

UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (HABITAT)
Settlement Upgrading Programme (SUP)

Water Supply and Sanitation Collaborative Council (WSSCC)
Network on Services for the Urban Poor

CERFE ACTIVITY REPORT

September 1993 - April 1995

INTERNATIONAL REFERENCE CENTRE
FOR COMMUNITY WATER SUPPLY AND
SANITATION (IRC)

Rome, April 1995

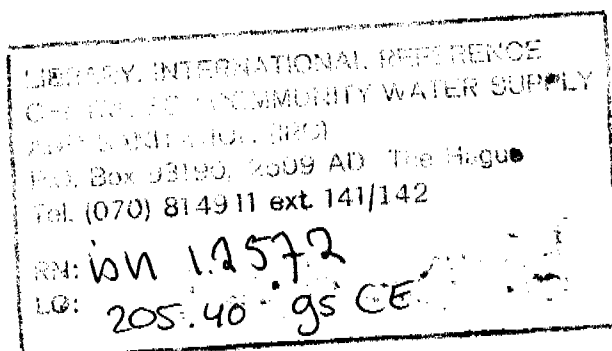
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Editor's Note

The following text is the "CERFE Activity Report" concerning the scientific and operational assistance provided by CERFE during the period September 1993 - April 1995 to the WSSCC Network on Services for the Urban Poor. This report collects and reproduces the previous reports on CERFE's activities already released during the last two years, excluding their annexes save for a few exceptions.

The activities executed between September 1993 and December 1994 are described in the first report. In that period the report analyzing the new inputs to the Network "Information Bank" ("Follow-Up of the Working Group on Urbanization - Draft Research Report") has been drafted and circulated.

From December 1994 CERFE has performed its scientific and operational assistance to the Network within the framework of the UNCHS (Habitat) "Settlement Upgrading Program", now coordinating the Network. The activities executed between December 1994 and April 1995 are described in the second report.



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CERFE

WHO

Water Supply and Sanitation Collaborative Council (WSSCC)
Network on Services for the Urban Poor

REPORT ON CERFE ACTIVITIES
September 1993 - November 1994

Rome, December 1994

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1. Institutional framework

From July 1992 to September 1993, CERFE has performed the functions of scientific and operational Secretariat of the Working Group on Urbanization (WG/U) of the Water Supply and Sanitation Collaborative Council (WSSCC). The Working Group on Urbanizations was supported by the Italian Ministry of Foreign Affairs - Directorate General for Development Cooperation (MAE/DGCS), within the framework of a contract between CERFE and the World Health Organization (WHO), being WSSCC administratively part of WHO.

Within the framework of former WG/U activities, CERFE performed both scientific and operational assistance.

The scientific assistance to WG/U consisted in a systematic survey on the 271 documents present in the WG/U data base (collected in the WG/U "Information Bank") submitted by the 61 members of WG/U and other publications and reports already in possession of MAE/DGC and CERFE.

The survey analyzed particularly those documents related to the main constraints and resources in the extension of the water supply and sanitation services to peri-urban poor of developing countries, to the branches of the knowledge and of disciplinary specialization present in the documents, to the interventions of water supply and sanitation described and to the actors mentioned. The findings of the analysis, that have been described in the WG/U Report, were organized according to six strategic elements:

- security of tenure and other legal issues;
- people's participation;
- cost recovery and resource mobilization;
- appropriate technologies;
- institutional reform and capacity building;
- water resources conservation and management.

The operational support to WG/U consisted in:

- support to WG/U coordinator;
- setting up of the "Information Bank";
- organization of the WG/U Siena Meeting (April 1993) and other working meetings;
- sensibilization activities in Italy;
- editing and circulation of WG/U reports and other documents.

The main outcomes of the WG/U were presented in the "WG/U Report" adopted by the WSSCC Rabat Meeting, held in September 1993. In the Rabat Meeting WSSCC established a mandated activity, "Network on Services for the Urban Poor", in order to continue and disseminate WG/U findings, appointing the UNCHS Settlement Upgradin Programme (SUP) to coordinate the Network.

After September 1993, CERFE has been charged by WSSCC, within the framework of a contract between CERFE and WHO, to assist the "Network on Services for the Urban Poor" taking care again both of scientific and technical support.

The CERFE scientific assistance to the Network consisted in a research which is briefly outlined in the following paragraph n. 2 and completely described in a specific report "Follow-Up of the Working Group on Urbanization - Draft Research Report".

The CERFE operational assistance to the Network is described in the paragraph n. 3 and following sub-paragraphs of this Report.

The Project staff is made up of:

- Francesco Ambrogetti, sociologist;
- Andrea Ambrogetti, sociologist;
- Luciano d'Andrea, sociologist and research staff coordinator;

- Andrea Declich, economist.

This report has been written by Andrea Ambrogetti. The report on the follow-up of the working group on urbanization has been written by Luciano d'Andrea

2. Scientific assistance to the Network

The scientific assistance to the Network consisted in a research on the formal and substantive aspects of the Network "Information Bank". More in particular, the following actions have been carried out:

- a. first analysis of the 194 new documents sent by WG/U and Network members after the original WG/U deadline (31 December 1992) and selection of 86 relevant documents concerning the water supply and sanitation issues;
- b. input into the computerized "Information Bank" (see also paragraph n. 3.3.);
- c. analysis and interpretation of the new entries, according to the methodologies applied within the framework of the WG/U Report.

3. Operational assistance to the Network

CERFE main activities within operational support to the Network include:

- assistance to the Network coordinator and members;
- sensibilisation, networking and dissemination of information on Network activities;
- updating of the Network "Information-Bank";

- organization of activities in Italy and technical assistance to Italian universities involved in Network activities.

3.1. Assistance to Network coordinator and members

The main activities of operational assistance to the Network Coordinator and members included the following.

- * Day-by-day liason among the Network members.
- * Day-by-day liason among the Network Coordinator, the Secretariat and the members.
- * Editing of the WSSCC Rabat Meeting "Report of Group 2 Discussion".
- * Drafting of the lists of members of the Network "Core Group" and of "Italian Core Group".
- * Circulation of the lists of members of the Network "Core Group" and of "Italian Core Group" among the same members.
- * Organization of the first meeting of the Core Group of the Network, held in Nice (France) on 24 February 1994. The meeting clarified the Network objectives and developed a first working plan for the Network in general and for each of the Core Group members. The meeting also determined human and financial resources, relationships to WSSCC and other WSSCC working groups and mandated activities.
- * Drafting of the "Network List of Members". The members of the Network are now more than 350. For each member, the following information are available:
 - name and first name;
 - position;
 - institution
 - address;
 - telephone and telefax numbers;

- date and occasion of affiliation;
- participation in the WSSCC Rabat Meeting;
- reports and material already received;
- former position in the WG/U (if any).

* Translation into "dbase" format of the "Network List of Members" and circulation among Coordinator and some members.

* Organization of the participation of the Network Coordinator at the Round Table "Water and Health in Underprivileged Urban Areas", held in Sophia Antipolis (Nice) on 21-23 February 1994, organized by the Department of International Cooperation of France's International Office for Water. Presentation, by the Network Coordinator, of WG/U activities and main outcomes and guidelines. Selected circulation of WG/U Report.

3.2. Sensibilisation, networking and dissemination of information

The most relevant activities in the field of sensibilisation, networking and dissemination carried out by CERFE are the following.

* Dissemination of the WSSCC Rabat Meeting "Report of Group 2 Discussion" among some Network members.

* Dissemination of WG/U Report after adoption by WSSCC Rabat Meeting among 300 Network members.

* Organization of a working meeting with Japan CTI Engineering Co., held in Rome on 4 March 1994. Mutual presentation of activities and exchange of ideas on water and supply sanitation (participants to the meeting: Mr. Yoshihito Sabase, CTI; Mr. Yoshimasa Sato, CTI; Mr. Kenichiro Yamaguchi, CTI; Mr. Chikane Matsuda, CTI; Mr. Ivo Imperato; Network Coordinator; Mr. Alfonso Alfonsi, CERFE; Mr. Francesco Ambrogetti, CERFE; Ms. Alessandra Cancedda, CERFE).

* Organization and participation in the meeting between Mr. Ranjith Wirasinha, Executive Secretary of WSSCC, and Mr. Chicco Testa, president of ACEA (WSS Public Utility of Rome), Mr. Eugenio Orlandi,

Head of Information System Service of ACEA, Mr. Giorgio Martino, Director of Lake of Bracciano Water Works of ACEA and Mr. Carlo Ferrozzi, responsible for the water treatment plant "COBIS" of Bracciano Water Works of ACEA held in Rome on 4 March 1994. The meeting permitted to present to Rome Water Utility "ACEA" the WSSCC aims and activities and briefly outline possible forms of involvement of ACEA in WSSCC and other United Nations promoted activities within the water supply and sanitation sector, with particular reference to International Conference "Habitat II".

* Drafting of articles and news for "Voices from the City" Newsletter.

* Circulation to Core Group Members of the Network "Research Report Outline" (May 1994).

* Organization of a working meeting between the Network Coordinator and prof. Giandonato Caggiano, head for international relationships of the Municipality of Rome (Rome, 20 June 1994). The meeting permitted to present to Rome Municipality the WSSCC aims and activities and briefly outline possible forms of involvement of Rome Municipality in WSSCC and other United Nations promoted activities within the water supply and sanitation sector, with particular reference to International Conference "Habitat II".

* Organization of a working meeting between the Network Coordinator and Mr. Giorgio Barozzi, head for international relationships of ACEA (Rome, 6 July and 13 October 1994).

* Organization of the participation of Mr. Gabriele Quinti (Director for Applied Research of CERFE) and Mr. Giorgio Martino (Head of International Relationships of ACEA) at the Review Meeting of the Kenya Pilot Project organized by UNCHS and held in Nairobi on 23-26 August 1994.

3.3. Updating of the Information-Bank

The activities implemented in order to update the Network "Information-Bank" include the following.

* Up-dating of the Network "Information Bank" with the new sources sent to CERFE by Network members and other professionals. As CERFE did previously for the WG/U, CERFE took care both of the filing of the formal information contained in the sources into a Macintosh computer (recording for each of them such data as: date of publication, author, title, number of pages, etc.) and of the informatization of the findings of the analysis of the sources. The results of the research work based on the updating of the "Information Bank" as well as the complete data on the "Information Bank" are described in the "Follow Up of the Working Group on Urbanization - Draft Research Report".

* Circulation of a "Call for sources" for the Information Bank on the occasion of a dissemination of the WG/U Report to 300 members of the Network.

3.4. Activities in Italy and technical assistance to Italian universities involved in Network activities

A series of activities were organized and carried out by CERFE in Italy, in collaboration with the Network Coordinator, aiming at the dissemination of the WSSCC message and of the WG/U findings among Italian universities, research institutions, NGOs and public utility companies, that are part of the Network on Services for the Urban Poor, as the following.

* Revision and editing of Italian version of WG/U Report.

* Circulation to Italian Core Group members and other selected professional and university professors of Italian version of WG/U Report.

* Cooperation with MAE/DGCS in organizing the first, second and third meeting of Italian universities and Italian NGOs involved in the Network's activities (Rome, 16 June 1994; 5 July 1994 and 17 October 1994).

The first meeting (16 June 1994) permitted to present aims and activities of the Network and of UNCHS Settlement Upgrading Program (SUP) to different institutions and persons involved. Moreover a first working plan specifying tasks and deadlines has been established.

The second meeting (5 July 1994) was devoted to some general and specific aspects of the working plan for the Italian universities involved in SUP with particular reference to the implementation of case studies concerning various urban areas.

The third meeting (17 October 1994) dealt with the following themes: follow-up and comments to WG/U Report; first presentation and discussion about the cities covered by SUP; working plan; United Nations Conference "Habitat II"; contractual details.

* Cooperation with Italian NGO AVSI in preparing and disseminating the proceedings of 1993 Rome and Bologna seminars "Strategies and Policies of Informal Urban Settlements Upgrading in Developing Countries" (now published in: "Dimensioni dello sviluppo", anno XI, n. 2, *Insedimenti informali urbani*, Bologna, 1994).

* Cooperation with MAE/DGCS in organizing a meeting between UNCHS officer, Pietro Garau (Director of the Secretariat of the United Nations Conference on Human Settlement "Habitat II", scheduled for June 1996) and Italian Universities and NGOs held in Rome on 16 June 1994.

The meeting was conceived to provide Italian universities, NGOs and other entities concerned with information on the United Nations Conference on Human Settlement "Habitat II". Mr. Pietro Garau presented contents and objectives of the Conference and the process of preparation (Preparatory Committee, National Working Plans, ways of contributions, etc.). A first discussion about most effective ways of

involvement of universities and NGOs has taken place. The available documentation about the Conference was circulated among participants.

* Day-by-day liason between Network Coordinator and Italian university professors involved in the Network activities.

**UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (HABITAT)
Settlement Upgrading Programme (SUP)**

**Water Supply and Sanitation Collaborative Council (WSSCC)
Network on Services for the Urban Poor**

**REPORT ON CERFE ACTIVITIES
December 1994 - April 1995**

Rome, April 1995

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1. Institutional framework

On 9 December 1994 CERFE has been commissioned by UNCHS (Habitat) to provide the services of three consultants (Mr. Andrea Ambrogetti, Ms. Alessandra Cancedda and Mr. Luciano d'Andrea, sociologists) to carry out activities of scientific and operational Secretariat of the Water Supply and Sanitation Collaborative Council (WSSCC) Network on Services for the Urban Poor (Project No IT-GLO-94-T05), which is co-ordinated by the UNCHS (Habitat) Settlement Upgrading Programme (SUP).

This Report is referred to the activities carried out by CERFE in the period 15 December 1994 - 14 April 1995 and is part of the Output 3 which includes a complete activity report on the tasks stated by the Terms of Reference.

2. Background

From July 1992 to September 1993 CERFE provided scientific and operational assistance to the Water Supply and Sanitation Collaborative Council - Working Group on Urbanization supported by the Italian Ministry of Foreign Affairs-Directorate General for Development Cooperation (MAE/DGCS) in the framework of contracts with WSSCC-WHO. The main outcomes of the WG/U, based on the analysis of the documents included in the Information Bank set up by the WG/U, were presented in a Report adopted by the WSSCC Rabat Meeting, held in September 1993.

In February 1994, CERFE was charged by WSSCC to provide scientific and technical assistance to the Network on Services for the Urban Poor, the successor of the WG/U. In this capacity, CERFE has carried out an analysis of a second set of documents, whose findings have been included in the Network "Draft Research Report" (January 1995).

In the meantime, UNCHS (Habitat) has assumed the co-ordination of the Network on Services for the Urban Poor by inserting the follow-up activities of the Working Group on Urbanization within the "Settlement Upgrading Programme (SUP) - First Phase - 1st part". In this framework, UNCHS has asked CERFE to continue to provide its services as mentioned in the "Institutional framework".

3. CERFE's tasks

CERFE's tasks were the following ones (from the "Terms of Reference" of 6 December 1994):

- a) circulating the draft research report to the Core Group of the Network and to 220 other selected Network members for comments;
- b) analyzing members' comments on the Draft Research Report and, where appropriate, incorporating them into its final version, to be submitted to WASSANCO at its next Global Forum in Barbados in November 1995;
- c) keeping the Network's mailing list up to date and expanding it to include practitioners who show interest;
- d) answering routine queries from Network members;
- e) supplying mailing lists of the entire Network or of subsets of it, as appropriate, in a D-Base format, to Core Group members, Coordinators of other Wassanco Working Groups and Mandated Activities and to other partners as needed;
- f) assisting the Core Group in assessing information needs of the Network's members and defining the most appropriate tools for periodical dissemination of activity reports and research results;

- g) undertaking a feasibility study on rendering the information bank more "user-friendly"; the study should also explore possibilities for its connection to computer networks such as the Internet;
- h) identifying success stories and positive experiences in the field of settlement upgrading and services for the urban poor, in order to produce information materials for the "Voices from the City" newsletter;
- i) taking part in the editorial board of the "Voices from the City" quarterly newsletter;
- j) contributing to the preparations for the Network's Core Group Meeting which is due to take place in Nairobi in May 1995;
- k) offering assistance to the SUP Coordinator for Network activities as required.

4. Activities executed

Task a) "Circulating the 'Draft Research Report' to the Core Group and to other selected Network members for comments"

The "Follow-Up of the Working Group on Urbanization - Draft Research Report" has been reproduced and circulated to the 230 selected members of the Network (including Core Group and Italian Core Group) on January 1995.

In addition, the "Follow-Up of the Working Group on Urbanization - Draft Research Report" has been successively circulated to new Network members listed under "Task c)".

Task b) "Analyzing members' comments on the 'Draft Research Report" and, where appropriate, incorporating them into its final version, to be submitted to WSSCC at its next Global Forum in Barbados in November 1995"

Comments have been collected and will be summarized to be discussed at the Nairobi Core Group Meeting on 4-6 May 1995.

Task c) "Keeping the Network's mailing list up to date and expanding it to include practitioners who show interest"

In the period 15 December 1994 - 14 April 1995, the following new addresses were inserted in the mailing list.

* Mr. Paulo Roberto Paixao Bretas
Prefeitura Municipal de Belo Horizonte
BELO HORIZONTE
Brazil

* Prof. Geoffrey I Nwaka
Abia State University
P.M.B. 2000
UTURU
Abia State
Nigeria

* Prof. Kunle Ade Wahab
Department of Building
Faculty of Environmental Design and Management
Obafemi Awolowo University
ILE-IFE
Osun State
Nigeria

* Ms. Maria S. Muller
Senior Sociologist
WASTE
Consultants on Appropriate Technology

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2801AN GOUDA
The Netherlands

* Dr. Rabin Ganguly
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Post Box No. 16757
CALCUTTA
India

* Mr. Dinh Xuan Vinh
Director, Agricultural and Social Sectors Dept (East)
Asian Development Bank
P.O. Box 789
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Philippines

* Mr. Asad Ali Shah
Manager, Water Supply, Urban Development and Housing Division
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* Mr. P.E. Odendall
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* Mr. Ian Pearson
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* Dr. Gideon Tredoux
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* Mr. W.N. (Bill) Richards
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* Mr. Mike Muller
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* Mr. Neil A. McLeod
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Indonesia

* Mr. Corrado Minervini
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Italy

* Mr. Lakshimipathy Vedantham
Regional Centre for Urban and Environmental Studies
Osmania University
HYDERABAD 500007
India

* UNDP-World Bank Regional Water and Sanitation Group for West
Africa
Corner of Booker Washington and Jaques Aka Street
Cocody 01 BP 1850
ABIDJAN 01
Ivory Coast

To date the Network membership totals 382 professionals or organizations.

In order to achieve further expansion of the Network, on the occasion of January 1995 dissemination of the "Draft Research Report", a form ("1995 Directory Updating Form") has been attached to the same Report with invitation to suggest new potential members and "Call for Sources".

On 14 April 1995, Network members who have returned the "1995 Directory Updating Form" to the Network Coordinator or Network Secretariat are the following ones:

- Mr. A. McIntosh, ADB;
- Mr. E. Dovlo, Ghana;
- Mr. W. Alves, Brazil;
- Mr. J. Audefroy, Mexico;
- Mrs. R. Simandjuntak, Indonesia;
- Mr. T. Agbola, Nigeria;
- Mr. P.E. C. Fernandes, Brazil;
- Mr. E. Perez; USA;
- Mr. C. Minervini, Italy;
- Mr. A.Y. Metaferia, Ethiopia;
- Mr. L. Vedantham, India;
- UNDP-World Bank Regional Water and Sanitation Group for West Africa;
- Mr. G. Carrier, Canada;
- Mr. R. Helmer, WHO;
- Ms. M. Vaa, Norway.

The Network Secretariat is now analyzing the Forms and will forward to the Network Coordinator the results of the analysis before the Network Core Group Meeting to be held in Nairobi on 4-6 May 1995.

Task d) "Answering routine queries from Network members"

From 15 December 1994 to 31 January 1995 a request of copies of several sources present in the Network Information Bank has arrived to the Network Secretariat from "Politecnico di Torino". The request was fulfilled.

Task e) Supplying mailing lists of the entire Network or of subsets of it, as appropriate, in a D-Base format, to Core Group members, Coordinators of other WSSCC Working Groups and Mandated Activities and to other partners as needed"

Copies of the Network mailing list in D-Base format have been sent to the Core Group members, Coordinators of other WSSCC Working Groups and Mandated Activities.

Task f) "Assisting the Core Group in assessing information needs of the Network's members and defining the most appropriate tools for periodical dissemination of activity reports and research results"

The already mentioned "1995 Directory Updating Form" requested Network members for their opinions on the most useful kind of information the Network could supply, their level of interest in the six key issues of the Working Group on Urbanization (security of tenure and other legal issues, citizens' participation, cost recovery and resource mobilization, institutional reform and capacity building, water resources conservation and management), any other issue they would like the Network to cover, and the tools for communication and information dissemination they would find most appropriate to their work.

Five different "Call for Sources", respectively addressed to Network members from ESAs, NGOs, local governments, national governments and research institutions, have been circulated in the occasion of the dissemination of the "Draft Research Report", with the aim of soliciting new inputs for the Information Bank.

Task g) "Undertaking a feasibility study on rendering the information bank more "user-friendly"; the study should also explore possibilities for its connection to computer networks such as the Internet"

The Report of this study has been forwarded to the Network Coordinator as part of an interim report on 28 February 1995.

Task h) "Identifying success stories and positive experiences in the field of settlement upgrading ad services for the urban poor, in order to produce information materials for the "Voices from the City" newsletter"

The report on such task has been forwarded to the Network Coordinator as part of an interim report on 28 February 1995.

Task i) "Taking part in the editorial board of the "Voices from the City" quarterly newsletter"

In order to facilitate the publication of news concerning "success stories" in the water supply and sanitation sector in 1995 issues of the Newsletter, the report on success stories has been forwarded to "Voices from the City" on April 1995.

In addition, suggestions on the issue No. 5 outline have been given as part of the ordinary contribution from the Network to the editorial board.

Task j) "Contributing to the preparations for the Network's Core Group Meeting which is due to take place in Nairobi in May 1995"

Arrangements have been made with the SUP Coordinator in relation to the preparatory materials of the meeting.

Tak k) "Offering assistance to the SUP Coordinator for Network activities as required"

In general, assistance to the SUP Coordinator has been provided in relation to the ordinary activities of the Network (reports and documentation material circulation, day-by-day liason, updating and drafting of Network lists, etc.).

In particular, assistance to the SUP Coordinator has been provided in the occasion of his mission in Italy on 2-17 April 1995 (meetings arrangement, reproduction and circulation of documentation material, circulation of letters and faxes, etc.).

5. Other activities

In addition to the activities stated by the "Terms of Reference", in the same period CERFE has continued to assist the SUP and Network Coordinator with regard to SUP Activities in Italy and technical assistance to Italian universities involved in SUP.

In particular, CERFE has cooperated with SUP Coordinator and MAE/DGCS in organizing the fourth meeting of Italian universities and Italian NGOs involved in SUP held in Rome on 7 April 1995.

The meeting coped with the ultimate definition of technical and administrative details related to research works to be carried out by some Italian universities in six towns of developing countries in order to test some informal settlements upgrading methodologies in view of the United Nations "City Summit" that will be held in Instambul on June 1996.

Within this framework day-by-day liason between SUP Coordinator and Italian university professors has been provided.

Annex 1

CERFE

UNITED NATIONS
CENTRE FOR HUMAN
SETTLEMENTS (HABITAT)

Settlement Upgrading Programme (SUP)
First Phase (1st part)
15 December 1994 - 14 April 1995

INTERIM REPORT ON CERFE'S ACTIVITIES IN THE PERIOD
31 JANUARY 1995 - 28 FEBRUARY 1995
("OUTPUT 2")

**SUCCESS STORIES IN
SETTLEMENT UPGRADING AND
PROVISION OF SERVICES TO THE URBAN POOR**

Rome, 28 February 1995

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CHAPTER ONE

Introduction

1. Institutional framework

On 9 December 1994 CERFE has been charged by UNCHS (Habitat) to provide the services of three consultants (Mr. Andrea Ambrogetti, Ms. Alessandra Cancedda and Mr. Luciano d'Andrea, sociologists) to carry out activities of scientific and operational Secretariat of the Water Supply and Sanitation Collaborative Council (WSSCC) Network on Services for the Urban Poor (Project No IT-GLO-94-T05), which is coordinated by the UNCHS (Habitat) Settlement Upgrading Programme (SUP).

This Report is referred to the activities carried out by CERFE in the period 31 January-28 February 1995 and is part of the Output 2 which includes two tasks: task "g" ("undertaking a feasibility study on rendering the Information Bank more "user-friendly"; the study should also explore possibilities for its connection to computer networks such as the Internet") and task "h" ("identifying success stories and positive experiences in the field of settlement upgrading and services for the urban poor, in order to produce information materials for the "Voices from the City" newsletter).

This Report is devoted to task "h".

2. The source documents

In order to identify success stories in the field of services for the urban poor and settlement upgrading, an analysis has been conducted of two sets of documents.

The first set is represented by some new entries in the Information Bank of the Network on Services for the Urban Poor. These are 21 documents that have been inserted in the archive after 31 December 1994, i.e. after the Draft Research Report had been ultimated. Out of these 21 documents, 8 contained success stories which have been included in this report.

The second set is represented by the 531 texts which have been object of the WG/U Report and the Draft Research Report. These texts have not been systematically reviewed, since the most significant material had already been distilled in the previous two reports. Instead, the latter have been used as sources, and some of the success stories referred to in them have been taken to be included in this report. Obviously, the original source documents of these stories have been read again to find the necessary information which was not present in the WG/U and Draft Research Reports.

