



MINISTRY OF HOUSING
2009/2010 BEST PRACTICES

**CALL FOR SUBMISSION OF BEST
PRACTICES**

And
**SUBMISSION GUIDE AND REPORTING
FORMAT**
8TH CYCLE-YEAR 2010

2009/2010 CALL FOR SUBMISSION OF BEST PRACTICES

1.0 Introduction

The Ministry of Housing being the National focal point on Housing and Human Settlements matters is in the process of documenting and disseminating Best Practices. These are outstanding contributions/initiatives or projects which have demonstrated tangible impacts in improving people's quality of life and the living environment. Best practices that are socially, culturally, economically and environmentally sustainable arise out of effective partnership between public, private and civil society. The information collected will form a database for use in replicating such initiatives and informing Government Policies.

In addition, the database will be useful in recognizing local and national outstanding projects, informing the Dubai International Awards and other Human Settlements award programmes such as National Human Settlements Award, Habitat Scroll of Honor and World Habitat Day Award among others.

2.0 Background

International level

The first international conference on best practices that adopted the Dubai declaration and established the Dubai International Award for best practices in improving the living environment was held in Dubai in 1995. The first call for submissions was made during the second United Nations conference on Human Settlements (Habitat II) and the World association of Cities and Local Authorities held in Istanbul, Turkey in June 1996.

Best practices have been recognized through presentation of awards at various levels. At international level they are recognized by Dubai Award, which is hosted biannually in cycles by the Dubai Municipality. At each cycle an independent committee of technical experts identifies good and best practices and selects the winners of the award. To date, seven cycles have been held with the eighth one deadlined for March 2010.

National level

The Ministry of Housing institutionalized the Best Practices initiative nationally in 1996. Since then, the Ministry has been inviting institutions to submit write ups for consideration for the Dubai Award and other programmes at the national level. The Ministry also organizes national exhibitions which provide individuals and institutions an opportunity to exchange ideas, learn lessons and replicate them in their localities.

3.0 Objective

- Improving public policy based on what works,
- Raising awareness of decision-makers at all levels and of the public on potential solutions to common social, economic and environmental problems, and
- Sharing and transferring knowledge, expertise and experience through networking and peer-to-peer learning.
- Recognizing contributions and efforts of individuals and Institutions in improving people's living conditions and the environment.

4.0 Eligibility

The award is open to:

- Government organizations or agencies, including bilateral aid agencies;
- National Habitat committees or Focal Points;
- Multilateral Agencies (United Nations Agencies, World Bank, etc.)
- Cities, local authorities or their associations;
- Non-Governmental Organizations (NGOs);
- Community-Based Organizations (CBOs);
- Private Sector;
- Research and academic institutions;
- Media; and
- Public or Private foundations.

Individuals are eligible for both the National and Dubai International Award provided that they are submitting a specific initiative or project that meets the Best practice criteria.

5.0 criteria and considerations for a Best Practice

The major criteria for a Best Practice to be considered for the Award include:

(a) Impact

The best practice should demonstrate a positive and tangible impact on improving the living environment of people particularly of the poor and disadvantaged.

(b) Partnership

Best Practices should be based on a partnership of at least two of the actors mentioned under item on eligibility.

(c) Sustainability

Best practices should result in lasting changes in at least one of the areas listed below:-

- (i) Legislation, regulatory frameworks, by-laws or standards formally recognizing the issues and problems that have been addressed;
- (ii) Social policies and/or sectoral strategies at the (sub) national level that have a potential for replication elsewhere;
- (iii) Institutional frameworks and decision-making processes that assign clear roles and responsibilities to various levels and groups of actors, such as central and local governmental organizations and community-based organizations; and
- (iv) Efficient, transparent and accountable management systems that make more effective use of human, technical, financial and natural resources.

(d) Additional Criteria

The following criteria will be used by the Technical Advisory Committee and jury for differentiating between good, best and award winning practices.

- (i) Leadership and Community Empowerment

- Leadership in inspiring action and change, including change in public policy;
- Empowerment of people, neighborhood and communities and incorporation of their contributions;
- Acceptance of and responsiveness to social and cultural diversity;
- Potential for transferability, up-scaling and replication; and
- Appropriateness to local conditions and levels of developments.

(ii) Gender equality and Social inclusion;

- Initiatives which accept and respond to social and cultural diversity; promote social equality and equity, on the basis of income, gender, age and physical/ mental condition; and recognize and value different abilities.

(iii) Innovation within local context and transferability;

- How others have learnt or benefited from the initiative; and
- Means used for sharing or transferring knowledge, expertise and lessons learnt.

