALS	112	100	13	44	30	299

UMP Activities by Component

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	19	7	3	5	4	38
INFRASTRUCTURE MANAGEMENT	13	9	3	8	7	40
MUNICIPAL FINANCE & ADMIN	24	10	0	4	5	43
ENVIRONMENT MANAGEMENT	22	33	1	12	6	74
POVERTY ALLEVIATION	12	16	2	7	4	41
ALL COMPONENTS	22	25	4	8	4	63
TOTALS	112	100	13	44	30	299

Africa Region (AFR) Activities

TYPE OF ACTIVITY BY COMPONENT

COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	4	0	0	1	2	7
INFRASTRUCTURE MANAGEMENT	5	1	1	1	3	11
MUNICIPAL FINANCE & ADMIN	7	0	0	1	4	12
ENVIRONMENT MANAGEMENT	5	8	0	0	3	16
POVERTY ALLEVIATION	5	0	0	6	2	13
ALL COMPONENTS	0	0	2	1	4	7
TOTALS	26	9	3	10	18	66

STATUS BY COMPONENT

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	3	2	0	2	0	7
INFRASTRUCTURE MANAGEMENT	1	3	0	7	0	11
MUNICIPAL FINANCE & ADMIN	3	4	0	3	2	12
ENVIRONMENT MANAGEMENT	3	9	0	4	0	16
POVERTY ALLEVIATION	3	7	0	3	0	13
ALL COMPONENTS	1	4	0	2	0	7
TOTALS	14	29	0	21	2	66

Arab States Region (ASR) Activities

TYPE OF ACTIVITY BY COMPONENT

COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	5	0	0	2	2	9
INFRASTRUCTURE MANAGEMENT	0	1	0	0	2	3
MUNICIPAL FINANCE & ADMIN	0	0	1	1	0	2
ENVIRONMENT MANAGEMENT	3	4	1	1	5	14
POVERTY ALLEVIATION	0	1	2	3	0	6
ALL COMPONENTS	3	3	3	0	10	19
TOTALS	11	9	7	7	19	53

STATUS BY COMPONENT

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	2	2	3	2	0	9
INFRASTRUCTURE MANAGEMENT	1	1	1	0	0	3
MUNICIPAL FINANCE & ADMIN	0	1	0	0	1	2
ENVIRONMENT MANAGEMENT	4	4	0	3	3	14
POVERTY ALLEVIATION	4	0	0	2	0	6
ALL COMPONENTS	7	9	0	1	2	19
TOTALS	18	17	4	8	6	53

Asia and the Pacific Region (APR) Activities

TYPE OF ACTIVITY BY COMPONENT

COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	0	0	1	1	2	4
INFRASTRUCTURE MANAGEMENT	1	1	0	1	1	4
MUNICIPAL FINANCE & ADMIN	3	0	0	2	7	12
ENVIRONMENT MANAGEMENT	4	2	0	1	2	9
POVERTY ALLEVIATION	0	0	0	1	2	3
ALL COMPONENTS	4	0	3	0	6	13
TOTALS	12	3	4	6	20	45

STATUS BY COMPONENT

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	2	0	0	1	1	4
INFRASTRUCTURE MANAGEMENT	2	1	0	1	0	4
MUNICIPAL FINANCE & ADMIN	7	3	0	1	1	12
ENVIRONMENT MANAGEMENT	4	3	0	1	1	9
POVERTY ALLEVIATION	1	0	1	1	0	3
ALL COMPONENTS	3	3	2	5	0	13
TOTALS	19	10	3	10	3	45

Latin America and the Caribbean Region (LAC) Activities

TYPE OF ACTIVITY BY COMPONENT

COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	0	0	0	0	4	4
INFRASTRUCTURE MANAGEMENT	1	0	1	0	3	5
MUNICIPAL FINANCE & ADMIN	1	0	0	0	3	4
ENVIRONMENT MANAGEMENT	2	3	8	2	0	15
POVERTY ALLEVIATION	0	0	1	0	3	4
ALL COMPONENTS	10	0	5	0	0	15
TOTALS	14	3	15	2	13	47

STATUS BY COMPONENT

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	4	0	0	0	0	4
INFRASTRUCTURE MANAGEMENT	4	1	0	0	0	5
MUNICIPAL FINANCE & ADMIN	4	0	0	0	0	4
ENVIRONMENT MANAGEMENT	3	7	1	3	1	15
POVERTY ALLEVIATION	1	3	0	0	0	4
ALL COMPONENTS	6	7	2	0	0	15
TOTALS	22	18	3	3	1	47

World Bank Core Team (WB) Activities

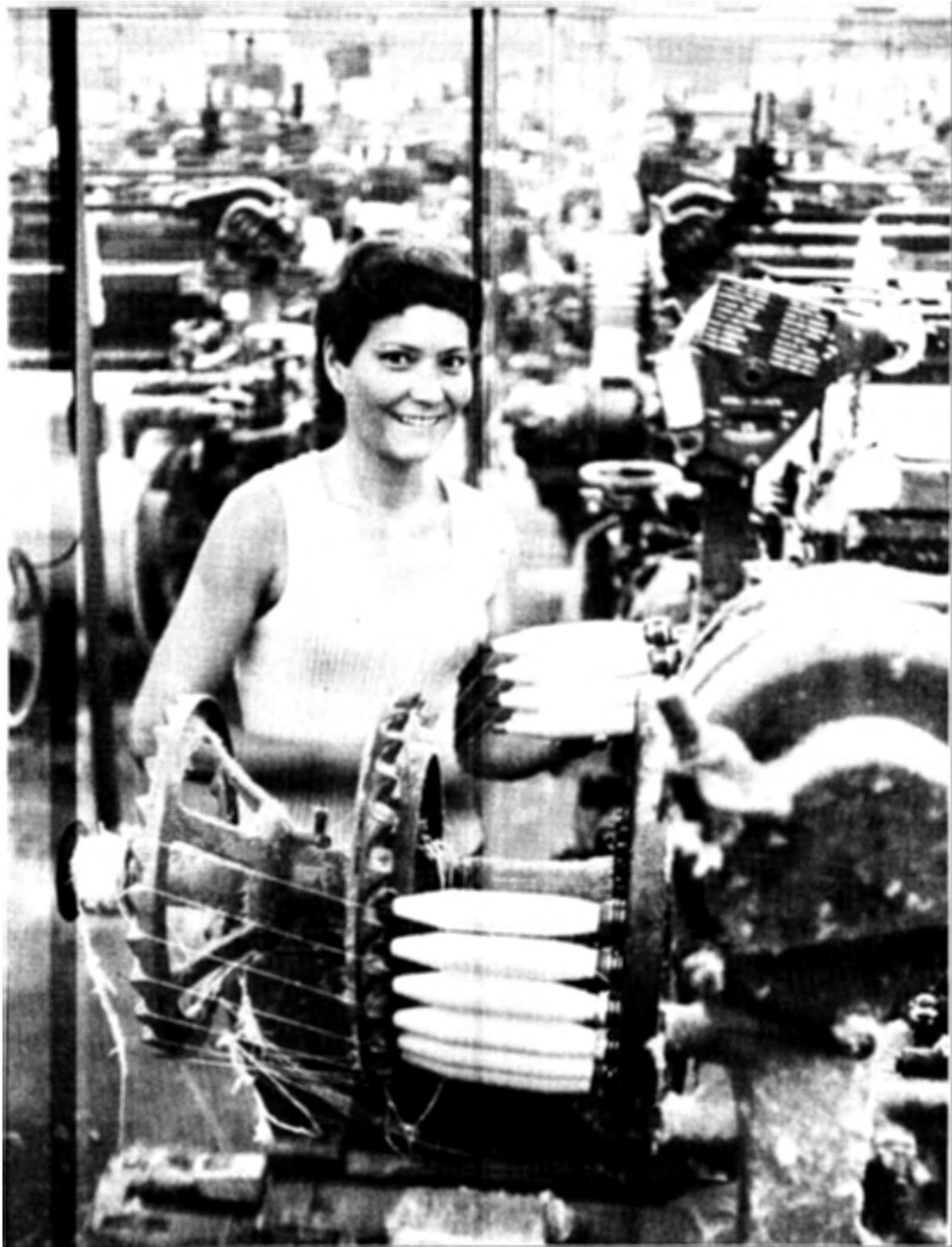
COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	1	0	0	4	2	7
INFRASTRUCTURE MANAGEMENT	1	0	0	1	0	2
MUNICIPAL FINANCE & ADMIN	4	0	0	3	3	10
ENVIRONMENT MANAGEMENT	3	0	0	14	1	18
POVERTY ALLEVIATION	4	0	0	2	3	9
ALL COMPONENTS	0	0	2	0	1	3
TOTALS	13	0	2	24	10	49