About the first set of documents, the following information may be given. All documents have been published by international organizations and programmes, and namely UNCHS (Habitat), UNDP-World Bank - Urban Management Programme, UNDP-World Bank - Water and Sanitation Programme. These prevalence of documents from the international co-operation as sources of success stories is a shortcoming which should be overcome in the future, by soliciting documents also from other types of actors (national governments, local governments, utilities, research institutions, networks of NGOs and research centres, etc.).

All documents, but two, regard all regions of the world, one regards the Arab states and one subsaharian Africa.

The years of publication are: 1991 (1 document), 1992 (2 documents), 1993 (2 documents) and 1994 (3 documents).

3. Identification of success stories

In both the new entries and the older sources, 23 success stories have been identified and have been included in this report. They can be divided into two groups, according to the character of the success which seems to have been attained.

The first, larger group includes 14 stories of **final success**, i.e. actions or projects which seem to have led to an increased provision of water

supply and sanitation services, actually utilizable (appropriate), to the urban poor.

The second group is formed by 9 stories of **intermediate success**, that is actions and projects which seem to have had a positive outcome in relation to an intermediate objective in the extension of water supply and sanitation services; i.e. an objective that, according to the WG/U findings, is functional to the overall success, as, for instance, the mobilization of economic and financial resources, the identification of appropriate technologies, the achievement of a better knowledge of peri-urban settlements.

One limit of the present report is the fact that only documental sources have been used, and thus the information is as much up-to-date and reliable as the quoted source. Although all the consulted sources are highly authoritative, in the future a cross-check with other sources, including representatives of beneficiaries, would be convenient.

4. Analysis of success stories

For each success story identified, the following items have been considered in the analysis:

- **title:** official name or, in absence of it, name assigned by the author of the text;
- **success attained:** final or intermediate success;
- **beneficiaries:** the target population most directly interested by the project;
- **outcome:** the main results obtained, which leads to consider the story a "success story";
- **actors:** the entity which acted as the main executor of the project or action, and the other entities involved (it is specified when they are the financing institutions);
- **financial features:** information provided by the source on the amount of money invested in the project, both by external support agencies and governments, and by beneficiaries;

- **key strategic elements:** the key elements evidenced by the WG/U Report which are adopted in the strategic design of the project or action;
- **description:** summary of the actions undertaken for the implementation of the project or action;
- **evaluation on the part of the source:** quotation of comments made by the author of the text on the outcome of the project or action, when available;
- **constraints:** main factors which hindered the implementation of the project or action;
- **factors of success:** facilitating elements;
- **source:** the document from which the success story has been drawn (in case the document referred in turn to another source, the latter is reported as "original source").

As concerning the **key strategic elements** evidenced in the WG/U Report, it may be observed that the most frequently adopted ones in the considered projects and actions are people's participation, and cost recovery and resource mobilization (both present in 14 stories out of 23), followed by appropriate technologies (8 stories), institutional reform and capacity building (7 stories) and security of tenure (6 stories).

Only in one case out of 23, all four key elements specifically referring to peri-urban settlements are applied in an integrated manner, whereas in 6 cases three of them are adopted. Thus, in 7 cases out of 23 there is a complete or almost complete convergence between the strategies applied in the interventions and the key strategic elements identified by the Working Group on Urbanization of WSSCC.

CHAPTER TWO
Stories of final success

SUCCESS STORY # 1

1. Title

Kumasi sanitation project

2. Success attained

Final

3. Beneficiaries

Over 6,500 people living in three low-income communities.

4. Outcome

Over 250 units of home-based twin-pit VIP latrines have been completed. Maintenance of public latrines has been improved.

5. Actors

5.1. Main executor: World Bank

5.2. Other involved entities: UNDP (funding agency), Government of Ghana - Ministry of Health, Department of Community Development, Kumasi Metropolitan Authority, private contractors managing latrines in franchising.

6. Financial features

1,1 million US\$ have been invested by UNDP. The community has established a revolving fund which provides two-year loans. Each family invests 55US\$ plus a 10US\$ monthly instalment.

7. Key strategic elements

- Appropriate technologies
- Cost recovery and resource mobilization

8. Description

The project started in 1989. The first step was to elicit the needs and preferences of people in various communities in Kumasi. A "willingness to pay" survey was conducted among more than 2,000 representative residents to determine their

preferences for various sanitation technologies and their financial resources to support new systems. It was found out that families on average were willing to pay about the same amount for sanitation as they paid for rent, electricity or water.

In three pilot areas, a total of 250 new or improved units have been constructed, serving almost 6,500 users. A revolving loan scheme was utilized.

Also the management of Kumasi's public latrines was rethought. These latrines suffered from years of maintenance neglect. In 1990 twelve latrine sites serving more than 20,000 people daily were selected for franchised management. Five private contractors took charge, paying the city 15 per cent of their total revenues. Their performance seems to be better than that of the city administration.

The success of the home and public latrine pilot projects has led to development of a larger "Strategic Sanitation Plan" for Kumasi for the 1990. This plan involves a range of technological solutions - from conventional and simplified sewerage to VIP latrines - to address various economic and demographic conditions.

Moreover, the strategic sanitation planning methodology is being extended to 11 more secondary cities.

9. Evaluation on the part of the source

"The success of the home and public latrine pilot projects has led to development of a larger "Strategic Sanitation Plan".

10. Constraints

Not mentioned

11. Factors of success

Strategic planning and the comprehensive analysis of the situation conducted.

12. Source

UNDP-World Bank Water and Sanitation Program, *Annual Report 1992-1993*, p. 35.

D. Kinley, "Kumasi's People Pay for Better Sanitation Services", in *Source*, July 1992, pp. 4-9.

SUCCESS STORY # 2

1. Title

Pilot project in peri-urban neighbourhoods of Cochabamba (Bolivia)

2. Success attained

Final

3. Beneficiaries

400 families

4. Outcome

The project has provided a water supply system and on-site sanitation solutions, and a survey shows that all these services are actually used.

5. Actors

5.1. Main executor: UNDP-World Bank Water and Sanitation Program - Regional Water and Sanitation Network for Central America

5.2. Other involved entities: World Bank - Integrated Health Project (funding); water utility of Cochabamba

6. Financial features

Information on the World Bank fund is not provided by the source. 44.000 US\$ have been invested by the beneficiary households.

7. Key strategic elements

- Cost recovery and resource mobilization (each household paid US\$ 110 for its connection)
- Appropriate technologies (on-site sanitation)

8. Description

Provision of a water supply system and on-site sanitation solutions to 400 households. The population is willing and able to assume responsibility for the

management of the water system and has signed a technical assistance agreement with the urban water utility.

9. Evaluation on the part of the source

"The Cochabamba Project has provided a water supply system and on-site sanitation solutions to 400 households and has demonstrated that a high level of cost recovery is possible from a peri-urban population (....) A survey indicates that all of the sanitation facilities are being used".

10. Constraints

Not mentioned for the project in point; explicitly mentioned for a twin pilot project in the city of Santa Cruz, where "the results of the on-site component of the project were disappointing, due in part to the technical constraints of the high water table of the area and because the urban utility was never completely convinced of the appropriateness of the on-site solutions".

11. Factors of success

- Willingness-to-pay of the population.
- Willingness of the population to take responsibility in the management of the system.

12. Source

UNDP-World Bank Water and Sanitation Program, Annual Report 1992-1993, page 48.

SUCCESS STORY # 3

1. Title

Upgrading solid waste management in Cairo

2. Success attained

Final

3. Beneficiaries

Residents of "several parts of the city". Informal sector groups of garbage collectors and local contractors.

4. Outcome

Time of waste collection in Cairo has been reduced of 30-50%

5. Actors

5.1. Main executor: Cairo local government

5.2. Other involved entities: Zabbaleen (informal sector groups of garbage collectors), Wahis (local contractors)

6. Financial features

No information on the financial features is provided by the source.

7. Key strategic elements

- Cost recovery and resource mobilization
- Institutional reform and capacity building
- Appropriate technologies

8. Description

An informal sector group of garbage collectors, known as Zabbaleen, and local contractors, known as Wahis, has been transformed into the private Environmental Protection Company (EPC). EPC has the contract for waste collection in several parts of the city. The formation of the EPC has established the Wahis and Zabbaleen as key participants in the local governor's program to upgrade solid waste management in

Cairo. The Wahis administer the system, market the company's services, collect household charges, and supervise service deliveries. The Zabbaleen collect and transport the waste, supplying their labour in exchange of rights to recycle the waste.

9. Evaluation on the part of the source

Positive evaluation: there has been an increase in the revenues of the informal sector involved; an improvement of the service; the Cairo governorate is trying to extend the EPC service in other areas of the city.

10. Constraints

Not mentioned

11. Factors of success

Involvement of the informal sector

12. Source

Urban Management Programme, *Toward Environmental Strategies for Cities* (edited by Carl Bartone, Janis Bernstein, Josef Leitmann and Jochen Eigen), World Bank, Washington, 1994, p.58. Original source: *Environmental Quality International, Extension of Technical and Advisory Services to the Zabbaleen Gameya Phase II*. Report presented to the Ford Foundation, December 1988.

SUCCESS STORY # 4

1. Title

Lesotho's Low-cost Urban Sanitation Program

2. Success attained

Final

3. Beneficiaries

58.500 inhabitants, equal to 45% of the Maseru population, and almost all inhabitants of 13 district towns

4. Outcome

In the capital city, about 7,500 latrines have been constructed; in the 13 district towns, more than 1,000 have been built between 1988 and 1990. The programme seems sustainable. The executing team (USIT) has become a government department.

5. Actors

5.1. Main executor: Urban Sanitation Improvement Team

5.2. Other involved entities: World Bank, World Bank - IDA, UNDP; Kreditanstalt für Wiederaufbau, Overseas Development Administration, Canadian International Development Agency, International Development Research Centre (funding agencies); Government of Lesotho, Save the Children Fund (additional assistance), British Council (scholarships).

6. Financial features

No information is available on the several funds which have been provided by the above mentioned donors.

Considering that converting an old brick pit or bucket latrine in a VIP latrine costed about \$230, it may be estimated that about 2 million US\$ have been invested by the beneficiaries.

7. Key strategic elements

- Appropriate technologies
- Cost recovery and resource mobilization

- Institutional reform and capacity building

8. Description

In 1980 USIT started the pilot work in Maseru by constructing a number of demonstration latrines and assisting with the supervision of a site-and-service scheme in Khubetsonana. The pilot project was extended by assisting in the upgrading of Ha Thamae, an old area of Maseru, where the IDA-funded project upgraded roads and water supplies, gave home improvement loans (including money for sanitation) and promoted improved sanitation.

In 1983, USIT undertook a nationwide training of all local carpenters who made the traditional zinc sheet superstructures for unimproved pit latrines. A monitoring tour of the country in early 1985 showed that most of the carpenters were making and selling good VIPs.

After the pilot work, an integrated sewerage and sanitation project was started by USIT in 13 district towns. The 13 towns project sought to motivate individuals and institutions to effect improvements for their own sanitation. USIT trained local builders and provided householders with a technical service and advice to ensure the use of the right technology. In addition to motivating people, USIT educated the people in basic hygiene as well as in the proper use, operation and maintenance of the latrines. A credit line for loan assistance was created to facilitate the construction of latrines.

From 1987 the project expanded again in Maseru and became a national urban on-site sanitation program.

9. Evaluation on the part of the source

Positive evaluation of the diffusion of VIP latrines and the eradication of the old system

10. Constraints

- At the beginnings, poor construction of the dividing wall and water flow around the outside and into the closed pit through the unmortared joints caused a contamination with infiltration from the fresh excreta.
- Resistance of people towards manually emptying a kind of latrine (Ventilated Improved Double Pits, with alternating pit system).

11. Factors of success

- Appropriateness of the technological solution: adequate to expectations, socially acceptable and affordable.
- "No subsidies": users finance their latrines themselves, or through a credit mechanism. The users directly employ private sector local builders, who are trained in latrine construction.

- Focus on promotion: issues of health and status have been addressed through various media.
- Proper institutional arrangement: work with government structures, collaboration with related programs, and running costs kept appropriate to government budgets, so that the local government could afford to take over the costs once donor financing is phased out. Careful selection of expatriate and local staff and localization of staff over time.

12. Source

Isabel C. Blackett, *Low-Cost Urban Sanitation in Lesotho*, Water and Sanitation Discussion Paper Series, UNDP-World Bank Water and Sanitation Program, Washington, 1994.

SUCCESS STORY # 5

1. Title

Environmental sanitation in a compound of Bamako (Mali)

2. Success attained

Final

3. Beneficiaries

Residents of some areas of Bamako

4. Outcome

A problem which hindered the use of sewerage was solved and better arrangements for maintenance were established.