6.0 Submission process

Best Practices shall be submitted in accordance with the reporting format provided for the eighth cycle.

Submissions shall be made as follows:

- By email (ps@housing.go.ke in word format) or fax.
- Hard copy submissions will also be accepted, where electronic versions are not possible, through the provided addresses.

(i) Submissions shall be made in English.

(ii) Submitters are encouraged to include the following supporting materials:

- (a) Articles from newspapers, professional journals, newsletters or other publications dating to their work;
- (b) Beta-Cam or other standard format videos less than 10 minutes in length;
- (c) Photographs and/or other graphic material;
- (d) Brochures, posters, charts or other promotional material.

7.0 Award

Successful entries will be forwarded for consideration by the Dubai International and other awards as stated above.

8.0 Reporting Format

A detailed reporting format and information is available on-line via the internet, www.bestpractices.org, www.dubaiaward.ae, and www.housing.go.ke or the Ministry of Housing Head Office at Ardhi house, 6th floor, Nairobi.

9.0 Submissions deadline

- Submissions received by 25th January 2010 will be forwarded to UN-HABITAT for substantive feedback on compliance with criteria or reporting format.
- Deadline for Submissions to the Ministry is 5th March 2010.
- Submissions received by 15th March 2010 will be forwarded to UN-Habitat for the Dubai Awards consideration.

10.0 Submission Office

Further enquiries can be made to the undersigned office via the following contact addresses:

Permanent Secretary
Ministry of Housing
P.O. Box 30119-00100, **Nairobi**
Tel. No. +254-20- 2718050
Fax No. +254-20-2734886
Email: ps@housing.go.ke

Provincial Housing Officer
Central province
P.O Box 742
Nyeri

Provincial Housing Officer
Coast Province
P.O Box 81599
Mombasa

Provincial Housing Officer
South Rift
P.O Box 913
Nakuru

Provincial Housing Officer
Nyanza Province
P.O Box 1705
Kisumu

Provincial Housing Officer
Eastern Province
P.O Box 485
Embu

Provincial Housing Officer
Western Province
P.O Box 901
Kakamega

Provincial Housing Officer
Nairobi Province
P.O Box 8930
Nairobi

Provincial Housing Officer
North Eastern Province
P.O Box 568
Garissa

Provincial Housing Officer
North Rift
P.O Box 2846
Eldoret

We look forward to receiving your submission.

For additional information on Best Practices and the Dubai Awards, information is provided below.

THE DUBAI INTERNATIONAL AWARD FOR BEST PRACTICES TO IMPROVE THE LIVING ENVIRONMENT (DIABP)

1. Purpose:

To recognise and enhance awareness of outstanding and sustainable achievements in improving the living environment as per the basic criteria established by the Second United Nations Conference on Human Settlements (Habitat II) and the Dubai Declaration.

2. Award:

The total amount of the Award is US\$ 400,000 (Four hundred thousand US Dollars). This amount will be divided as follows:

- (a) US\$ 300,000 (Three hundred thousand US Dollars) for ten Best Practices.
- (b) US\$ 100,000 (One hundred thousand US Dollars) towards management expenses including travel and accommodation for a delegation of up to two people for each award winning best practice.
- (c) Each Best Practice Award winner will also receive a trophy and commemorative certificate especially designed for the award.

3. Periodicity:

The Award shall be presented biennially.

4. Eligibility:

The Award is open to:

- (a) Government organizations or agencies, including bilateral aid agencies;
- (b) National Habitat committees or Focal Points;
- (c) Multilateral Agencies (United Nations Agencies, World Bank, etc.)
- (d) Cities, local authorities or their associations;
- (e) Non-governmental organizations (NGOs);
- (f) Community-based organizations (CBOs);
- (g) Private Sector;
- (h) Research and academic institutions;
- (i) Media;
- (j) Public or Private foundations;
- (k) Individuals are eligible for the Dubai International Award provided that they are submitting a specific initiative or project that meets the Best Practice criteria.

5. Criteria for a Best Practice

The major criteria for a Best Practice to be considered for the Award:

5.1 **Impact:** The best practice should demonstrate a positive and tangible impact on improving the living environment of people particularly of the poor and disadvantaged.

a. Sustainable Shelter and Community Development:

- i. Extension of safe water supply and sanitation;
- ii. Affordable housing, services and community facilities;
- iii. Access to land, secure tenure and finance;
- iv. Community-based planning and participation in decision making and resource allocation;
- v. Inner-city core, neighbourhood and settlement revival and rehabilitation;
- vi. Safe and healthy building materials and technologies.