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	4	2	0	0	1	7
INFRASTRUCTURE MANAGEMENT	0	1	0	0	1	2
MUNICIPAL FINANCE & ADMIN	8	1	0	0	1	10
ENVIRONMENT MANAGEMENT	8	8	0	1	1	18
POVERTY ALLEVIATION	3	3	0	1	2	9
ALL COMPONENTS	1	1	0	0	1	3
TOTALS	24	16	0	2	7	49

UNCHS (Habitat) Core Team (HAB) Activities

COMPONENT	CONSULTATION	CITY DEMO.	INFORM. EXCHANGE	RESEARCH	SEMINAR/ WORKSHOP	TOTAL
LAND MANAGEMENT	1	0	0	5	1	7
INFRASTRUCTURE MANAGEMENT	0	0	1	13	1	15
MUNICIPAL FINANCE & ADMIN	0	0	0	3	0	3
ENVIRONMENT MANAGEMENT	1	0	0	1	0	2
POVERTY ALLEVIATION	0	0	0	4	2	6
ALL COMPONENTS	0	0	0	3	3	6
TOTALS	2	0	1	29	7	39

COMPONENT	COMPLETED	ONGOING	DEFERRED	PIPELINE	CANCELLED	TOTAL
LAND MANAGEMENT	4	1	0	0	2	7
INFRASTRUCTURE MANAGEMENT	5	2	2	0	6	15
MUNICIPAL FINANCE & ADMIN	2	1	0	0	0	3
ENVIRONMENT MANAGEMENT	0	2	0	0	0	2
POVERTY ALLEVIATION	0	3	1	0	2	6
ALL COMPONENTS	4	1	0	0	1	6
TOTALS	15	10	3	0	11	39



IB 1995 BUDGET ALLOCATIONS

REGION	ALLOC. (BUDGET)	11.51	11.52	15.00	17.51	17.52
AFRICA	2,014,900	70,901	51,080	60,239	32,500	18,500
ARAB STATES	1,539,220	0	0	3,102	132,500	47,900
ASIA & THE PACIFIC	1,315,349	12,190	0	24,670	49,350	0
LATIN AMERICA & THE CARIBBEAN	863,094	35,200	0	78,048	101,232	136,943
WORLD BANK UMP CORE TEAM	1,628,466	923,809	0	50,730	52,572	0
UNCHS (HABITAT) UMP CORE TEAM	2,784,013	74,921	0	88,862	90,594	22,000
NOT SPECIFIED	0	84,432	34,774	102,510	71,095	75,655
TOTALS	10,145,042	1,201,453	85,854	408,161	529,843	300,998

COMPONENT	ALLOC. (BUDGET)	11.51	11.52	15.00	17.51	17.52
LAND MANAGEMENT INFRASTRUCTURE MANAGEMENT	899,196	118,522	0	39,407	61,067	0
MUNICIPAL FINANCE & ADMINISTRATION	1,247,026	57,650	0	25,639	41,223	0
ENVIRONMENTAL MANAGEMENT	1,083,815	128,686	11,080	39,001	34,118	15,500
POVERTY ALLEVIATION	3,040,951	380,029	0	53,432	165,649	34,250
ALL COMPONENTS NOT SPECIFIED	2,069,630	404,043	0	53,470	98,520	49,900
	1,804,424	28,091	40,000	94,702	58,171	125,693
	0	84,432	34,774	102,510	71,095	75,655
TOTALS	10,145,042	12,014,453	85,854	408,161	529,843	300,998

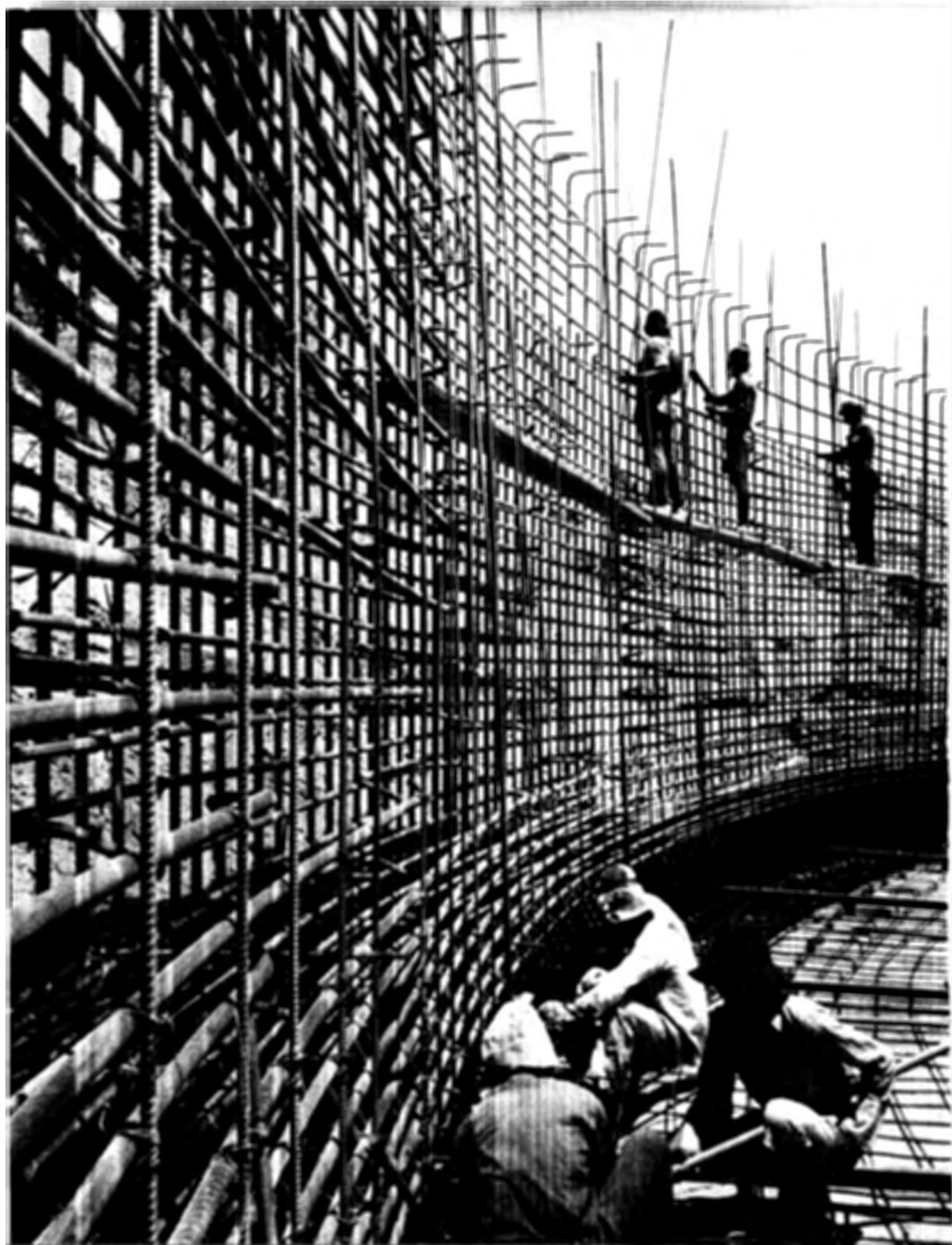
ACTIVITY	ALLOC. (BUDGET)	11.51	11.52	15.00	17.51	17.52
CITY CONSULTATION	2,897,197	574,498	11,080	75,637	70,439	125,693
CITY DEMONSTRATION	342,150	0	0	5,140	9,000	11,250
INFORMATION EXCHANGE	1,142,246	0	0	21,776	110,561	47,900
RESEARCH SEMINAR/ WORKSHOP	3,123,679	358,828	40,000	89,507	141,131	13,000
NOT SPECIFIED	2,639,770	183,675	0	113,591	127,617	27,500
	0	84,432	34,774	102,510	71,095	75,655
TOTALS	10,145,042	1,201,453	85,854	408,161	529,843	300,998