5. Actors

5.1. Main executor: UNDP - PROWWESS

5.2. Other involved entities:

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- People's participation
- Appropriate technologies
- Cost recovery and resource mobilization

8. Description

In Mali, a focus group discussion on environmental sanitation was held among families living in a compound in Bamako. These identified the local blocked and overflowing sewers as their most critical sanitation problem. In discussing the problem, it became clear that education and awareness alone were not sufficient. The journey of garbage from within the household to the garbage dump was traced. Constrained by resources, the city authorities had only two garbage collection trucks; these were able to collect

community garbage infrequently. Realizing this, local women stopped carrying the garbage to the designated sites and dumped it, instead, in the open sewers, which subsequently became blocked. Follow-up discussions with city authorities led to privatization of garbage collection in some areas of Bamako. This included a collection contract with a women's cooperative.

9. Evaluation on the part of the source

Positive evaluation

10. Constraints

Scarce resources and means of the local government, insufficient to ensure an effective service

11. Factors of success

- Discussion with a group of citizen, which enabled to identify the problem and find solutions
- Privatization of the service and contracting-out maintenance to a women's cooperative

12. Source

Deepa Narayan, *Participatory evaluation: Tools for Managing Change in Water and Sanitation*, World Bank Technical Paper number 207, World Bank, Washington D.C., 1993, p. 87.

SUCCESS STORY # 6

1. Title

Resource mobilization for settlement upgrading by women-based groups in Luzon (Philippines)

2. Success attained

Final

3. Beneficiaries

The population of a neighbourhood

4. Outcome

Several improvements obtained in upgrading the settlement

5. Actors

5.1. Main executor: a local NGO

5.2. Other involved entities: Tulungan Sa Tubigan Foundation (funder)

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- People's participation
- Cost recovery and resource mobilization

8. Description

The Tulungan Sa Tubigan Foundation, based in Manila, provided support to a local NGO in Bulacan Province in Luzon to organize women-based groups, called "sitios", that were formed around neighbourhood water taps. With the assistance of field organizers, the women first successfully joined together to collect fees and manage pump repairs. The field workers then helped the women to organize and plan actions to address other group needs. Deciding to build walkways in their neighbourhood, the women began by successfully petitioning for cement to complete the job. Following this,

they organized regular solid waste management for the neighbourhood. Then they set up a separate fund for income-generation activities and organized their own day care project. Currently they have plans to provide lighting in their neighbourhood, and expand income-generating activities.

9. Evaluation on the part of the source

Positive evaluation

10. Constraints

Not mentioned

11. Factors of success

- Field workers who helped the women to organize and plan actions to upgrade their neighbourhood.

12. Source

Deepa Narayan, *Participatory evaluation: Tools for Managing Change in Water and Sanitation*, World Bank Technical Paper number 207, World Bank, Washington D.C., 1993, p. 96.

SUCCESS STORY # 7

1. Title

Resettlement in Port Sudan (Sudan)

2. Success attained

Final

3. Beneficiaries

40.000 illegal squatters

4. Outcome

Squatters have been resettled and provided with basic services

5. Actors

5.1. Main executor: government of Sudan

5.2. Other involved entities:

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- Security of tenure (information on the squatter settlement)
- Cost recovery and resource mobilization
- People's participation

8. Description

In Port Sudan, in 1970 more than half of the rapidly increased population, due to the large influx of immigrants from the rural areas, was living in squatter settlements. The environment in these areas was extremely unhealthy from both the physical and social points of view. From 1969 to 1975 a resettlement programme was implemented that, in spite of a severe shortage of public and private funds, aimed at improving living conditions.

The schedule of operations was as follows.

a) A socio-economic survey and assessment of the existing building structures, carried out by a government team composed of a social surveyor, a planner and an architect. During the work in a *deim* (squatter settlement), they also discussed with the people about their circumstances and expectations.

b) Design of a new settlement: on the basis of these findings, draft plans were prepared and discussed with the population of the *deim* and amendments agreed upon by the people were included in the final plan. Simultaneously, lists of prospective plot-owners were prepared and their contribution to the programme in terms of money and work-hours was discussed.

c) Preparation of the sites: the general work was carried out by the prospective plot-owners, guided by the government team, while water mains and standpipes were installed by hired plumbers. Concurrently, the financial contribution from the prospective plot-owners was collected, amounting to some 2 per cent of their annual income. This was used to cover some expenses such as the hiring of equipment and the purchase of building materials on behalf of the poorest people, all in addition to similar facilities provided by the local government.

d) Transfer of existing shacks to the new settlement: the usable materials (paste wood and tins) were transferred on lorries and carts, and the new units, rebuilt on designated plots. Additional materials were provided to replace cardboard and rags. The work was carried out by 150-200 men at a time, organized in small groups and assisted by skilled carpenters as required. Each household, therefore, was required to supply about two work-days. During the day of transfer, accommodation was provided for the families involved. After the operations, the families were given a model plan of a complete house. The people were also instructed how to make provisions for the disposal of waste water and sewage.

9. Evaluation on the part of the source

"The implementation of this programme has been most successful"

10. Constraints

Not mentioned

11. Factors of success

A major guideline in the planning of the resettlement has been to obtain full participation of the people involved. Apart from giving the relocatees as far as possible a voice in the decision-making, this was also conceived in economic terms by intensively utilizing their only abundantly available resource, that is, their under-employed labour.

Two other factors seem to be responsible for the success of the operation.

- First, a very realistic view was adopted as to the fact that the resources of the people determine the standard of their shelter and environment.

- Secondly, a recognition that fast results were required so as to maintain initial enthusiasm and momentum. To effect this, regular government procedures were avoided

and for the preparation and implementation a small team of government staff was appointed on an ad hoc basis, which closely cooperated with the representatives of the *deims*, the former squatter settlements.

12. Source

UNCHS (Habitat), *Evaluation of Relocation Experience*, Nairobi, 1991, pp. 34-35.
Original Source: United Nations Economic Commission for Africa, "The resettlement in Port Sudan Town", in *Human Settlements in Africa: The Role of Housing and Building*, Addis Ababa, United Nations Economic Commission for Africa, 1976, pp. 103-112.

SUCCESS STORY # 8

1. Title

Orangi Pilot Project - Low cost sanitation and upgrading in an informal settlement at the outskirts of Karachi (Pakistan)

2. Success attained

Final

3. Beneficiaries

800.000 residents of the settlement

4. Outcome

A low-cost sanitation programme has been effectively implemented, which has led to a wider upgrading project of an informal settlement.

5. Actors

5.1. Main executor: Orangi Pilot Project, which in the last years has split in: Orangi Pilot Project Research and Training Institute (OPPRTI), Orangi Pilot Project Society (see above), Karachi Health and Social Development Association, Orangi Charitable Trust (who runs the economic programme).

5.2. Other involved entities: United Nations Population Fund (through the NGO Council), Canadian International Development Agency (CIDA), Aga Khan Foundation, Swiss Government, Federal Bank of Co-operatives, women's organizations and many others have funded the project; an Orangi Pilot Project Society has been registered in July 1989 to act as a funding agency.

6. Financial features

Considering that the target of the project was of 43,000 housing units, and that the cost of the sanitation program was about 65 US\$ per house, it may be estimated that the total cost of the project was of about 2,790,500 US\$. However, only 10% of this cost was actually covered by project funds, while the remaining 90% was covered by the people in cash or in labour (the work done was worth about 1,100,000US\$).

7. Key strategic elements

- Security of tenure
- People's participation
- Appropriate technologies
- Cost recovery and resource mobilization

8. Description

Orangi is an unauthorized settlement of 94,122 houses which have been built during the last 20 years with the help of illegal sub-dividers. These have even arranged supply of water, transport and police protection. The general policy of Karachi's government has shifted in the last years from trying to resettle squatters in housing colonies (which were not enough to shelter the increasing immigrant population), to upgrading and regularizing the unauthorized settlements (*katchi abadis*). In this context, a local foundation in 1980 sponsored the Orangi Pilot project (OPP).

OPP considers itself a research institution the objective of which is to analyse the outstanding problems of Orangi and then, through prolonged action research and extension education, discover viable solutions to them.

OPP's analysis showed that sanitation was a more urgent problem in Orangi than actual house building, since waterlogged lanes and soakpits were adversely affecting the health of the dwellers and decreasing the value of their property. OPP therefore launched a low-cost sanitation programme.

People were organized in lanes and elected lane managers who, on behalf of the lane, formally applied to the OPP for assistance. The OPP technical staff then surveyed the land, established benchmarks, prepare plans and estimates (of both labour and materials), and hand over this data to the lane managers. The lane managers collected the money from the people, called meetings to sort out any social problems which might occur due the undertaking of this work, received tools from the OPP, and made arrangements for carrying out the work. The OPP staff supervised the work.

Some adjustments were necessary after a first evaluation of the programme, to correct some technical problems: first, according to the initial designs of the OPP, the sewerage and excreta were discharged into the open out-flow area which became a serious health hazard. Secondly, because of lack of water to carry sewage, many lines were clogged up and had to be cleaned out. To overcome these two problems, it was decided to place a one-chamber septic tank between every connection and the sewage line. This prevents the solids from flowing out into the drain. The size and design of the tanks was determined not according to any engineering standard but by its cost to the user.

Following the successful sanitation programme, OPP launched a low-cost housing programme in 1986, using the same approach.

9. Evaluation on the part of the source

"After 10 years of research and successful extension, OPP programmes have become models to be replicated elsewhere".

10. Constraints

Not mentioned

11. Factors of success

- The most important reason for OPP's accomplishment is the community organization and participation in the designing and management of the programme.
- Another reason is appropriating and adapting technology to allow people themselves to carry out the work, at reduced cost. This led to maximizing the use of local resources: personal savings and initiative; manual and managerial skills.
- A success factor was that standard engineering technology and implementation procedures, the product of the traditional client-engineer-contractor relationship, were modified to suit a new system where the user, organizer, and implementor were one, and often they had little or no technical knowledge or artisan skill.

12. Source

T. Harpham and P. Vaughan (eds.), *In the Shadow of the City. Community Health and the Urban Poor*, Oxford, Oxford University Press, 1988.

UNCHS, *Improving Shelter. Actions by non-governmental organizations (NGOs)*. UNCHS, Nairobi, 1992, p. 88.

SUCCESS STORY # 9

1. Title

Namuwong Upgrading and Low Cost Housing Scheme

2. Success attained

Final

3. Beneficiaries

Over 1500 households with a population of about 10,000 should have benefited from the project on its completion.

4. Outcome

There is an increased stock of improved housing; about 8 kilometres of new roads; a water-supply network based on over 7 kilometres of pipes and 50 water standpipes, one for each group of about 20 homes; street lights and electricity in homes; ventilated improved pit latrine in each home. Residents participate in a waste-recycling project. The welfare facility network includes schools, clinics and day-care centres.

5. Actors

5.1. Main executor: UNCHS (Habitat)

5.2. Other involved entities: UNDP, Shelter Afrique (funding agency); Government of Uganda-MLHUD

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- People's participation
- Cost Recovery and resource mobilization

8. Description

The project, started in 1988 (and to be completed in 1992), has been aimed at giving the people of Namuwong, a slum situated within Kampala city boundaries, decent shelter

to live in, reducing homelessness and improving the living environment. It has involved the upgrading of the existing housing stock and the construction of new houses for the local community. The community elected representatives through the resistance councils (RCs) at village, ward and zone levels have participated actively in making such decisions as planning the project area, land acquisition, compensation, subdivision and the allocation process. People have mobilized finances for land acquisition and building loans, and promoted informal-sector employment and income-generating activities. The community-based Namuwongo Housing Co-operative Society produces building materials and upgrades or constructs houses for members. The private-sector civil and building contractors are involved in the construction of infrastructure (roads, drains, water supply systems, etc.). They are also involved in the provision of other social services such as day-care centres, schools, health clinics and religious institutions. The community has been the source of semi-skilled and unskilled labour required by contractors.

The project has developed a training programme consisting of week-end workshops, short courses and study tours, together with on-the-job training for residents and community leaders alike. An important outcome of the project has been the formation and legal registration of the Namuwongo Housing Co-operative Society, the first of its kind in Uganda. It has been formed with about 150 members of the community. They were assisted in the process by the MLHUD/United Nations Team and the Project Housing Co-operatives Officer.

9. Evaluation on the part of the source

"The Namuwong Scheme is a good example of government/community cooperation in an upgrading project, as urged by the Global Strategy for Shelter to the Year 2000".

10. Constraints

Local firms which had been awarded contracts for roads, water drainage, water supply and project site offices suffered from limited financial capacity to inject initial capital and retain a healthy cash flow for the contract.

11. Factors of success

- Community mobilization: "once people recognize a need, it is easy for them to organise themselves into an orderly dynamic group involved in productive activities".
- The organizational structure of the Housing Co-operative: "It gives the community a chance to organize for profit and also provides a forum through which they are exposed to organizational skills, problems and challenges".

12. Source

UNCHS, *Improving Shelter. Actions by non-governmental organizations (NGOs)*. UNCHS, Nairobi, 1992, p. 118.