- b. Sustainable urban and regional development:
 - i. Job creation and eradication of poverty;
 - ii. Reduction of pollution and improvement of environmental health;
 - iii. Improved access to public transport and communication;
 - iv. Improved waste collection, recycling and reuse;
 - v. Greening of the city and effective use of public space;
 - vi. Improved production and consumption cycles, including replacement/reduction of non-renewable resources;
 - vii. Protection and conservation of natural resources and of the environment;
 - viii. More efficient energy use and production;
 - ix. Preservation of historically/culturally important sites;
 - x. Formulation and implementation of integrated and comprehensive urban development strategies.

- c. Sustainable, efficient, accountable and transparent settlements management:
 - i. More effective and efficient administrative, management and information systems;
 - ii. Gender equality and equity in decision-making, resource-allocation and programme design and implementation;
 - iii. Crime reduction and prevention;
 - iv. Improved disaster preparedness, mitigation and reconstruction;
 - v. Social integration and reduction of exclusion;
 - vi. Leadership in inspiring action and change, including change in public policy;
 - vii. Promotion of accountability and transparency;
 - viii. Promotion of social equality and equity;
 - ix. Improvement of inter-agency co-ordination.

5.2 **Partnership:** Best Practices should be based on a partnership between at least two of the actors mentioned in item 4 above.

5.3 **Sustainability:** Best practices should result in lasting changes in at least one of the areas listed below:

- i. Legislation, regulatory frameworks, by-laws or standards formally recognising the issues and problems that have been addressed;
- ii. Social policies and/or sectoral strategies at the (sub) national level that have a potential for replication elsewhere;
- iii. Institutional frameworks and decision-making processes that assign clear roles and responsibilities to various levels and groups of actors, such as central and local governmental organisations and community-based organisations;
- iv. Efficient, transparent and accountable management systems that make more effective use of human, technical, financial and natural resources.

Additional Criteria

The following criteria will be used by the Technical Advisory Committee and Jury for differentiating between good, best and award winning practices.

5.4 Leadership & Community Empowerment:

- i. Leadership in inspiring action and change, including change in public policy;
- ii. Empowerment of people, neighbourhoods and communities and incorporation of their contributions;
- iii. Acceptance of and responsiveness to social and cultural diversity;
- iv. Potential for transferability, up-scaling and replication;
- v. Appropriateness to local conditions and levels of developments.

5.5 Gender Equality & Social Inclusion: Initiatives which: accept and respond to social and cultural diversity; promote social equality and equity, for example on the basis of income, gender, age and physical/mental condition; and recognise and value different abilities.

5.5 Innovation Within Local Context & Transferability:

- i. How others have learnt or benefited from the initiative.
- ii. Means used for sharing or transferring knowledge, expertise and lessons learnt.

6. Submission Process

6.1 Best Practices shall be submitted in accordance with the reporting format for the relevant biennium (please see Annex I).

6.2 The reporting format is available in three versions: on-line via the Internet (<http://www.bestpractices.org>) by Email or fax. Paper submissions will also be accepted.

6.3 *Submissions shall be made in English.* Submissions in Arabic, French or Spanish should be accompanied by an English translation.

6.4 Submitters are encouraged to include the following supporting materials:

- a. Articles appearing in newspapers, professional journals, newsletters or other publications;
- b. Beta-Cam or other standard format videos less than 10 minutes in length;
- c. Photographs and/or other graphic material;
- d. Brochures or other promotional material.

6.5 Submissions shall be sent to either Ministry of Housing or Dubai Municipality, or any recognised Best Practice partner institutions (please see Annex 2). Submissions should be sent on-line via Email, fax or mail. Dubai Municipality or the Ministry may forward any submission for review or validation to a partner institution. Those who forward their submissions directly to the partner institutions shall notify UN-HABITAT or Dubai Municipality of their submissions and ensure that the submissions are forwarded to UN-HABITAT. Submissions reaching the Ministry by 25th January 2010 may benefit from substantive feedback if so requested.

6.6 All submissions received will be acknowledged and assigned a catalogue number by UN-HABITAT for documentation (code, name of submitter, subject, etc) purposes and for eventual inclusion in the Best Practices Database. UN-HABITAT shall inform all submitters the status of their submission.*

6.7 Partners may contact the submitters who shall provide effective assistance to them by reviewing the documents with the objective of ensuring their compliance with the criteria as well as the rules and regulations of the award and advise them of any further actions required. Partners shall forward the validated submissions meeting the award criteria to UN-HABITAT.