[expenditures by budget line]

21.02	32.01	32.02	52.01	52.02	OTHER	TOTAL EXPEND.	BALANCE
0	177,973	178,296	12,000	0	23,749	625,238	1,389,662
0	604,599	106,355	0	8,900	57,800	961,156	578,064
0	0	0	5,000	0	409,678	500,888	814,461
0	10,000	55,475	3,174	37,000	68,101	525,173	337,921
0	16,027	18,302	262,015	0	104,435	1,427,890	200,576
32,000	395,393	84,719	5,000	6,500	18,156	818,145	1,965,868
0	72,458	97,069	14,516	14,034	932,080	1,498,623	-1,498,623
32,000	1,276,450	540,216	301,705	66,434	1,613,999	6,257,113	3,887,929

21.02	32.01	32.02	52.01	52.02	OTHER	TOTAL EXPEND.	BALANCE
0	56,620	131,048	31,180	0	60,571	498,425	400,771
32,000	84,181	44,465	2,000	0	59,018	346,176	900,850
0	33,545	16,793	2,000	0	158,488	439,211	644,604
0	273,085	30,000	0	5,000	148,322	1,089,767	1,951,184
0	203,770	79,625	5,000	11,500	104,949	1,010,777	1,058,853
0	552,791	141,216	247,009	35,900	150,561	1,474,134	330,290
0	72,458	97,069	14,516	14,034	932,080	1,498,623	-1,498,623
32,000	1,276,450	540,216	301,705	66,434	1,613,999	6,357,113	3,887,929

21.02	32.01	32.02	52.01	52.02	OTHER	TOTAL EXPEND.	BALANCE
0	106,500	87,510	0	11,000	88,693	1,151,050	1,746,147
0	0	10,000	0	0	0	35,390	306,760
0	189,068	78,0077	247,009	29,900	86,223	810,514	331,732
32,000	201,770	66,721	28,180	6,500	101,482	1,079,119	2,044,560
0	706,654	200,839	12,000	5,000	405,521	1,782,417	857,353
0	72,458	97,069	14,516	14,034	932,080	1,498,623	-1,498,623
32,000	1,276,450	540,216	301,705	66,434	1,613,999	6,357,113	3,887,929



INITIATING BRIEFS BY REGION AND COMPONENT

AFRICA

AFR-030-IE-AC

Workshop for the Development of a Regional UMP Dissemination Strategy for West Africa
COMPLETED

AFR-035-SW-AC

Assessment of Training and Advisory Services in Urban Finance, Land, Infrastructure and the Environment in West Africa
ONGOING

AFR-046-RE-AC

Identifying Relevant Italian-Trained Alumni Network for UMP Africa
ONGOING

AFR-050-SW-AC

Regional Workshop on Urban Management Concerns in UNDP's Country Programming Exercise
PIPELINE

AFR-056-SW-AC

Information Dissemination Strategy for Urban Management and Environment
PIPELINE

AFR-057-IE-AC

Information Dissemination Strategy for Urban Management and the Environment—Implementation of Phase I: French Newsletter
ONGOING

AFR-058-SW-AC

Africa Regional Mayor's Colloquium on Sustainable Human Development "On the Road to Istanbul"
ONGOING

AFR-003-CC-CD-E

Rapid Urban Environmental Assessment in Côte d'Ivoire
ONGOING

AFR-005-CC-E

Senegal Country Consultation: Decentralisation in Senegal—Environment Component
COMPLETED

AFR-008-CD-E

Preparation of Environmental Planning and Management (EPM) Demonstration in Accra, Ghana
COMPLETED

AFR-009-CD-E

Preparation of Environmental Planning and Management (EPM) Demonstration in Dar es Salaam, Tanzania
COMPLETED

AFR-010-CD-E

Preparation of Environmental Planning and Management (EPM) Demonstration in Ibadan, Nigeria
ONGOING

AFR-026-CD-E

Replication of the Dar es Salaam (EPM) Demonstration (in one town to be determined) in Tanzania
PIPELINE

AFR-028-CC-E

National Consultation on Urban Environmental Strategies in Tanzania
ONGOING

AFR-039-CD-E

Strategy and Action Planning for Industrial Risks Management and Coastal Management, Dakar Sustainable City Project, Senegal
ONGOING

AFR-043-CC-E

National Consultation on Urban Environmental Strategies in Ghana
ONGOING

AFR-047-SW-E

Launch Workshop Regional Panel of Experts in Urban Environment
ONGOING

AFR-055-CD-E

Environmental Planning and Management (EPM) Demonstration In Lusaka, Zambia
ONGOING

AFR-059-SW-E

Regional Seminar on Protection of Cultural Heritage within the Urban Environment in the Sub-Saharan Africa
ONGOING

AFR-061-CD-E

Planification et Gestion de L'Environnement des Villes Secondaires en Côte d'Ivoire
ONGOING

AFR-062-CC-E

Establishment of the Palace Museum at Manhyia in Kumasi—Ghana
PIPELINE

AFR-064-SW-E

Regional Workshop on Environmental Strategies for African Cities
PIPELINE

AFR-071-CD-E

Maputo: Environment City Demonstration
PIPELINE

AFR-011-CC-F

Mali Decentralization and Municipal Management
ONGOING

AFR-012-CC-F

Local Capacity Building and Institutional Development in Mozambique
ONGOING

AFR-015-CC-F

Strengthening the Financing and Management Capacities of Six Northern Nigerian Cities
PIPELINE

AFR-016-CC-F

Senegal Country Consultation
COMPLETED

AFR-027-CC-F

UMP Support to Country Consultation: Decentralisation in Senegal
COMPLETED

AFR-033-RE-F

Planning as an Instrument for Urban Development and Management
CANCELLED

AFR-036-SW-F

Workshop on Information Systems for Property Tax Mobilisation —Harare
PIPELINE

AFR-038-SW-F

Expert Group Meeting on Municipal Finance and Administration
COMPLETED

AFR-041-SW-F

Regional Seminar on Training for Decentralisation in Easter Africa (Addis Ababa, Ethiopia)
CANCELLED

AFR-044-CC-F

Country Consultation on Municipal Finance and Administration in Mauritius
ONGOING

AFR-053-CC-F

Establishment of the Nigerian Urban Forum
ONGOING

AFR-060-SW-F

The Municipal Finance and Administration Panel of Experts
PIPELINE

AFR-006-CC-I

Ghana Country Consultation on Infrastructure
ONGOING

AFR-014-CC-I

Country Consultation in O&M in Infrastructure in Swaziland
PIPELINE

AFR-018-CC-I

1st Annual Meeting—Infrastructure Panel of Experts
PIPELINE

AFR-029-CC-I

Advisory Mission on Privatisation of Solid Waste Management in Dar es Salaam
COMPLETED

AFR-031-SW-I

Expert Group Meeting on Urban Traffic Management in Africa
PIPELINE

AFR-032-RE-I
Analysis of Patterns of Infrastructure Investments and Management
PIPELINE

AFR-037-SW-I
Regional Workshop on Private Sector Participation in the Delivery of Urban Services
PIPELINE