SUCCESS STORY # 10

1. Title

Hyderabad incremental housing development scheme - Delivery of plots with incremental construction of infrastructure in Hyderabad (Pakistan)

2. Success attained

Final

3. Beneficiaries

About 3000 households

4. Outcome

Families have settled on a land plot and have gradually built water and sanitation services in it

5. Actors

5.1. Main executor: Hyderabad Development Authority

5.2. Other involved entities:

6. Financial features

In 1988-1989 the Hyderabad Development Authority has given out Rs 1,1 million (about 71,500 US\$) for housing loans to families. The money is actually lent by a commercial bank, and the Authority acts as intermediary and turns it to committees of allottees. The total loan envisaged by the bank is of Rs 5 million (325,000 US\$).

7. Key strategic elements

- Appropriate technologies
- Cost recovery and resource mobilization
- People's participation

8. Description

After the failure of the implementation of some sites-and-services schemes, the Hyderabad Development Authority decided to develop an alternative scheme, which

incorporated some features which usually contribute to the success of illegal subdivisions: ease of entry thanks to a simplification of the allocation process and reduction of initial costs for the allottee; immediate delivery of the plot to the allottee who does not need to wait for the provision of infrastructure and services; and incremental development of infrastructure and services as and when the financial conditions of the residents permit.

HDA sought the collaboration of some illegal subdividers to subdivide plots and bring in people. A system to select the families which were really in need was established: a reception area where families in immediate need of shelter could settle temporarily. The HDA officials observed the family for two weeks to see if its need was genuine, and, if they were satisfied, they would allocate a family a plot on condition that it built and started living on the plot immediately. Each family started paying a development charge. Instalments were deposited in a separate bank account for each block (or sub-sector), managed by a block leader. Each block decided by popular vote which type of infrastructure was to be provided and how it would be constructed. However, each family was required to build a pit on the plot to guarantee minimum sanitary conditions in the scheme. Water was initially supplied by trucks from the HDA, but when the settlement grew, HDA laid an 8-inch water pipeline with a few public standposts. Residents at the settlement used bucket latrines at the start of the scheme, but now almost all of them have built soak-pit latrines.

9. Evaluation on the part of the source

"The Hyderabad incremental housing scheme is a fairly successful attempt to provide basic housing to low-income groups. It is a radical approach based on the recommendations of the Global Strategy for Shelter, which has placed people first, gives them plots at a rate they can afford, encourages them to build houses before the infrastructure follows".

10. Constraints

- Before resorting to the illegal subdividers's help to identify the families really in need, a first plot allocation failed and had to be canceled, because many allottee families did not move in: some because they could not afford to build houses, others because they felt no hurry (they already had a house and access to electricity and water supply).
- The Housing Building Finance Corporation refused to give loans to residents, until HDA agreed to use its own long-term deposits as collateral for a loan from the corporation, and extended this loan to the allottees to pay for the roofs of the houses.

11. Factors of success

- Where there are strong committees which enjoy the support of the block residents, a higher level of infrastructure development has been noted.
- The use of methods and the active collaboration of the informal sector (illegal subdividers).

- The incremental development of infrastructure, which are built only after the residents pay for them, thus eliminating the cost recovery problem.

12. Source

UNCHS, *Improving Shelter. Actions by non-governmental organizations (NGOs)*.
UNCHS, Nairobi, 1992, p.80.

SUCCESS STORY # 11

1. Title

Environmental upgrading in a slum of Olinda (Recife - Brazil)

2. Success attained

Final

3. Beneficiaries

A low-income community of about 2,400 people

4. Outcome

A slum has been upgraded through improved drainage, construction of sanitation facilities, and road upgrading

5. Actors

5.1. Main executor: municipal government of Olinda

5.2. Other involved entities:

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- People' participation
- Cost recovery and resource mobilization
- Appropriate technologies

8. Description

In 1983, the municipal government of Olinda (a city of 400,000 in the metropolitan area of Recife, Brazil) began a project for environmental upgrading, starting with a pilot effort in the Triangulo do Peixinhos slum. Initially, the project focused on improving drainage, using low cost fiber-crete drains (US\$1 per meter constructed) and land fill. The employees who carried out these works were hired through the local community association. In response to community pressure, the project was expanded to include

solid waste collection. Workers were again contracted in the community to collect household refuse using handcarts. A small aerobic composting unit (250sqm) was established at the former site of an illegal dump to handle all domestic waste in the neighbourhood; the neighbourhood then gradually developed as a centre for recycling businesses. Next, the project became involved with sanitation through the construction of ventilated improved pit latrines (each constructed unit cost \$90; 25 per cent cost recovery was achieved via repayment in an inflation-proof currency - five bags of cement per latrine), and roads upgrading with low cost solid/cement paving (US\$1.50/sqm). All components were produced locally through newly-created micro-enterprises.

9. Evaluation on the part of the source

"The success of the Triangulo pilot activity led to its replication in other areas of Olinda"

10. Constraints

Not mentioned

11. Factors of success

- The regularization of community involvement through direct contracting.
- The development of community awareness about the importance of maintaining environmental infrastructure.
- The mobilization of household resources for local investment.

12. Source

Urban Management Programme, *Toward Environmental Strategies for Cities* (edited by Carl Bartone, Janis Bernstein, Josef Leitmann and Jochen Eigen), World Bank, Washington, 1994, p.45. Original source: interview with Ryh Rego, former technical coordinator of the Triangulo do Peixinhos project, and former head of URB-Olinda, April 1992.

SUCCESS STORY # 12

1. Title

Million Houses Programme-Urban Housing Sub-programme - Urban shanty improvement project in Colombo (Sri Lanka)

2. Success attained

Final

3. Beneficiaries

Residents of a shanty town

4. Outcome

The settlement has been upgraded with solid houses, shared toilets and access to safe water

5. Actors

5.1. Main executor: Government of Sri Lanka, National Housing Development Authority

5.2. Other involved entities: local government, People's Bank

6. Financial features

A "People's Bank" lent a maximum amount of 15,000 SLRs, around 600 US\$, to each household involved in the project. Plots allotted were 100, so the financial investment can be estimated in no more than 60.000 US\$.

7. Key strategic elements

- Security of tenure
- Cost recovery and resource mobilization

8. Description

Wathamulla, a shanty town in the metropolitan area of Colombo, was selected for an improvement project. The project had two main priorities: to upgrade the standard of the buildings themselves, and to improve the sanitation and water supply, particularly the canal. During 1982 surveys were carried out and initial plans were

prepared by 1983. The first thing to be done was to issue 40 year leases to households so that, with security of tenure, people would be more likely to commit themselves to the shanty upgrading project. A large area of marshland in central Wanathamulla was filled in and developed as a small sites-and-services project of about 100 plots. These were set aside for Wanathamulla families who were homeless or had to be reallocated because they had encroached on public roads.

Infrastructure improvement needed priority treatment, particularly the drainage canal which runs through the centre of the settlement. This was dredged, cleaned and improved, and, as the settlement developed a garbage-disposal system plus communal toilets, no dumping of refuse into the refurbished canal was allowed.

Each household received a loan of maximum 15,000 SLRs (about 600 US\$) to be paid at an interest of 10 per cent for 15 years on average. through the People's Bank in cooperation with the National Housing Development Authority. People also received training in building upgrading techniques and provided labour for the construction of infrastructure and services.

9. Evaluation on the part of the source

This example is included among "Success stories in shelter"

10. Constraints

Not mentioned

11. Factors of success

- The Million Houses Programme was based on an "enabling strategy", according to which government support is reduced to a minimum, simply streamlining the way for local authorities, under a decentralized planning system, to carry out their housing programmes.

12. Source

UNCHS (Habitat), *GSS in Action*, UNCHS, Nairobi, 1992, p. 58.

SUCCESS STORY # 13

1. Title

Cooperative for water and sanitation management in Martin Coronado - Greater Buenos Aires (Argentina)

2. Success attained

Final

3. Beneficiaries

5,000 households

4. Achievements

The Martin Coronado municipality is completely served by a water main and a sewerage network, whose technical features are assimilated to the rest of the city

5. Actors

5.1. Main executor: Cooperativa de obras Servicios Publicos Limitada Martin Coronado (COMACO)

5.2. Other involved entities:

6. Financial features

The initiative was self-financed by residents

7. Key strategic elements

- People's participation
- Institutional reform and capacity building

8. Description

The residents of Martin Coronado, like most of the households in Greater Buenos Aires, until 1967 obtained the water from the under-soil by means of wells and dumped the sewage into the sub-soil through "cess pits" of small diameter and great depth, generally situated in the back of the houses.

At the end of 1967, the municipality submitted to the residents some proposals from private utilities for the construction of water and sanitation services in Martin

Coronado. All these proposals had too high costs. Thus residents, organized in the Provisional Commission for Running Water and Sewage, realized they had to adopt more aggressive policy with regard to the choice of business. Under the guidance of a contracted engineer, they developed technical documentation that permitted public bidding for the work, among a number of businesses. The long and complicated procedures and negotiations with the municipality, the public water utility Obras Sanitarias de la Nacion, and the Provincial Government of Buenos Aires, in order to arrange a public tendering for the work, fortified the union of the residents who decided to create a stronger legal structure to execute the basic necessities of the district. The bidding occurred on May 28, 1969. The adopted financial plans permitted an extension of the payments over a period of 15 years, by monthly payments that could not surpass 10% of the minimum salary established by the government. In August of 1970 the "Cooperativa de Obras Servicios Publico Limitada Martin Coronado - COMACO" was created with the assistance of 124 residents. The works started 1971 and included: the construction of the water network and of a water tank; the tunnel crossing underneath the railway lines; the drilling of two water extraction wells; the construction of a sewage purification plant and of the sewage network. The latter grew more slowly and was completed in 1987.

In 1979 a head office for the cooperative was built. It included a meeting hall, administrative offices, storage rooms, and accommodations for one or two employees. Between 1973 the number of registered members has increased from 1000 to 5000.

9. Evaluation on the part of the source

"The COMACO experience is particularly relevant in that, with limited help from the State, and entirely community-financed, it has succeeded in building a complete water and sanitation network".

10. Constraints

- Lack of support and hostility on the part of the public utility OSN and the national government, which felt threatened by independent residents providing public services.
- Opposition from some locals that looked unfavourably upon a private entity that engaged in a public service.
- The economic crisis, which reduces the financial capacity of the members of the cooperative, which obstructs the realization of new projects.
- The new pricing structure of public enterprises, that prohibits COMACO from paying electricity bills as a provider of a public service - which is at a reduced rate - but as a consumer enterprise.

11. Factors of success

- The presence of a charismatic and entrepreneurial leader contributed significantly to the success.

- The progressive deterioration of the underground water quality has contributed to a rising consciousness on the part of the population and a desire to search for a solution to the problem.
- Technicians as managers of the plant of the cooperative is an extremely important element.
- The management of COMACO has been guided by the principles of the cooperative. This has fostered an interest in attaining efficient management and equitable treatment of the users.
- The generally high educational level and the homogeneity of socio-economic level of the population helped the project.
- The local topography is conducive to the system. It is an extremely flat plain and is located near the Moron River, which can serve as a point of discharge for the network.
- High levels of participation, stimulated by intense informational campaigns have been fundamental.

12 Source

Centro de Estudios Urbanos y Regionales Corrientes (CEUR), *A Self-reliant Cooperative for Water and Sanitation Management: COMACO*, case study undertaken in collaboration with the UNDP/World Bank/Habitat Urban Management Program, for the Mega-cities Project, Buenos Aires, 1990.

SUCCESS STORY # 14

1. Title

Baldia Soakpit Pilot Project - On-site sanitation project at the outskirts of Karachi (Pakistan)

2. Success attained

Final

3. Beneficiaries

Almost 5,000 households

4. Achievements

At the end of the project a total of 4867 latrines were constructed. Moreover, building upon the increased local capacity, other activities for community development were undertaken, such as the creation of schools and primary health care centres and income-generating activities.

5. Actors

5.1. Main executor: UNICEF

5.2. Other involved entities: government of Netherlands (funder); two local NGOs.

6. Financial features

Financial assistance did not exceed 60.000 US\$, and the beneficiaries invested about three times more. No information is provided on investments in technical assistance.

7. Key strategic elements

- Cost recovery and resource mobilization
- People's participation

8. Description

The Baldia Soakpit Pilot Project was a community-based development project with social and technical features, carried out from 1979 to 1986. It started with the

objective to introduce improved on-site sanitation in Baldia, a low income area in Karachi which had just been legalized under a new law.