7 Selection Process

The deadline for submissions is 31 March 2010 Submissions received by this date will undergo the following selection process:

7.1 All submissions complying with the reporting format meeting the basic Best Practices criteria shall be forwarded to an independent, Technical Advisory Committee (TAC) for review.

7.2 The TAC shall review all submissions and prepare a comprehensive report including:

- a. Description of the selection process;
- b. List of approximately 100 Best Practices;
- c. Short list of up to 40 submissions to be forwarded to the Best Practices Jury for final selection of the Award recipients.

7.3 The Best Practices Jury shall review the short listed Best Practices to select those initiatives deserving of the Dubai International Award. The Jury may recommend less than ten or none for the Award depending on the quality of the submissions.

All submitters will be notified of their status following the final selection by the Jury.

**TIMETABLE FOR THE 2010
DUBAI INTERNATIONAL AWARD**

31st January 2010	Deadline for submissions requesting substantive feedback on compliance with criteria and/or reporting format.
31st March 2010:	Deadline for receipt of submissions for consideration for the 2010 Award and inclusion in Best Practices database.
June 2010:	Evaluation of submissions by the Technical Advisory Committee – selection of up to 100 submissions that deserve to be considered Good and Best Practices and short-listing of a maximum 40 initiatives to be forwarded to the International Jury.
July 2010	International Jury selects Award recipients.
May - September 2010	A selection of best practices from past on current cycles will be invited to present their initiatives, in person, at the Universal Forum on Cultures.

Annex I: BEST PRACTICES REPORTING FORMAT

Please provide the following information when submitting your Best Practice:

1.
 - a) Name of the Best Practice
 - b) City/Town
 - c) Country
 - d) Region
2. Address of the Best Practice
(including street, P.O. Box, City/Town, Postal Code, Country, Telephone, Fax and Email addresses. N.B. Please ensure country and city-codes are provided for telephone and fax. Please Note that the address should be in the sequence given above.)
3. Contact Person
4. Type of Organisation: choose from the following

Central Government
Local Authority
Para-statal
Private Sector
Non-Governmental Organisation
Community-Based Organisation
International Agency
Foundation
Professional Association
Academic/Research
Media
Philanthropist
Technical Experts/Consultants
Others, please specify

5. The Nominating Organisation (only if different from above).
 - a) Name of Organisation
 - b) Address of the Organisation
(including street, P.O. Box, City/Town, Postal Code, Country, Telephone, Fax and Email addresses. N.B. Please ensure country and city-codes are provided for telephone and fax. Please Note that the address should be provided below in the sequence given above.)
 - c) Contact Person
 - d) Type of Organisation

Central Government
Local Authority
Para-statal
Private Sector
Non-Governmental Organisation
Community-Based Organisation
International Agency

Foundation
Professional Association
Academic/Research
Media
Philanthropist
Technical Experts/Consultants
Others, please specify.

6. The Partners

Partner 1

- a) Name of Organisation
- b) Address of the Organisation
(including street, P.O. Box, City/Town, Postal Code, Country, Telephone, Fax and Email addresses. N.B. Please ensure country and city-codes are provided for telephone and fax. Please Note that the address should be provided below in the sequence given above.)
- c) Contact Person
- d) Type of Organisation
 - Central Government
 - Local Authority
 - Para-statal
 - Private Sector
 - Non-Governmental Organisation
 - Community-Based Organisation
 - International Agency
 - Foundation
 - Professional Association
 - Academic/Research
 - Media
 - Philanthropist
 - Technical Experts/Consultants
 - Others, please specify
- e) Type of Support:
 - Financial Support
 - Technical Support
 - Political Support
 - Administrative Support
 - Other

Partner 2

- a) Name of Organisation
- b) Address of the Organisation
(including street, P.O. Box, City/Town, Postal Code, Country, Telephone, Fax and Email addresses. N.B. Please ensure country and city-codes are provided for telephone and fax. Please Note that the address should be provided below in the sequence given above.)
- c) Contact Person
- d) Type of Organisation
 - Central Government

- Local Authority
- Para-statal
- Private Sector
- Non-Governmental Organisation
- Community-Based Organisation
- International Agency
- Foundation
- Professional Association
- Academic/Research
- Media
- Philanthropist
- Technical Experts/Consultants
- Others, please specify

e) Type of Support:

- Financial Support
- Technical Support
- Political Support
- Administrative Support
- Other