AFR-040-IE-I
Documentation and Dissemination of Successful Cases of Infrastructure Management by NGOs and CBOs in Francophone West Africa
ONGOING

AFR-054-SW-I
Regional Workshop on Prioritising Urban Transport Options
PIPELINE

AFR-051-CD-IE
Urban Health and Environment Management in a Low-Income Community of Addis Ababa, Ethiopia
PIPELINE

AFR-052-CC-IE
Mini-consultation on Solid Waste Management in Accra, Ghana
ONGOING

Land Management

AFR-001-CC-L
Côte d'Ivoire Country Consultation on Land
ONGOING

AFR-002-CC-L
Country Consultation on Urban Land Management in Uganda
COMPLETED

AFR-004-CC-L
Ghana Country Consultation on Land
COMPLETED

AFR-013-SW-L
Land Management: West Africa
PIPELINE

AFR-023-RE-L
Legal Instruments of Land Development
COMPLETED

AFR-034-SW-L
Regional Workshop on Urban Land Management in Africa and the Arab States
ONGOING

AFR-042-CC-L
Land Management: the National Physical Development Plan—Mauritius
PIPELINE

Poverty Alleviation

AFR-007-SW-P
Launch Workshop for Regional Panel of Experts on Urban Poverty—Kampala, Uganda, October 11–13, 1995
PIPELINE

AFR-017-RE-P
Eastern and Southern Africa Urban Poverty Research Competition
ONGOING

AFR-019-RE-P
Urban Poverty and Social Policy Consultation Process in Lusaka, Zambia
COMPLETED

AFR-025-RE-P
Children in Especially Difficult Circumstances, Nigeria
COMPLETED

AFR-045-SW-P
Workshop on Squatter Upgrading Policy in Côte d'Ivoire
COMPLETED

AFR-048-RE-P
Access to Justice for Poor in African Countries
ONGOING

AFR-049-RE-P
Urban Poverty Alleviation Policy Guidelines
ONGOING

AFR-063-CC-P
Municipal Options for Urban Poverty Reduction in Luanda, Angola
ONGOING

AFR-066-CC-P
Municipal Options for Urban Poverty Reduction in Mombasa, Kenya
ONGOING

AFR-067-RE-P
Alternative Regulatory Methods of Justice in the Poor Urban Neighbourhoods in African Cities
ONGOING

AFR-068-CC-P
Municipal Options for Urban Poverty Alleviation in Kampala, Uganda
ONGOING

AFR-069-CC-P
Municipal Options for Urban Poverty Reduction in Harare, Zimbabwe
PIPELINE

AFR-070-CC-P
Municipal Options for Urban Poverty Reduction in a Major Metropolitan Area of the Republic of South Africa
PIPELINE

ARAB STATES

AFR-007-SW-P

ASR-007-SW-AC
Gender Training Workshop
CANCELLED

ASR-017-SW-AC
The Evaluation of Urban Development Projects (Morocco)
COMPLETED

ASR-019-CC-AC
Environmental Improvement and Heritage Protection Programmes for Some Selected Urban Areas (Egypt)
COMPLETED

ASR-022-IE-AC
Information Dissemination Strategy—Publications
ONGOING

ASR-023-SW-AC
Regional Panel and Rhudo Regional Advisory Board on Community Participation for Sustainable Development
COMPLETED

ASR-024-SW-AC
Meeting of the Team of Experts in Preparation for Habitat II—January 1995
COMPLETED

ASR-026-CC-AC
Les Amicales au Maroc et Leur Rôle dans la Régularisation et la Gestion des Quartiers
ONGOING

ASR-027-IE-AC
Production of *The Urban Age* in Arabic
ONGOING

ASR-028-SW-AC
Regional Seminar on Media and the City
COMPLETED

ASR-029-SW-AC
Atelier de Formation et d'Information pour les Elus des Collectivités Urbaines
ONGOING

ASR-032-SW-AC
Joint Annual Meeting, UMP Regional Panel and Rhudo Regional Advisory Board—Open Cities II
COMPLETED

ASR-035-CD-AC
Women's Participation in Urban Management; First Phase: The Sorting of Urban Waste, Cloth, and Glass in Lebanon
ONGOING

ASR-038-CC-AC
Environmental Improvement and Heritage Protection Programs for Some Selected Urban Areas—Egypt
ONGOING

ASR-044-SW-AC
Seminar on Cities and Development (Tunisia)
COMPLETED

ASR-045-IE-AC
Regional Public Awareness Campaign in Support of Habitat II
ONGOING

ASR-046-CD-AC
The Rehabilitation of an Islet El Malah in the Old Madina of Rabat, Morocco
CANCELLED

ASR-047-CD-AC
Training and Credit Delivery Programme for Women—Tabali, Damascus, Syria
ONGOING

ASR-050-SW-AC
III Joint Annual Meeting, UMP Regional Panel and Rhudo Regional Advisory Board (Regional)
PIPELINE

ASR-052-SW-AC
Workshop on the Participation
ONGOING

Environment Management

ASR-001-CD-E
Preparation of Environmental Planning and Management (EPM) Demonstration in Ismailia, Egypt
COMPLETED

ASR-002-CD-E
Preparation of Environmental Planning and Management (EPM) Demonstration in Tunis, Tunisia
ONGOING

ASR-003-CC-E
Initial Information on Urban Environmental Issues in Djibouti
ONGOING

ASR-004-SW-E
Regional and In-Country Solid Waste Management
CANCELLED

ASR-005-CD-E
Replication of the Ismailia (EPM) Demonstration in (a city to be determined) in Egypt
PIPELINE

ASR-006-CC-E
Preparation of National Consultation on Urban Environmental Strategies in Egypt
PIPELINE

ASR-008-CC-E
Environmental Planning and Management (EPM) Demonstration in Cairo, Egypt
CANCELLED

ASR-018-SW-E
The Arab NGO Workshop on Environment and Development
COMPLETED

ASR-020-IE-E
Regional and In-Country Solid Waste Management
ONGOING

ASR-030-SW-E
Sea to Sea Conference, Jeddah
COMPLETED

ASR-031-SW-E
Private Sector Participation in Solid Waste Services—Regional Workshop
COMPLETED

ASR-037-RE-E
Expansion of Community-Based Initiatives for Recycling and Reuse of Municipal Solid Waste in Sana'a, Yemen
CANCELLED

ASR-051-CD-E
Solid Waste Collection and Transportation Project "Tabbala"—Damascus, Syria—Phase I
ONGOING

ASR-054-SW-E
Production of *The Urban Age* Newsletter in the Arabic Language
PIPELINE

Municipal Finance & Administration

ASR-016-IE-F
Decentralisation of the Municipal Sector (Yemen)
ONGOING

ASR-036-RE-F
Privatization and Efficiency Study for Solid Waste Services (Yemen)
CANCELLED

Infrastructure Management

ASR-049-CD-I
Water Management in the Medina
DEFERRED

ASR-021-SW-IE
The Organization of a Gender Sensitisation and Planning Workshop (Regional Arab States)
COMPLETED

ASR-025-SW-IE
Heritage Protection and Regeneration in the Arab Region for 1995 (Regional and In-Country)
ONGOING

Land Management

ASR-009-RE-L
Residential Land in Jordan: Down-Zoning
COMPLETED

ASR-015-SW-L
Land Registration in Yemen
COMPLETED

ASR-034-CC-L
Strategies for Urban Land Management and Access to Land in the Arab States Region
DEFERRED

ASR-039-CC-L
Land Registration in Yemen—Phase II
PIPELINE

ASR-040-CC-L
Down-Zoning Assignment in Jordan—Phase II
PIPELINE

ASR-041-CC-L
Strategies pour l'Acces au Sol Urbain en Tunisie
DEFERRED

ASR-042-CC-L
Strategies pour l'Acces au Sol Urbain au Maroc
DEFERRED

ASR-011-RE-LI
Etude sur la Gestion des Espace Communs d'Habitations en Copropriété (Tunisia)
ONGOING