An experimental phase of a year served to adapt the latrine design to local conditions and a strategy for community involvement was established. Baldia was divided into relatively homogeneous wards where people from the same ethnic background lived together who usually had well established community organizations. A pilot ward served as a demonstration area and its sanitation committee as motivators. Wards for project implementation were selected on the basis of socio-economic and environmental conditions by the project team. During the first visits, contacts were established with existing community organizations, and the objective of the project was explained. After a visit to the demonstration area, the organizations were asked to establish a sanitation committee, if they were interested in the project. This sanitation committee was responsible for the planning and organization of the work in their ward, while motivation visits were made by the community organizer. The project had established a maximum amount of subsidy per ward. Four categories of assistance to households were distinguished, varying from full subsidy (for the poorest households) to technical assistance only (for those able to pay). The selection of households for each category was left to the sanitation committee and those wards which had the highest number of people interest, had a priority for inclusion. Thus there was an incentive for the sanitation committees to motivate as many people as possible to contribute to the construction of latrines. There was also an incentive to reduce the cost of latrines because with the same total amount of subsidy per ward, more latrines could be built. In all, six types of latrines were constructed during the project and the cost was reduced from Rs2000 per unit to Rs 800. At the end of the project a total of 1146 latrines were constructed with subsidy and 3721 latrines with only technical assistance, while for every dollar spent in latrine construction by the project, the community spent almost three dollars.

9. Evaluation on the part of the source

"After successfully having managed the sanitation improvements in their wards, many community organizations started other activities aimed at the development of their wards".

10. Constraints

No difficulties are mentioned as concerning the sanitation project; problems of sustainability raised for income-generation activities initiated within the project, because of lack of support from the municipal government.

11. Factors of success

- Residents had security of tenure and so were willing to invest in infrastructure.
- The settlement had a stable and homogeneous population and traditional community organizations.

- The socio-economic conditions were favourable (most people had a regular source of income).
- The community organizer was a woman, so it was easy for her to visit houses and talk to the women, which are often much more motivated for latrines.
- The demand-oriented approach to the selection of families and the subsidization scheme adopted encouraged the community to mobilize its own money (see above "Description").

12. Source

IRC - International Water and Sanitation Centre - M. Wegelin-Schuringa, *Participatory Approaches to Urban Water Supply and Sanitation*, Paper prepared for OECD/DAC Meeting on Participatory Approaches to Urban Development, November 1992, Paris, France.

CHAPTER THREE

Stories of intermediate success

SUCCESS STORY # 15

1. Title

Demonstration project of on-site sanitation in Ouagadougou (Burkina Faso)

2. Success attained

Intermediate

3. Beneficiaries

Two neighbourhoods of Ouagadougou

4. Outcome

The involved families decided to invest in improved sanitation

5. Actors

5.1. Main executor: Regional Water and Sanitation Group - West Africa (UNDP-WB Water and Sanitation Program) (RWSG-WA)

5.2. Other involved entities: government of Burkina Faso

6. Financial features

On average 100US\$ have been invested by each household

7. Key strategic elements

- Cost recovery and resource mobilization
- People's participation ("communities" are defined "the key players in the decision process")

8. Description

The project aims to improve neighbourhood sanitation conditions by constructing or upgrading sanitation facilities at the request of the communities

9. Evaluation on the part of the source

The increased demand for services on the part of families, achieved through the use of appropriate means of communication (see "factors of success") is positively evaluated.

10. Constraints

Not mentioned

11. Factors of success

To motivate communities, the project uses both modern communication media such as radio and television, as well as traditional channels such as dance and theatre to reach even those who cannot afford modern means of communication.

12. Source

UNDP-World Bank Water and Sanitation Program, *Annual Report 1992-1993*, World Bank, Washington D.C., 1993, p. 33.

SUCCESS STORY # 16

1. Title

Establishment of the State Environmental Sanitation Technology Company (CETESB)

2. Success attained

Intermediate

3. Achievements

A strong agency has been established for pollution control

4. Beneficiaries

All residents of Sao Paulo

5. Actors

5.1. Main executor: Government of Sao Paulo

5.2. Other involved entities: World Bank (funding); UNDP and WHO (technical assistance in earlier phases of the effort)

6. Financial features

Information on the World Bank fund is not provided by the source

7. Key strategic elements

- Institutional reform and capacity building
- Water resources conservation and management

8. Description

The State Environmental Sanitation Technology Company (CETESB) was formally established in 1975 on initiative of the government of Sao Paulo. Indeed its groundings had been laid down with the creation of the State Basic Sanitation Fund (FESB) in 1968 and a big project of technical cooperation with UNDP and WHO in the early 1970s. The establishment of CETESB is part of a large set of investments in basic sanitation and pollution control which have been made by the government of Sao Paulo in the last two decades, especially in the Sao Paulo metropolitan area. These investments include World Bank funded initiative, like the Sao Paulo Water Supply and Pollution Control Project signed in 1971, the Greater Sao Paulo Sewage Treatment

Project of 1978, two consequent Industrial Pollution Control Loans signed in 1980 and 1987, and the Water Quality and Pollution Control Project for the Guarapiranga Reservoir in 1992. Through these investments it has been possible to finance the most important facilities for pollution control and to provide long-term support to important technical assistance measures, such as institutional strengthening, training and research.

9. Evaluation on the part of the source

"Today, with a staff of over 2,100, including some 650 professionals, CETESB is widely recognized as the most experienced and technically capable environmental protection agency in Latin America. During the past decade, CETESB in turn has provided technical assistance to other state and local agencies responsible for the provision of environmental services in Sao Paulo, as well as in the rest of Brazil and elsewhere".

10. Constraints

Not mentioned

11. Factors of success

A recent evaluation of the two Bank-supported Industrial Pollution Control Loans concluded that the success of the program can be attributed to several key factors:

- existence of an adequate policy, legal, and regulatory framework at both the national and state levels;
- continual strengthening of an experienced institution (CETESB) that possessed both competent and highly motivated professional staff and the facilities and equipment required to properly monitor and control environmental degradation
- effective use of a credit line for pollution control equipment and facilities and enforcement sanctions, including negative publicity, against polluters to induce them to use project or other resources to stem emissions or untreated effluents;
- strong political commitment to pollution control objectives by the state government after 1983, together with increasing public awareness of the health and other risks associated with growing pollution levels;
- consistent Bank and other external support to CETESB, helping to reinforce its technical, administrative and financial capabilities and improve its coordination with both private industry and other public sector agencies.

12. Source

Urban Management Programme, *Toward Environmental Strategies for Cities* (Carl Bartone, Janis Bernstein, Josef Leitmann e Jochen Eigen eds.), World Bank, Washington, 1994, p.80. Original source: World Bank, *World Development Report 1992: Development and the Environment*. New York: Oxford University Press, 1992.

SUCCESS STORY # 17

1. Title

Settlement planning and training - Institutional development and support to planning programmes in Lybia

2. Success attained

Intermediate

3. Beneficiaries

The public officers working in the field of urban planning and thus, indirectly, all the urban population of Lybia.

4. Outcome

The project has prepared a manual for coordinated urban and regional strategic and action plans. It has also provided assistance to the elaboration and updating of urban planning standards. It further established improved administrative planning procedures to the authorities for *baladiya* structure planning, emphasizing environmental and sanitation aspects. In updating the National Physical Perspective Plan of 1985, the project also provided a computerized urban information-management system.

5. Actors

5.1. Main executor: UNCHS (Habitat)

5.2. Other involved entities: government of Lybia (funder)

6. Financial features

The budget was initially estimated at \$US 2.775.000

7. Key strategic elements

Institutional reform and capacity building

8. Description

Several activities were envisaged, in order to attain the project's objectives. They mainly focused on two major areas: training and direct support.

In order to strengthen the national planning capacity and to develop managerial skills, a training programme was tailored for nationals. In addition to seminars and workshops, the programme included in-service training, designing of courses in operating word-processing and database courses and their application in on-going activities, and overseas training programmes and study tours.

Other activities included were programming for the operation of and updating the urban and regional plans, as well as formulating development programmes at the *baladiya* level. It was, therefore, necessary to review the existing administrative planning mechanisms, and submit relevant updating proposals. The final important activity was to draft a National Physical perspective Plan for the period 1990-2010.

9. Evaluation on the part of the source

"With more self-reliance, trained nationals are more capable in urban planning and have obtained skills in development and management".

10. Constraints

Not mentioned

11. Factors of success

Not mentioned

12. Source

UNCHS (Habitat), *Cooperation with the Arab States*, Nairobi, 1993, p. 47.

SUCCESS STORY # 18

1. Title

Institutional support to the Municipality of Dubai (United Arab Emirates).

2. Success attained

Intermediate

3. Beneficiaries

The municipality of Dubai and thus indirectly the 450.000 inhabitants of the city

4. Outcome

Increased self-reliance of local personnel; speeded-up procedures in several areas: the issuing of building permits has been reduced from six weeks to six days; the issuing of licences from three months to four days. The municipality's revenues increased of 117 per cent from 1986 to 1991. Overtime was reduced from Dhs 9 million in 1986 down to Dhs 0.7 million in 1989.

5. Actors

5.1. Main executor: UNCHS (Habitat)

5.2. Other involved entities: Government of United Arab Emirates (funder); Dubai Municipality

6. Financial features

The budget has exceeded 2,5 million US\$

7. Key strategic elements

Institutional reform and capacity building

8. Description

The Municipality requested technical assistance from UNCHS (Habitat), which designed this project that aims at providing the Municipality with practical innovations to further its effective and efficient performance, in addition to streamlining procedures in serving the general public.

Project activities included assistance in urban planning, environmental management and training.

The project provided on-the-job training, in addition to seminars and workshops on such subjects as follow-up and development, land surveying, documentation systems, pavement management, etc. Several nationals have also benefited from overseas visits and courses.

A clear managerial policy has been formulated, and proved to be effective, particularly in regulations and procedures in personnel, finance, surveying, etc.

The project has also introduced legislation for more effective environmental protection, as well as documentation and records management systems.

9. Evaluation on the part of the source

"The project has strengthened the municipal capacity and increased its self-reliance in various human settlements areas, particularly in improved and more efficient urban development and services including infrastructure (roads, lighting, drainage, sewerage systems, etc.), public health (waste management, environmental protection, food control, veterinary services, etc.) horticulture and parks, cultural and public services (museum, public libraries, zoo), as well as applying systematical development control through efficient licensing systems and building permits".

"The project has demonstrated, through tangible results, that investment in human settlements institutional development can yield immediate and significant benefits including financial savings, improvements in service efficiency and increased self-reliance".

An evaluation committee assessed the project in mid-1991, and praised the significant successes it had achieved.

10. Constraints

Not mentioned

11. Factors of success

In order to achieve its objectives, the project emphasizes the improvement of the Municipality's organization and management, as well as reinforcing its technical and administrative capacities. In doing so, several studies were, and are being, prepared on the existing situation, analysing it and proposing operational improvements.

12. Source

UNCHS (Habitat), *Cooperation with the Arab States*, Nairobi, 1993, p.. 50.

SUCCESS STORY # 19

1. Title

Low-cost sanitation project in Haryana (India)

2. Success attained

Intermediate

3. Beneficiaries

Inhabitants of a small Indian town

4. Outcome

Increased demand for sanitation services on the part of families which previously were uninterested

5. Actors

5.1. Main executor: UNDP-PROWESS

5.2. Other involved entities: women's groups created within the project

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

People's participation

6. Description

Women's groups conducted self-surveys in preparation for redesigning the project. One of the tools they developed helped the women to explore how they used their time, and what problems they had related to water and sanitation. Discussing in groups, with the help of small cards which depicted everyday's activities, women got aware of how many daily tasks involve the use of water and sanitation. These and other exercises led to dramatic increase in applications for loans for the latrines on the part of families which had been uninterested so far.

7. Evaluation on the part of the source

Positive evaluation

8. Constraints

Not mentioned

9. Factors of success

Use of tools for group discussion aimed at raising consciousness on the importance of water and sanitation for everyday life.

10. Source

Deepa Narayan, *Participatory evaluation: Tools for Managing Change in Water and Sanitation*, World Bank Technical Paper number 207, World Bank, Washington D.C., 1993, p. 76. Original source: J. Pfohl, 1984.

SUCCESS STORY # 20

1. Title

City Data Programme - Kenya Pilot Project

2. Success attained

Intermediate

3. Beneficiaries

Government of Kenya and municipal governments of 8 cities

4. Outcome

The development of a national system of urban data collection has been started

5. Actors

5.1. Main executor: UNCHS (Habitat)

5.2. Other involved entities: Government of Italy - MAE DGCS (funder); Government of Kenya; municipalities of Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Machakos, Thika and Kakamega)

6. Financial features

Around 700.000 US\$ have been contributed by the donor

7. Key strategic elements

Institutional reform and capacity building

8. Description

In the first phase of the Project, the following activities have been undertaken:

- a survey of urban data-collection and dissemination practices;
- design of a data framework and identification of key urban indicators;
- organization of a Computer Training Workshop for staff from the participating cities and government ministries;
- compilation of data for inclusion in the UNCHS-CitiBase;
- sample survey to bridge some of the identified data gaps.

The Project is managed through Steering Committee meetings and workshops of Mayors and Town Clerks of the project cities/municipalities. An Expert Group Meeting has been held in August 1994 to review results of the first phase of KPP.