ASR-012-SW-LI
The Role of Collective Ownership Syndicates in Urban Management (Tunisia)
ONGOING

Poverty Alleviation

ASR-010-RE-P
Needs Assessment of the Urban Poor: An In-Depth Survey in Jordan
COMPLETED

ASR-013-RE-P
Appui aux Etudes sur les Activités Féminines à Domicile dans le Cadre du Programme de Développement Intégré
COMPLETED

ASR-033-IE-P
Soutien aux Micro-Entreprises
COMPLETED

ASR-043-IE-P
Soutien aux Micro-Entreprises
PIPELINE

ASR-048-CD-P
Poverty Alleviation in Jordan
PIPELINE

ASR-014-RE-PI
Upgrading of Informal Settlements
COMPLETED

ASIA & THE PACIFIC

All Components

APR-004-SW-AC
Matching Supply and Demand of Urban Management Capacity (Kuala Lumpur, Malaysia)
COMPLETED

APR-032-SW-AC
Urbanization Strategies and Local Government Development in the Context of Decentralisation
COMPLETED

APR-042-SW-AC
The Future of Asian Cities
DEFERRED

APR-047-SW-AC
Regional Seminar on Strategic Management for Local Government Officials and Trainers
COMPLETED

APR-048-CC-AC
Country Consultation on Urban Sector Policy and Programme Consultations in Vietnam
ONGOING

APR-051-IE-AC
Consumer Search for Urban Management Excellence (CONSUMEX)
DEFERRED

APR-057-CC-AC
Regional Urban Development Programme—Thailand
PIPELINE

APR-059-SW-AC
Training Programme for Urban Management in China
PIPELINE

APR-061-CC-AC
Strengthening the Urban Management Capacity of Indonesian Local Authorities
PIPELINE

APR-062-CC-AC
Urban Strategies and Action Plans in India
PIPELINE

APR-064-SW-AC
Support to Decentralized Training for Urban Development in India
PIPELINE

APR-065-IE-AC UMP-Asia Publications ONGOING	APR-036-SW-F Joint Training Workshop on Housing Loan Recovery COMPLETED	APR-052-RE-IE-L Improving Urban Land Management in Asia's Developing Countries COMPLETED
APR-066-IE-AC UMP-Asia Regional Network of Experts (URBNET-Asia) ONGOING	APR-037-SW-F Housing Finance Policy, Management and Organisational Development Training and Hands-on Orientation COMPLETED	APR-058-SW-L Training Programme on Land Management in China PIPELINE
APR-003-CC-E Nepal Country Consultation ONGOING	APR-040-SW-F Public-private Partnerships in Expanding Access to Housing COMPLETED	APR-041-SW-P Community-Based Programmes for Urban Poverty Alleviation: Toward Supportive Policies and Structures COMPLETED
APR-005-CD-E Preparation of Environmental Planning and Management (EPM) Demonstration in Indonesia (Secondary Cities) ONGOING	APR-044-RE-F Non-Land-Based Sources of Municipal Revenues Tapping Their Potential COMPLETED	APR-049-RE-P Regional Networking, Action-Research, Documentation and Support for Urban Poverty Alleviation in Asia and the Pacific DEFERRED
APR-007-CD-E Preparation of Environmental Planning and Management (EPM) Demonstration in Madras, India COMPLETED	APR-045-RE-F Metropolitan Management in Manila: Delineation of Tasks and Organisational Arrangements ONGOING	APR-060-SW-P Asia Regional Workshop on Monitoring Urban Poverty PIPELINE
APR-030-CC-E National Consultation on Urban Environmental Strategies in India PIPELINE	APR-046-SW-F International Symposium on Housing Finance in Asia: An Agenda for the 21st Century COMPLETED	LATIN AMERICA & THE CARIBBEAN
APR-034-RE-E Economic Valuation of Environmental Problems in Urban Areas in Asia CANCELLED	APR-055-SW-F Non-Land-Based Sources of Municipal Revenues COMPLETED	LAC-001-CC-AC Support to the Organisation of Ministries and Authorities of Housing and Urban Development in Latin America and the Caribbean ONGOING
APR-038-CC-E The Role of Cities for Management of Urban Environment in India COMPLETED	APR-063-CC-F Capacity Building for Urban Management in Punjab, Pakistan PIPELINE	LAC-003-CC-AC Chile Country Consultation on a National Urban Development Policy ONGOING
APR-043-SW-E Regional Seminar on the Management of Coastal Cities and Towns COMPLETED	APR-018-CD-I Solid Waste Management, Pune (India) COMPLETED	LAC-004-CC-AC Políticas e Instituciones para el Desarrollo Futuro en Colombia ONGOING
APR-050-SW-E Regional Workshop on Urban Health and Environmental Management COMPLETED	APR-019-SW-I Regional Seminar on Partnerships in Municipal Infrastructure Services, New Delhi COMPLETED	LAC-006-CC-AC Country Consultation in Mexico: 100 City Programme (Regional Conferences on Urban Management) COMPLETED
APR-054-CC-E Andaman Coast Sustainable Cities ONGOING	APR-031-CC-I Country Consultation: Indonesia PIPELINE	LAC-019-IE-AC Spanish Edition of <i>The Urban Age</i> ONGOING
APR-001-CC-F National Urbanization Policy/Urban Strategy, Philippines ONGOING	APR-056-RE-IE-I Resource Mobilization for Urban Infrastructure Development ONGOING	LAC-022-IE-AC Regional Interchange of Successful Experiences in Solid Waste Management in the Caribbean COMPLETED
APR-002-CC-F Municipal Services Upgrading in Bangladesh ONGOING	APR-006-SW-L Comparative City Conference on Urban Renewal and Re-development Policies and Practices CANCELLED	LAC-025-CC-AC Urban Development Policy of the 90s: Define the New Role of the Municipalities within the Decentralisation Policy of Bolivia COMPLETED
APR-033-SW-F Planning as an Instrument for Urban Development and Management CANCELLED	APR-039-IE-L International Symposium on the Land Market in China, 3rd quarter 1993 COMPLETED	LAC-026-CC-AC Argentina Country Consultation on Human Settlements Policy DEFERRED
APR-035-SW-F International Conference on Promoting Institutional development for Shelter Finance in Developing Countries: The Emerging Role for External Support COMPLETED		

LAC-038-CC-AC Neighbourhood Consultation, Quito-Panecillo DEFERRED	LAC-044-IE-E Regional Urban Environmental Network (RAU) ONGOING	LAC-043-SW-I Curso Itinerante Regional sobre la Gestion de Desechos Solidos y Líquidos Urbanos en America Central ONGOING
LAC-039-IE-AC Programa de Fortalecimiento de Redes Institucionales de Gestion Urbana ONGOING	LAC-050-IE-E Guideline on Urban Waste Reductions ONGOING	LAC-035-IE-IE Protección Regional sobre la Gestion de Desechos COMPLETED
LAC-041-CC-AC El Salvador Country Consultation on Housing and Urban Development Policies COMPLETED	LAC-054-IE-E Support to the Regional Urban Environmental Network ONGOING	LAC-049-SW-IE Workshop on Infrastructure and Urban Environment of the City of La Habana COMPLETED
LAC-042-CC-AC Ecuador Country Consultation: Consultation Nacional sobre las Politicas de Desarrollo Urbano, Vivienda y Medio Ambientales en Ecuador ONGOING	LAC-056-IE-E Fostering South-South Cooperation Among Local Government in the LAC Region on Urban Environmental Management ONGOING	LAC-014-SW-L Training Course on Strategic Urban Management (Land) (Santiago, Chile) COMPLETED
LAC-047-IE-AC UMP-LAC Dissemination Video COMPLETED	LAC-057-IE-E Didactic Material on Urban Environmental Management ONGOING	LAC-015-SW-L Land Training—Regional COMPLETED
LAC-053-IE-AC Foster Capacity Building and Exchange of Successful Experiences (Information, Persons, Publications) on Urban Environmental Management in the LAC Region ONGOING	LAC-060-RE-E Identification and Documentation of Good Practice Experiences on Urban Environmental Management and Activities ONGOING	LAC-046-SW-L Seminar on Information Systems in the Real Estate Market, Colombia COMPLETED
LAC-061-CC-AC Decentralization In Ecuador COMPLETED	LAC-063-RE-IE-E Positive Experiences on Urban Management in Latin America and the Caribbean PIPELINE	LAC-052-SW-L Seminario Internacional "Mercado de Suelo Urban y Sistemas de Informacion Urbanos en America Central Priv COMPLETED
LAC-062-CC-AC Country Consultation: Decentralization in Ecuador COMPLETED	LAC-036-IE-EP Abastecimiento Eficiente de Energía para Consumo Domestico en Ciudad de la Habana, Cuba CANCELLED	LAC-011-SW-P Country Consultation and Regional Seminar on Urban Delinquency—Violence ONGOING
LAC-IE-E Support to Urban Bulletins Notas de Procomún ONGOING	LAC-032-CC-F Country Consultation: Decentralisation in Venezuela (World Bank IB) COMPLETED	LAC-051-SW-P Enhancing Local Capacity to Translate Poverty Research into Policy Recommendation ONGOING
LAC-005-CC-E Brazil Country Consultation COMPLETED	LAC-045-SW-F Urban Management and Local Economic Development Refresher Course for IHS Graduates COMPLETED	LAC-040-SW-PE Workshop on Municipal Waste Disposal and "Scavengers" COMPLETED
LAC-018-IE-E Regional Urban Environmental Network COMPLETED	LAC-048-SW-F Seminar on Property Taxes in Colombia COMPLETED	LAC-059-IE-PE Small Regional Demonstration Programme for Improved Urban Environmental Management and Poverty Alleviation ONGOING
LAC-020-CD-E Preparation of Environmental Planning and Management (EPM) Demonstration in Concepcis, Publica COMPLETED	LAC-062-SW-F Latin American and Caribbean Seminar on Urban Finance Strategies COMPLETED	LAC-009-SW-I Seminar on Public-Private Partnerships for Urban Development in Latin America and the Caribbean: The Privatisation of Urban Services COMPLETED
LAC-027-CD-E Environmental Planning and Management (EPM) in Guayaquil, Ecuador DEFERRED	LAC-009-SW-I Seminar on Public-Private Partnerships for Urban Development in Latin America and the Caribbean: The Privatisation of Urban Services COMPLETED	LAC-033-CC-I Country Consultation Venezuela (World Bank IB) COMPLETED
LAC-030-CD-E Replication of the ConcepciManagement (EPM) in Guayaquil, Ecuador ration in Concepcis, Publications) on Urban Environ PIPELINE	LAC-033-CC-I Country Consultation Venezuela (World Bank IB) COMPLETED	HAB-036-SW-AC UMP Workshop on Urban Management and Policy Choice COMPLETED
LAC-031-CC-E National Consultation on Urban Environmental Strategies in Chile PIPELINE		

UNCHS (HABITAT) CORE TEAM

HAB-038-SW-AC
Comparative City Conference on Urban
Renewal and Re-development Policies and
Practices
CANCELLED

HAB-040-SW-AC
Organizational Workshops of the UMP
Regional Panels of Experts 1992–1993
COMPLETED

HAB-053-RE-AC
International Conference on Re-appraising
the Urban Planning Process as an Instrument
for Sustainable Urban Development and
Management
COMPLETED

HAB-054-RE-AC
Mastering Municipal Malfeasance
ONGOING

HAB-065-RE-AC
Women in Urban Management
COMPLETED

Environmental Management

HAB-035-CC-E
EPM Demonstration In Katowice, Poland
ONGOING

HAB-056-RE-CC-E
EPM Guidebook: Development of Process
Framework and Tools
ONGOING

Informal Sector and Solid Waste Management

HAB-034-RE-F
Municipal Resource Management
COMPLETED

HAB-042-RE-F
14th Session of Habitat: Theme Paper on
Municipal Management
COMPLETED

HAB-059-RE-F
Good Practice in Municipal Finance
ONGOING

Infrastructure Management

HAB-019-RE-I
Policy Framework Paper on Strategic Options
for Urban Infrastructure Management
COMPLETED

HAB-020-RE-I
Infrastructure O&M Training Modules
ONGOING

HAB-021-RE-I
Tools on Utility Mapping and Record-Keeping
for Infrastructure
DEFERRED

HAB-022-RE-I
Participatory Strategies Towards Improving
Infrastructure Services
COMPLETED

HAB-023-RE-I
Public-Private Partnerships in Urban
Infrastructure Services
COMPLETED

HAB-024-RE-I
Diagnostic Assessment of O&M Problems
CANCELLED

HAB-041-RE-I
Tools on Expanded Cost-Benefit Analysis of
Infrastructure MSIP
CANCELLED

HAB-043-RE-I
Discussion Paper on Multi-Sectoral
Investment Planning
COMPLETED

HAB-044-RE-I
Tools on Identification and Management of
Demand for Infrastructure Services
CANCELLED

HAB-045-RE-I
Tools on Legal/Institutional Arrangements for
Public-Private Partnerships
CANCELLED

HAB-046-RE-I
Tools on Performance Indicators for
Infrastructure
CANCELLED

HAB-050-RE-I
Tools on Community Participation in
Infrastructure Provision and O&M
CANCELLED

HAB-055-RE-I
Informal Sector Involvement in Solid Waste
Management
ONGOING

HAB-057-IE-I
Dissemination of Best Practice in Operations
and Maintenance
DEFERRED

HAB-017-SW-IE
Expert Group Meeting on Local Management
of Wastes from Small-Scale and Cottage
Industries
COMPLETED

Urban Governance

HAB-003-CC-L
Vietnam Country Consultation
COMPLETED

HAB-004-SW-L
Legal Issues of Urban Land Management,
Bangalore, India
COMPLETED

HAB-012-RE-L
Private Land Developers Background Paper
CANCELLED

HAB-013-RE-L
Urban Land Reform: A Reader
CANCELLED

HAB-037-RE-L
Land Development Financing: Guideline
Framework Paper
COMPLETED

HAB-039-RE-L
Tool on Audit of Land Legislation
COMPLETED

HAB-060-RE-L
Preparation of UMP Working Paper on
Regularisation and Integration of Irregular
Settlements: Lessons of Experience from
Africa, Asia, and Latin America
ONGOING

Urban Policy Framework

HAB-047-RE-P
Justice and the Poor in Urban Settlements
ONGOING

HAB-049-RE-P
Community Credit Overview
DEFERRED

HAB-052-RE-CC-P
Urban Poverty Alleviation Policy
ONGOING

HAB-058-RE-CC-P
Shelter for Street Children in Sub-Saharan
Africa
CANCELLED

HAB-066-SW-P
Global UNCHS-UMP Meeting in Recife
ONGOING

HAB-048-SW-PE
Workshop on Municipal Waste Disposal and
“Scavengers”
CANCELLED

WORLD BANK CORE TEAM

Urban Governance

WBN-059-SW-AC
Meeting on the Local/Global Nexus and the
Transformation of Mega-Cities
CANCELLED

WBN-065-IE-AC
UMP Dissemination Strategy
ONGOING

WBN-066-IE-AC
Interactive Newsletter on Urban Issues—
The Urban Age
COMPLETED

Urban Policy Framework

WBN-036-CC-E
Côte d'Ivoire
COMPLETED

WBN-037-CC-E
Brazil Seminar—National Consultation
on Managing Sanitation and the Urban
environment
COMPLETED