9. Evaluation on the part of the source

Evaluation by the donor: the KPP "has been remarkably successful in developing a national urban data collection system" (ambassador R. Di Leo); "the project has reached one of its objectives: contributing to capacity building and enhancing the decision-making process at both the local and national level of the Government of Kenya" (expert planner A.M. Ceci).

Evaluation by the Nairobi City Council: KPP "has helped to motivate departments in the Nairobi City Council to appreciate the resourcefulness of proper management of data generated in decision making. (...) NCC's management and planning has been improved by the installation of a PC in City Hall".

Evaluation by the Ministry of Public Work and Housing: "KPP has made a major contribution towards the development of a system for urban data collection and processing that would eventually feed into the policy information system".

10. Constraints

- The structure of some data generated in decision making in City Hall was not compatible with what was required for implementation of KPP. This complicates the implementation process to include reorganising such data to fit into KPP database.
- Shortage of skilled manpower to engage full time in the implementation of KPP.
- Lack of a unified interpretation of definitions used by surveyors.
- Lack of some data requested by the Project, or data that are inaccurate, outdated, invalid or irrelevant.
- Some data source departments - like Police department - consider their data as confidential and cannot release without authority from their head offices.

11. Factors of success

- Development of relationships with agencies generating and collecting data in the cities on the part of municipalities.

12 Source

Papers presented at the Kenya Pilot Project Review Meeting held at Gigiri on 23-26 August, 1994.

SUCCESS STORY # 21

1. Title

Land-sharing in Hyderabad (India)

2. Success attained

Intermediate

3. Beneficiaries

Residents of two slum settlements

4. Outcome

An agreement was reached between illegal squatters and landlord on the tenure of the land

5. Actors

5.1. Main executor: Urban Community Development Department in Hyderabad (India)

5.2. Other involved entities:

6. Financial features

No special funds seem to have been allocated for this actions

7. Key strategic elements

- Security of tenure
- People's participation

8. Description

The basic principle of land-sharing is the development of the site under dispute in such a way that one part of the site is reserved for housing the people who lived on the site and the other part, normally that with greatest commercial potential, can be developed by the landowner according to his or her own insights. Land-sharing can be considered as a form of on-site relocation.

Many successful examples of land-sharing arrangements come from Hyderabad (India). Among them are the following ones.

In the case of the 50-year-old slum of Tallibasti, the private landowner tried to evict the slum dwellers in 1952. However, since the slum dwellers were paying rent to the landowner, they took the case to the court claiming that under the Rent Control Act they could not be evicted. The court decided in their favour. The landowner was obliged to work out a compromise with the community leaders. It was agreed that the community would be allocated plots on part of the disputed site. These plots were bigger than their original plots.

The population of Ganhikutir, another slum settlement in Hyderabad, confronted with a dragging conflict over its destination with the private landowners. Inspired by having successfully arranged a dispute over the destination of another slum area, Markandeyanagar, the then-director of the Urban Community Development Department in Hyderabad tried to achieve a breakthrough the stalemate in 1981. By adopting a micro-social planning approach, he managed to work out a land sharing arrangement between the landowners and the slum dwellers.

9. Evaluation on the part of the source

"In a situation of conflicting interests between the landowner and people who have illegally occupied the site, land-sharing is a development option which provides both actors involved with a solution which is potentially beneficial to them".

10. Constraints

"Land-sharing is less feasible and more difficult in situations where there are conflicting interests relating to the development of a particular site, or in which many people claim ownership over a relatively small piece of land".

11. Factors of success

Public agencies play an important role, mainly as a mediator, in achieving land-sharing arrangements

12. Source

UNCHS (Habitat), *Evaluation of Relocation Experience*, Nairobi, 1991, p. 9. Original Source: P. Nayani and U. Adusumili, *Land Sharing in Hyderabad*, New Delhi, HSMI, 1988.

SUCCESS STORY # 22

1. Title

Ruamjai Samakki Resettlement project in Bangkok (Thailand) - Resettlement of the population of a squatter settlement

2. Success attained

Intermediate

3. Beneficiaries

139 families

4. Outcome

Security of tenure was achieved

5. Actors

5.1. Main executor: Human Development Foundation (local NGO)

5.2. Other involved entities: some government agencies

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- Security of tenure
- People's participation

8. Description

This case concerns a typical squatter settlement, developed on vacant land of an absentee landlord in Bangkok. As the city gradually developed and land prices increased, the land became valuable. In 1986 the owner, a bank, sold the land to the TCCC Land and Housing Company. This company did not allow the inhabitants to remain there any longer. The Ruamjai Samakki community asked the help of the NGO, Human Development Foundation. With its aid the community was organized and managed to obtain fair compensation and much more. Only 22 days after the

community signed the agreement to demolish their houses and move out, they were able to carry out all crucial steps for a resettlement process. Strong and persistent community organization was able to mobilize many other actors to react according to their needs. The methods they used varied from asking, lobbying, confronting and even demonstrating in order to achieve their demands. For instance, although the style of housing construction did not correspond with existing bye-laws, after a number of negotiations and lobbying, the District Authority agreed to issue legal registration for every house in the community. After the dispute for compensation money had been arranged and a plot of land for the resettlement had been selected, the informal community organization was transformed into the Rumajai Samakki housing Cooperative, with 139 members. This legitimate and legal community body was considered appropriate by the community to obtain community loans, own the community land, represent the community in all legal proceedings and manage the repayment system as well as other coordinated work.

9. Evaluation on the part of the source

"This case is remarkable in that only 22 days after the community signed the agreement to demolish their houses and move out, they were able to carry out all crucial steps for a resettlement process with some help and guidance from an NGO and some government agencies".

10. Constraints

Not mentioned

11. Factors of success

- "A very significant factor behind this success was the strong and persistent community organization"
- The aid from the local NGO and from government agencies

12. Source

UNCHS (Habitat), *Evaluation of Relocation Experience*, Nairobi, 1991, pp. 16-17. Original Source: P. Niyiom, S. Boonyabancha and S. Chuayklieng, *From Eviction Struggle to Incremental Resettlement Process by People in Ruamjai Samakki Resettlement Project*. A research study project of Human Settlements Foundation, Bangkok, submitted to the United Nations Economic and Social Commission for Asia and the Pacific, April 1990.

SUCCESS STORY # 23

1. Title

Regularization of an illegal settlement at Sengki (Thailand)

2. Success attained

Intermediate

3. Beneficiaries

216 families (923 people)

4. Outcome

Security of tenure obtained for the 923 residents; following the project, two more slum communities have successfully registered their housing cooperatives.

5. Actors

5.1. Main executor: UNCHS (Habitat), UNDP, Netherlands Habitat Commission; Thailand National Housing Authority - Centre for Housing and Human Settlement Studies (CHHSS)

5.2. Other involved entities: Yanawa District Authority, Department of Co-operative Promotion, Crown Property Bureau, a commercial bank.

6. Financial features

No information on the financial features is provided by the source

7. Key strategic elements

- Security of tenure
- People's participation

8. Description

The Sengki community in Yanawa District, Bangkok, is over 100 years old. The land, owned by the Crown Property Bureau, has been leased to dwellers. In 1978, a major fire destroyed approximately 80 per cent of the houses. The remaining houses deteriorated in quality. As a matter of urgency, those who lost their houses to the fire put up

structures according to what they could afford but without any proper physical plan. Soon the community became overcrowded by the former residents as well as by new squatters. Residents could not do anything to improve the settlement because of illegal and insecure land tenure since the fire. A study by CHHSS evidenced that the Sengki community should be given the highest priority to be developed by the land-sharing strategy.

The community elected a committee which was fully involved in sharing ideas, planning and implementation of the project step by step. Hand in hand with the CHHSS working team, it established the Sengki Housing Co-operative, which was entrusted with the responsibility of finding a loan for the construction of housing, collection of repayments, clearing dwellers from the land, construction management, etc. The Crown Property Bureau agreed to sell 6032 square metres of land at over 65 per cent less than the market price with a 20 per cent downpayment and five years of instalments at 9.75 per cent interest. After the land was paid for, the land titles would be transferred from the Crown Property Bureau to Sengki Housing Co-operative, which would transfer them to the members later. Houses were built through the combination of complete housing and self-help "core housing" units to minimize the disadvantages of the two types. The type is a two-storey row-house with a ground floor that contains a multi-purpose hall and toilet. The area of a dwelling unit is only two thirds of the land plot. In the middle of the settlement there is a concrete main road six metres wide which has water and sewerage on both sides. The Metropolitan Electricity Authority provides electricity to the community, while the Metropolitan Water Work Authority supplies water.

9. Evaluation on the part of the source

"The project has proved that a land-sharing strategy, promoting the people's organization as the main actor in the housing-development process, is one feasible and rational alternative to eviction of the urban poor from their slum communities".

10. Constraints

- The formalization of an informal housing system is contradictory to the income-earning structures of the poor, which are informal and irregular; in the Sengki case this has caused problems of repayment.
- There were conflicts among dwellers due to the smaller features of the new plots in comparison with the former ones, and the need to forfeit some part of the land for roads and other infrastructure.
- Lack of flexibility in the existing structure, policy and attitude of governmental organizations involved caused great difficulty in making them cooperate.
- Lack of investment resources for housing construction was another major impediment as the people had no access to any resources.

11. Factors of success

- The land-sharing strategy chosen.

- The major role played by the self-organized community: other organizations assumed mostly an enabling and supportive role in giving technical assistance, monitoring and collaborating in order to solve problems caused by rigid official systems.

12 Source

UNCHS, *Improving Shelter. Actions by non-governmental organizations (NGOs)*. UNCHS, Nairobi, 1992, p. 110.

Annex 2

CERFE

UNITED NATIONS
CENTRE FOR HUMAN
SETTLEMENTS (HABITAT)

Settlement Upgrading Programme (SUP)
First Phase (1st part)
15 December 1994 - 14 April 1995

INTERIM REPORT ON CERFE'S ACTIVITIES IN THE
PERIOD 31 JANUARY 1995 - 28 FEBRUARY 1995
("OUTPUT 2")

**REPORT ON THE FEASIBILITY STUDY
ON RENDERING THE INFORMATION BANK
OF THE NETWORK ON SERVICES FOR
THE URBAN POOR MORE "USER FRIENDLY"**

Rome, 28 February 1995

1. Institutional framework

On 9 December 1994 CERFE has been charged by UNCHS (Habitat) to provide the services of three consultants (Mr. Andrea Ambrogetti, Ms. Alessandra Cancedda and Mr. Luciano d'Andrea, sociologists) to carry out activities of scientific and operational Secretariat of the Water Supply and Sanitation Collaborative Council (WSSCC) Network on Services for the Urban Poor (Project No IT-GLO-94-T05), which is coordinated by the UNCHS (Habitat) Settlement Upgrading Programme (SUP).

This Report is referred to the activities carried out by CERFE in the period 31 January-28 February 1995 and is part of the Outoput 2 which includes two tasks: task "g" ("undertaking a feasibility study on rendering the Information Bank more "user-friendly"; the study should also explore possibilities for its connection to computer networks such as the Internet") and task "h" ("identifying success stories and positive experiences in the field of settlement upgrading and services for the urban poor, in order to produce information materials for the "Voices from the City" newsletter).

This Report is devoted to task "g".

2. The feasibility study on rendering the Network Information Bank more user friendly

Among CERFE's tasks stated by the "Terms of Reference" of 6 December 1994 there is task "g", undertaking a feasibility study on rendering the information bank more "user-friendly" also exploring possibilities for its connection to computer networks such as Internet.

2.1. Organization of the study

Rather than comparing advantages and disadvantages of different alternatives, it has been chosen to assess the benefits that are obtainable from one option only, its feasibility and its costs. Thus the following features have been examined:

- the nature and specificities of the Network Information Bank, so as to evidence and control the reasons of the investment to be made;
- the features which render data banks user-friendly, in order to define the objectives and characteristics which the Information Bank should acquire;
- access to databanks via computer networks, with special focus on remote consultation;
- costs and time schedule.

2.2. Organization of the Report

The present report is thus organized in the following sections:

- nature and specificities of the Network Information Bank;
- databanks and their user-friendly characteristics;
- recommendations for designing a project aimed at rendering the Information Bank more user-friendly and connecting it to computer networks;
- recommendations for increasing the utilization of the Information Bank;
- resources and hypothesis of time schedule.

3. Nature and specificities of the Network Information Bank

In order to understand if, and how, is it possible to render the information contained in the Bank more accessible by Network members and other users, it is necessary to recall the nature and specificities of the Information Bank.

It must be taken into account that the Network Information Bank is not a traditional databank, but rather the combination of:

- an archive of documents (books, reports, articles, conference papers, grey literature, case studies, etc.) on the water supply and sanitation cooperation sector and on urban issues with particular reference to developing countries;
- the outcomes of a survey in this domain;
- a computerized data bank.

Indeed, it contains both the *basic data extracted* from the documents examined (such as the names of the authors, the subject-matter, the areas of reference, etc.), as well as *information based on an interpretation* of the documents using a fairly complex theoretical and methodological apparatus referring to strategies that have been implemented and/or proposed within the WSS sectors.