WBN-048-SW-E Regional Workshops on Environmental Strategies for Cities ONGOING	<i>Municipal Finance & Administration</i>	WBN-010-RE-L Land Regularisation Techniques Manual COMPLETED
WBN-049-RE-E Economics and Finance of Urban Waste Management Problems ONGOING	WBN-026-CC-F Bangladesh COMPLETED	WBN-011-RE-L Legal Instruments of Land Development COMPLETED
WBN-050-RE-E Economic Valuation of Environmental Problems in Asian Cities ONGOING	WBN-027-CC-F Senegal COMPLETED	<i>Poverty Alleviation</i>
WBN-051-RE-E Research on Environmental Health Impacts in Developing Country Cities: Accra and São Paulo COMPLETED	WBN-028-CC-F Venezuela COMPLETED	WBN-060-CC-P Urban Poverty and Social Policy Consultation Process in Guayaquil, Ecuador ONGOING
WBN-052-RE-E Techniques for Understanding Household Environmental Priorities COMPLETED	WBN-029-CC-F East Asia CANCELLED	WBN-061-CC-P Urban Poverty and Social Policy Consultation Process in Metro Manila, Philippines ONGOING
WBN-053-RE-E EMS/EAP Guidebook ONGOING	WBN-030-SW-F World Conference on Metropolitan Governance: Tokyo COMPLETED	WBN-062-CC-P Urban Poverty and Social Policy Consultation Process in Lusaka, Zambia ONGOING
WBN-054-RE-E Urban Air Pollution ONGOING	WBN-031-SW-F Theme Paper on Metropolitan Management COMPLETED	WBN-063-CC-P Urban Poverty and Social Policy Consultation Process in Budapest, Hungary CANCELLED
WBN-055-RE-E Environmental Considerations in Urban Land Management COMPLETED	WBN-032-RE-F Municipal Credit Institutions ONGOING	WBN-064-SW-P Social Investments Funds in Latin America: Meeting the Needs of Poor Urban Women COMPLETED
WBN-056-RE-E Priorities for Urban Waste Management COMPLETED	WBN-033-RE-F Strategic Options Paper on Municipal Finance COMPLETED	WBN-067-RE-P Managing the Access of the Poor to Urban Land: New Approaches for Regularisation Policies COMPLETED
WBN-057-RE-E Rapid Urban Environmental Assessment: Tools COMPLETED	WBN-068-RE-F Case Studies on Municipal Finance and Decentralisation COMPLETED	WBN-071-SW-P Proposed Workshop on "Urban Poverty and Social Policy: Operational Issues for Donors" CANCELLED
WBN-058-RE-E Evaluation of Private Sector Delivery of Urban Solid Waste Services COMPLETED	WBN-072-SW-F Regional Workshop on Decentralisation, Urbanisation Strategies and Local Government Development COMPLETED	WBN-075-SW-P Latin American Regional Workshop: Enhancing Local Capacity to Translate Poverty Research into Policy Recommendation PIPELINE
WBN-070-RE-E Economics and Finance of Urban Waste Management CANCELLED	<i>Infrastructure Management</i>	WBN-076-RE-P Workshop on the Dhaka Urban Structure Plan COMPLETED
WBN-073-CC-E Pacific Islands Country Consultations on Urban Management and Environmental Sanitation Services ONGOING	WBN-014-CC-I Brazil ONGOING	
WBN-077-RE-E Urban Groundwater Management Strategies PIPELINE	WBN-069-RE-I Discussion Paper on Review of Successes and Failures in Infrastructure Projects CANCELLED	
WBN-078-RE-E Strategic Municipal Solid Waste Planning ONGOING	<i>Land Management</i>	
WBN-079-RE-E SKAT/SDC Interagency Collaboration on Municipal Solid Waste Management (MSWM) ONGOING	WBN-001-CC-L Côte d'Ivoire ONGOING	
	WBN-005-SW-L Mexico ONGOING	
	WBN-007-SW-L West Africa—Workshop on Land COMPLETED	
	WBN-008-RE-L Urban Land Management in Africa CANCELLED	
	WBN-009-RE-L Reforming Urban Land Policies and Institutions in LDCs COMPLETED	

ANNEX 2: UMP PUBLICATIONS

Formal Paper Series

UMP 1

Urban Property Tax Reform: Guidelines and Recommendations. William Dillinger.

UMP 2

Energy Environment Linkages in the Urban Sector. Josef Leitmann.

UMP 3

Alternative Approaches to Pollution Control and Waste Management: Regulatory and Economic Instruments. Janis D. Bernstein.

UMP 4

The Land Market Assessment: A New Tool for Urban Management. David E. Dowall.

UMP 5

Reforming Urban Land Policies and Institutions in Developing Countries. Catherine Farvacque and Patrick McAuslan.

UMP 6

A Review of Environmental Health Impacts in Developing Country Cities. David Bradley, Carolyn Stephens, Trudy Harpham, and Sandy Cairncross.

UMP 7

A Framework for Reforming Urban Land Policies in Developing Countries. David E. Dowall and Giles Clarke.

UMP 8

Conditions de mise en place des systèmes d'information foncière dans les villes d'Afrique sud-saharienne francophone. Alain Durand Lasserre.

UMP 9

Urban Applications of Satellite Remote Sensing and GIS Analysis. Bengt Paulsson.

UMP 10

Utility Mapping and Record Keeping for Infrastructure. David Pickering, Jonathan M. Park, and David H. Bannister.

UMP 11

Elements of Urban Management. Kenneth J. Davey.

UMP 12

Land-Use Considerations in Urban Environmental Management. Janis D. Bernstein.

UMP 13

Private Sector Participation in Municipal Solid Waste Services in Developing Countries. Vol. 1, The Formal Sector. Sandra Cointreau-Levine.

UMP 14

Rapid Urban Environmental Assessment: Vol. 1, Methodology and Preliminary Findings. Josef Leitmann.

UMP 15

Rapid Urban Environmental Assessment: Vol. 2, Tools and Outputs. Josef Leitmann.

UMP 16

Decentralization and its Implications for Urban Service Delivery. William Dillinger.

UMP 17

Strategic Options for Urban Infrastructure Management. William F. Fox.

UMP 18

Toward Environmental Strategies for Cities: Policy Considerations for Urban Environmental Management in Developing Countries. Carl Bartone, Janis D. Bernstein, Josef Leitmann, and Jochen Eigen.

UMP 19

Participation and Partnership in Urban Infrastructure Management. Peter Schübeler.

UMP 20

Options for Municipal Actions in Poverty Reduction. Kadmiel Wekwete, Franz Vanderschueren, Emiel Wegelin.

Working Paper Series

Working Paper No. 1

Environmental Innovation and Management in Curitiba, Brazil. Jonas Rabinovitch with Josef Leitmann.

Working Paper No. 2

The Life Cycle of Urban Innovations: Volume 1. Elwood M. Hopkins
The Life Cycle of Urban Innovations: Volume 2. Case Studies. Elwood M. Hopkins

Working Paper No. 3

Multi-Sectoral Investment Planning. George E. Peterson, G. Thomas Kingsley, and Jeffrey P. Telgarsky.

Working Paper No. 4

Public-Private Partnerships in Urban Infrastructure Services. Philip Gidman with Ian Blore, Jens Lorentzen, and Paul Schuttenbelt.

Poverty Component Working Papers

(Publications of the World Bank, prepared with the support of the UMP, but not subject to the UMP review and approval process)

Zambia in the 1980s: A Review of National and Urban Level Economic Reforms. INURD WP no. 18. Beatrice Kalinda and Maria Floro. 1992.

The Philippines in the 1980s: A Review of National and Urban Level Economic Reforms. TWURD WP No. 1. Orville Solon and Maria Floro. 1993.

Urban Poverty in the Context of Structural Adjustment: Recent Evidence and Policy Responses. TWU DP No. 4. Mauricio Garcia and Alicia Herbert. 1993.

Ecuador in the 1980s: A Historical Review of Social Policy and Urban Level Interventions. TWURD WP No. 6. Mauricio Garcia and Alicia Herbert. 1993.

The Philippines in the 1980s: A Historical Review of Social Policy and Urban Level Interventions. TWURD WP No. 8. 1993.

Urban Social Policy and Poverty Reduction. TWURD WP No. 10. Caroline Moser.

Forthcoming Publications

Confronting Crisis: Household Responses to Poverty and Vulnerability in Angyalfad, Budapest, Hungary. Caroline Moser.

Confronting Crisis: Household Responses to Poverty and Vulnerability in Chawama, Lusaka, Zambia. Caroline Moser.

Confronting Crisis: Household Responses to Poverty and Vulnerability in Cisneros, Guayaquil, Ecuador. Caroline Moser.

Confronting Crisis: Household Responses to Poverty and Vulnerability in Commonwealth, Metro Manila, the Philippines. Caroline Moser.

Environmental Management System (EMS)/Environmental Action Plan (EAP) Guidebook. Emiel Wegelin.

Urban Poverty Research Sourcebook: Modules I and II (2 volumes). Caroline Moser, Michael Gatehouse, and Helen Garcia.

Urban Poverty Research Sourcebook: Modules I and II (2 volumes, Spanish). Caroline Moser, Michael Gatehouse, and Helen Garcia.





ANNEX 3: STAFFING & ESTABLISHMENT DURING 1995

United Nations Environment Programme
United Nations Development Programme

UMP Regional Office for Africa

Mr. Adjouré Bédoué

UMP Regional Co-ordinator for Africa—co-ordinates UMP activities in the region.

Ms. Cecilia Men Charles

UMP Regional Advisor for Anglophone Africa—assists the Regional Co-ordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Ms. Hans Jürgen Schaefer

UMP Regional Advisor for Africa (sponsored by the Government of Germany through GTZ)—assists the Regional Co-ordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Mr. Ahmad Kofi

UMP Regional Advisor for West Africa (sponsored by the Government of Germany through GTZ)—assists the Regional Co-ordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Ms. Margaretta Karlsson

Programme Management Officer (Junior Professional Officer sponsored by the Government of Sweden)—responsible for assisting the Regional Co-ordinator with the managerial and administrative aspects of UMP activities in the region, including relevant elements of project preparation and implementation.

Ms. Christine Okhoya

Urban Poverty Associate Expert (Junior Professional Officer sponsored by the Government of the Netherlands through DGIS)—provides substantive inputs to the urban poverty component, including support to regional poverty activities.

UMP Regional Office for Asia and the Pacific

Mr. Nathaniel von Einsiedel

UMP Regional Co-ordinator for Asia and the Pacific—co-ordinates UMP activities in the region.

Mr. Clarence Schubert

UMP Senior Regional Advisor for Asia/Pacific (sponsored by the Government of Switzerland through SDC)—assists the Regional Co-

ordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Ms. Han Abduliz

Programme Officer—assists in programme management at the regional level, particularly in the monitoring of work programmes, budgetary aspects, and issues related to procurement of expert services.

UMP Regional Office for the Arab States

Mr. Mounir Nounatalla

UMP Regional Co-ordinator for the Arab States—co-ordinates UMP activities in the region.

Mr. Christian Arandel

Programme Manager—responsible for day-to-day operational management of the Regional Office, administrative liaison with UNCHS (Habitat) and regional country panels, and provision of substantive support in selected areas.

Ms. Mai Al-Nabhan

Heritage Protection Advisor (Junior Professional Officer sponsored by the Government of Italy)—develops a regional strategy for the implementation of environmental improvement and heritage protection activities, and works with the country co-ordinators to initiate the development of the heritage protection components of their respective programmes.

Ms. Randa Fouad

Media and Communications Advisor—develops the region's information strategy, promotes the development of country media and communication programmes, consolidates information exchange and transfer among programme partners, and develops the programme's promotional material in Arabic and French.

UMP Regional Office for Latin America and the Caribbean

Mr. Pablo Trivelli

UMP Regional Co-ordinator for Latin America and the Caribbean—co-ordinates UMP activities in the region.

Mr. Jorg Haas

UMP Regional Advisor for Latin America and the Caribbean (sponsored by the Government of Germany through GTZ)—assists the Regional Co-ordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Mr. Fernando Carrion

UMP Regional Advisor for Latin America and the Caribbean (sponsored by the Government of Germany through GTZ)—assists the Regional Coordinator in programme co-ordination and provides substantive advice and assistance in the UMP's component areas.

Ms. Ingrid Carlsson

Associate Expert (Junior Professional Officer sponsored by the Government of Sweden)—responsible for assisting the Regional Coordinator with the managerial and administrative aspects of UMP activities in the region, including relevant elements of project preparation and implementation.

UMP Core Team at UNCHS (Habitat)

Mr. Peter G. Gassner

UMP Programme Co-ordinator—co-ordinates the UMP overall and provides substantive advice and assistance in the UMP's component areas, particularly on municipal finance and administration, and land management.

Ms. Ingrid Carlsson

Urban Environment Team Co-ordinator—supervises work of the urban environmental management component, provides substantive input to World Bank- and region-managed urban environmental activities, and is the contact on Habitat environment matters.

Mr. Jørgen Lunde

Urban Environmental Management Advisor (sponsored by the Government of Denmark)—provides substantive inputs to the environmental management component.

Dr. Ingrid Isakowitz

Sustainable Cities Programme Advisor—provides substantive inputs to the urban environmental management component and assists the SCP Programme Co-ordinator in programme co-ordination.

Ms. Susan Clark

Urban Infrastructure Advisor—responsible for the urban infrastructure management component, and assists in general urban management aspects of the UMP both at the regional and core team levels.

Mr. Peter G. Gassner

Urban Infrastructure Associate Expert (Junior Professional Officer sponsored by the Government of Germany through GTZ)—supports the UMP core team to disseminate and apply policy frameworks and management tools, with particular reference to urban environmental management and multisectoral urban infrastructure management.

Mr. Roger Van der Weide

Community Credit Advisor (sponsored by the Government of Switzerland through SDC)—provides substantive inputs to the poverty alleviation component and formulates collaborative programmes for capacity building in community credit management.

Mr. Robert K. Johnson

Co-ordinator, Urban Poverty Research Programme, Eastern and Southern Africa—co-ordinates research competition and follow-up activities (co-sponsored by the Ford Foundation), and provides substantive inputs to the poverty alleviation component.

Mr. Kyung-Hwan Kim

Urban Finance Advisor—provides substantive inputs on municipal finance and administration, and documents examples of practice in this area.

Mr. Karimul Haq

Programme Management Officer—provides budgetary management control and monitoring and links activities as per Initiating Briefs with budgets; manages procurement of expert services and equipment; provides support to the regions in the above; provides substantive inputs in the organisation of workshops, seminars and training activities.

Ms. Anne Kjøp

Programme Coordination Assistant—assists in overall programme coordination and backstopping of the regional offices; manages the UMP Initiating Brief (IB) database and UMP publications in UNCHS.

UMP Core Team at the World Bank

Mr. David Robinson

Team Leader—co-ordinates UMP activities managed by the World Bank core team and provides substantive advice and assistance in the UMP's components, particularly on municipal finance and management.

Ms. Ingrid Carlsson

Urban Environment Team Co-ordinator—supervises work of urban environmental management component in the Bank and provides substantive inputs to UNCHS- and region-managed urban environmental activities.

Ms. Garden Florin

Urban Poverty Team Co-ordinator—supervises work of urban poverty alleviation component in the Bank, and provides substantive input to UNCHS and region-managed urban poverty alleviation activities.

Ms. Mary Brown

Dissemination Co-ordinator—supervises the production of UMP publications, co-ordinates publications with regional offices, edits UMPDATE, manages the UMP database, and supports the development of regional dissemination strategies.

Mr. Douglas Arnold

Programme Officer—supports the Team Leader in programme administration, manages communications, and undertakes procurement and consultant hiring.

Ms. Margaret Berger

Editor—edits *The Urban Age* and edited the Urban Management Programme Annual Report 1995.

UNDP

Mr. C. Sathya Chandra
Manager

Mr. Robertson Frank
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Dr. Jacques Henin
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ANNEX 4: UMP OFFICES

Regional Offices

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