In this sense, the Information Bank is, to a certain extent, the result of *crossing a strategic model with a theoretical model*.

The *strategic model* is the one laid down in the "Strategy Outline" text of the WG/U (drafted by the Coordinator at the beginning of the WG/U activities) and makes provisions of four key elements¹, and namely:

- legal status of and urban management tools for the peri-urban sector;

¹These are the elements specifically related to peri-urban settlements; the Outline added two more elements referred to the city as a whole, i.e. "institutional reform and capacity building" and "water resources conservation and management".

- techniques and tools for community participation;
- cost recovery and resource mobilization;
- appropriate technologies;

The theoretical model is based on two assumptions:

- the increasing importance of the "cognitive environment", i.e. cognitive processes and phenomena in contemporary societies occurring on a global scale;
- the importance of the various actors present in the urban context, such as government authorities, private companies, citizens' groups, development agencies, also analyzed from the point of view of the power which they effectively exercise over what one might call the "operational environment".

**basic data on
the Information Bank**

The Information Bank contains 531 "texts" or "studies", corresponding to 531 records:

- 400 texts were analyzed in the "WG/U Report" (September 1993);
- 131 were analyzed in the "Follow-up of the Working Group on Urbanization - Draft Research Report" (January 1995).

From the quantitative point of view the 531 texts equal to 18.000 pages (14.000 pages for the 400 texts and 4.000 for the 131 texts).

These 531 texts refer to, respectively, 271 and 86 "sources" or "documents" (books, reports, articles, conference papers, grey literature, case studies, etc.) concerning many different countries in the five continents and drafted by many different kinds of authors ranging from university professors to United Nation experts, from utilities managers to NGOs representatives. All the formal or bibliographical data on these sources have been recorded too.

The Information Bank contains also information referred to other 108 sources dealing with more general urban issues; these sources have not been analyzed in the survey and only formal data have been recorded in the Bank.

A code composed by a letter and a progressive number has been attributed to each text and now enable to identify its record.

A PC Macintosh Classic computer was used for setting up the Information Bank and the FOX-BASE programme was used as software.

The computerized archives of the Information Bank currently reach a size of about 1,400 Kbytes (1,000 kbytes for the first 400 texts and 400 kbytes for the following 131 texts).

Each of the 531 records comprises both:

- logical fields;
- numeric fields;
- text fields.

The data on the territorial environment of the documents, for example, has been acquired using true (T)/false (F) logical fields (local T/F, national T/F, regional T/F, worldwide T/F, etc.).

The text fields were used for descriptions varying in length. For example, the name of the organization responsible for the document, or the description of the geographic environment of the text constitutes a text field. However there are a number of very long text fields, such as those referring to the description of the various awareness thresholds (see after), or those giving lists of specific constraints (see after) in the implementation of an intervention.

Numeric fields have been used to provide quantitative data such as information on the demographic environment to which a text refers, or the number of pages comprising the document.

The languages used in the memo fields are Italian and in some few cases English, French, Spanish and Portuguese.

Currently the Information Bank is accessible from the Foxbase environment.

available information

Each record refers to one of the 531 texts examined, and contains both:

- the *archive data*;
- the *information* gathered as a result of the interpretation process of the above mentioned documents.

As far as the *archive data* is concerned, more in details, for each record, the following information have been recorded:

- author/s;
- title of the sources or of a part of it;
- publishing house;
- geographic origin;
- the organization responsible for the source;
- literary genre (essays or papers, research reports, guidelines, technical analysis, books, other);
- number of pages;
- year of publication.

As to the *information* gathered as a result of the interpretation process of the documents, it must be stressed that such interpretation has been carried out through three analyses:

- a) a quantitative analysis of the substance;
- b) a semantic and content analysis;
- c) an analysis of the interventions and actors described in the texts (two sets of respectively 67 and 55 projects have been analysed).

a) The results of the "*quantitative analysis of the substance*" consist of information on:

- geographic area to which the text refers;
- the status of the bench-mark territory (local, national, regional, continental or worldwide);
- demographic environment (the number of inhabitants in the territory - or territories - referred to).

b) The results of the "*semantic and content analysis*" consist of information on:

- the strategies to which the authors of the documents refer compared with the strategic framework set out in the WG/U;
- whether the will and the intentions expressed in the strategies are accompanied by any real awareness of a certain number of key aspects relating to the political, economic, technological, legal and urban planning dimension of the interventions (and hence whether there is specific treatment of these aspects from the point of view of spheres of competence, and the use of the know-how needed);
- the degree to which the authors of the documents perceived constraints or resources for the success of the interventions, in other words those elements which have a positive or negative influence on the basis of past experience, and which must therefore be taken into account when implementing any programme or project.

c) The results of the "*analysis of intervention and the actors involved*" consist of information on:

- the name of the project;
- the code;
- the locality;

- the territorial dimension;
- the amount of funding;
- the geographic dimension;
- the time frame;
- the objectives;
- the components (water supply, etc.);
- whether or not any surveys were conducted;
- the outcome (partial or final depending upon whether the reference text was drafted "ex post" or during implementation);
- the evaluations provided in the text;
- the actors involved (financiers, executors and other actors, in the latter case drawing a distinction between those who played a supporting role, and those who were an obstacle, or in opposition).

The Information Bank is thus composed of four separately consultable archives:

- formal data on sources and interventions;
- information from the quantitative analysis of the substance;
- information from the semantic and content analysis;
- information from the analysis of interventions and the actors involved.

For further details on the information obtained by these analyses see Chapter 2 of "Follow-up of the Working Group on Urbanization - Draft Research Report" (January 1995).

4. User-friendly characteristics of data banks

It is now useful to briefly recall the characteristics thanks to which data banks become or are considered user-friendly.

First of all, specific manager systems are used to enable anybody to consult databanks which often contain millions of pieces of

information. Several manager systems exist (e.g. STAIRS, INQUIRY, etc.) which are more or less suited to different types of archive. A data bank can even use more than one manager system for its different archives.

Manager systems enable to make true searches within the databank, starting from a keyword (book title, author, subject, year, geographic area, etc.) and using some "logical operators" aimed at rendering the search more effective².

Once the data bank is provided with a manager system, it automatically displays to each user a series of search and service options. The desired searches (e.g. search in alphabetical order or by subject) may thus be done by typing numbers and other simple commands.

Moreover, a data bank may be rendered accessible from remote sites through a connection to computer networks. Some data banks even give the opportunity, not only to read, but also to add information or remove pieces of information from the files.

Access to a data bank or parts of it may be free of charge or require a subscription or a payment proportional to the read or captured pieces of information.

² The main logical operators are: AND, OR, NOT, WITH, SAME, ADJ. AND, is to search pieces of information where both requested terms are present (e.g.: EUROPE AND TRADE) and thus to refine and narrow the search scope. OR is useful to widen the search scope, thus to search pieces of information where one of the two terms is present, or to look for synonyms (e.g. TELEVISION OR CABLE TV IBM OR INTERNATIONAL BUSINESS MACHINES). NOT excludes some terms from the search (es: ENERGY NOT NUCLEAR). WITH indicates, in case of search using more than one keyword, that the two terms must be in the same sentence. SAME indicates that both keywords must be in the same section. ADJ indicates that the keyword is made up of two terms and that the second immediately follows the first. To perform more sophisticated searches, other logical operators may be used which create sets of words that the system will search first, before to put them in relation to other terms, or which enable to automatically find out all records beginning with the suggested terms.

Another important feature which qualifies a data bank as "user-friendly" is its accessibility in more general terms than the strictly technical ones. This accessibility involves the possibility to communicate to a wider public the existence and contents of the databank. Publicization and dissemination initiatives may be undertaken to this purpose.

5. Recommendations on rendering the Information Bank more user-friendly and connecting it to computer networks

To allow a better access to or consultation of the Information Bank it would be necessary to provide it with:

- a thesaurus;
- a manager system in English.

In addition, languages of texts (memo fields-records) should be restricted to English, French and Spanish.

The thesaurus represents the hierarchically ordered conceptual framework of the information contained in the Bank as well as a list of functions which it is possible to apply to answer users' queries. Thus the thesaurus provides the set of keywords that are usable for a search on a given matter.

The thesaurus will be based upon the research work that originated the Information Bank and the four archives in which the Information Bank is now organized but it will also include other prevalent ways of classifying water supply and sanitation and urban issues in the development cooperation and academic worlds.

It is desirable that the same research team which has performed the surveys for the Working Group on Urbanization and the Network of Services for the Urban Poor and has created the Information Bank set up the thesaurus.

The manager system should have the characteristics which have been already outlined in the previous section and thus allow to make searches, to capture files and to print records. Moreover, it should be of the STAND ALONE type, i.e. it should not need the FOXBASE environment to work. The manager system should be created by a specialized computer programmer, taking into account suggestions coming from the Network Secretariat and the thesaurus authors.

Once provided the Information Bank with a manager system, an experimental period of six months could start, at the end of which the convenience of the connection to computer networks would be evaluated.

5.1. Connection to computer networks

Connection to computer networks, such as Internet, which would allow users from all over the world to access the Information Bank ("on line data banks"), entails the following actions:

- installation of an "host" in the offices where the Information Bank is now located or connection of the Information Bank to the server of an Internet provider in Rome;
- designing and installing an interface software and other softwares such as a software for the updating and a software in case the access is not free of charge;
- providing a dedicated telephone line.

A wide range of remote connection types exist depending on the kind of access ("open" or "close" to a group provided by the Secretariat with the password; mono-user or multi-user, to read or also to take files, etc.), the daily consultation hours, the graphic presentation of contents.

Different financial investments correspond to each of these possibilities. Decisions on investments also depend on the choices about charging the access to the Information Bank or not.

6. Recommendations on increasing the utilization of the Information Bank

Given the specificities of the Information Bank, access to it could be facilitated also by an activity aimed at publicizing its existence and possibilities. This activity is also functional to the continuous updating of the Bank with new inputs.

Thus the Network Secretariat could:

- increase available knowledge on the specificities of the Information Bank (inside and outside the Network) by drafting a "Presentation of the Information Bank of the Network on Services for the Urban Poor" to be disseminated ad hoc, and, thereafter, a four-monthly "Newsletter";
- draft a "Guide to the Information Bank" explaining its architecture and operation (in English, printed in 500 copies) which would be mailed on request;
- publicize the possibility of receiving copy or excerpts from documents on the basis of geographic, subject or authorship criteria;
- periodically disseminate "Call for Sources" targeted to specific sectors or geographic areas, establishing an exchange mechanism between sending sources and accessing the Information Bank;
- setting up a programme of continuous updating (prescinding from "Call for Sources") including the acquisition of documentation on initiative of the Network Secretariat.

7. Hypothesis of resources and time schedule

Considering the above, the needed human and financial resources can be estimated as follows. An hypothesis of time schedule is also provided.

7.1. *Human and financial resources*

a) Designing the thesaurus

- two experts for one man-month each: 9.000 USD

b) Setting up the manager system

- an expert (specialized computer programmer) for one man-month: 6.500 USD

c) Installation of the Information Bank in a dedicated computer

- first hypothesis (IBM type; PLENTIUM processor; RM 8M, HD 120M): 3.000 USD

- second hypothesis: (MACINTOSH POWERMAC type; RAM 8 M, HD 120 M): 3.000 USD

d) Translation of texts

- pages in Italian and Portugues to be translated in English: 400

- cost: 7.500 USD

e) Updating and dissemination programme

- an expert (sociologist) for 6 man-months: 24.000 USD

- print and dissemination of the "Newsletter": 200 USD each issue
- print and dissemination of the "Guide to the Information Bank": 6.000 USD

f) Connection to computer networks

- first hypothesis: installing an "host" of Internet in the office where the Information Bank is located

- * host: 20.000 USD
- * router: 6.000 USD
- * interface software: cost of programming by a software house (to better define successively; more or less 3/4.000 USD)
- * dedicated telephone line: about 5.000 USD a year

- second hypothesis: opening an "hosted sector" containing the Information Bank within an existing host of Internet managed by an Internet provider in Rome

- * hosting fee: 600 USD
- * interface software: cost of programming by a software house (to better define successively; more or less 3/4.000 USD)
- * updating software shared by Information Bank and Internet provider: cost of programming by a software house (to better define successively; more or less 3/4.000 USD)
- * dedicated telephone line: about 3.000 USD a year

7.2. *Time schedule*

Months 1-2

- designing of the thesaurus

- designing of Updating and Dissemination Programme (including designing of the Presentation of the Information Bank, Guide to the Information Bank and Information Bank Newsletter)

Month 3

- setting up of the manager system

Months 4-9

- experimental users friendly access and consultation of the Information Bank
- launch of the Updating and Dissemination Programme
- dissemination of the Presentation of the Information bank
- ad hoc dissemination of the Guide to the Information Bank
- dissemination of first issue of Information Bank Newsletter
- decision about connection to computer networks