Partner 3

a) Name of Organisation

b) Address of the Organisation

(including street, P.O. Box, City/Town, Postal Code, Country, Telephone, Fax and Email addresses. N.B. Please ensure country and city-codes are provided for telephone and fax. Please Note that the address should be provided below in the sequence given above.)

c) Contact Person

d) Type of Organisation

- Central Government
- Local Authority
- Parastatal
- Private Sector
- Non-Governmental Organisation
- Community-Based Organisation
- International Agency
- Foundation
- Professional Association
- Academic/Research
- Media
- Philanthropist
- Technical Experts/Consultants
- Others, please specify

e) Type of Support:

- Financial Support
- Technical Support
- Political Support

Administrative Support
Other

- Partner 4 (Same as above)
- Partner 5 (Same as above)
- Partner 6 (Same as above)
- Partner 7 (Same as above)

7. **Financial Profile**

Using the table below, provide a financial overview of the annual budget of the Best Practice for the past 3 to 5 years indicating the sources and general percentages of contributions from each partner (up to 10partners). Please also specify the name of each partner.

Partner	Year 1	Year 2	Year 3	Year 4	Year 5
Partner 1 (% of budget)					
Partner 2 (% of budget)					
Partner 3 (% of budget)					
Partner 4 (% of budget)					
Partner 5 (% of budget)					
Partner 6 (% of budget)					
Partner 7 (% of budget)					
Partner 8 (% of budget)					
Partner 9 (% of budget)					
Partner 10 (% of budget)					
Total Budget (US \$)					

8. **Category of the Best Practice:**

From the list below, select no more than three themes describing the focus of your work. Then, select as appropriate, the sub-categories from those themes that best describe the Best Practice:

<p><u>Poverty Reduction</u> income generation job creation vocational training access to credit equal access to jobs, credit and training</p> <p><u>Economic Development</u> local / metropolitan economic development industrial development enterprise development (formal & informal sectors) investment development capital formation and entrepreneurship</p>	<p><u>Production and Consumption Patterns</u> waste reuse and recycling energy efficiency clean energy production water use and consumption resource conservation consumer awareness producer responsibility production/consumption cycles</p> <p><u>Urban and Regional Planning</u> localizing Agenda 21 capital investment programming budgeting community-based planning urban renewal</p>
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<p>training co-operative opportunities micro-credit equal access to economic resources</p> <p><u>Social Services</u> education recreation health and welfare public safety crime reduction and prevention justice system reform equal access to social services (especially by women) vulnerable groups including women</p> <p><u>Environmental Management</u> pollution reduction urban greening environmentally sound technologies environmental remediation environmental health integrated assessment, monitoring and control, and "green" accounting ecological sustainability incentives for sound management resource management eco-tourism indicators of sustainability</p> <p><u>Infrastructure, Communication, Transportation</u> energy use, conservation and production transportation and mobility communication and media safe-water provision waste-management and treatment drainage and sanitation infrastructure technology eco-sanitation equal access to infrastructure (especially by women)</p> <p><u>Housing</u> affordable housing homelessness access to housing finance slum and settlement upgrading and improvement construction industry</p>	<p>conflict management and mediation consultative process cultural heritage conservation regional planning regional resource planning metro/urban-wide planning cultural heritage/conservation planning planning regulations</p> <p><u>Technology, Tools and Methods</u> software and hardware management tools and systems technology transfer research and development planning tools and techniques networking information and communications technology and systems appropriate technologies training and capacity building</p> <p><u>Children and Youth</u> 0-9 years 10 years to adult health and nutrition education and vocational training (including day care, after school care) environmental programmes with a youth focus children's participatory planning and leadership development recreational/cultural programming legislation/advocacy community support programmes especially difficult circumstances (abuse, child labour, war) youth at risk</p> <p><u>Architecture and Urban Design</u> affordable/ecological design green building sustainable community design landscape design historic preservation</p> <p><u>Older Persons</u> safe/accessible dwelling design participation health</p>
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<p>building materials and construction technology equal access to housing resources and ownership rental housing by-laws and standards</p> <p><u>Land Use Management</u> land use planning geographical information systems development incentives open space conservation land development urban/suburban renewal estate management equal rights to ownership and inheritance (especially by women)</p> <p><u>Urban Governance</u> Urban management and administration partnership with civil society legislation public policy participatory budgeting and decision-making human resources and leadership development decentralization resource mobilization institutional reform management and information systems visioning transparency and accountability monitoring, evaluation, and auditing metro/urban-wide government women in leadership roles public-private partnerships</p> <p><u>Civic Engagement and Cultural Vitality</u> community participation social and cultural vitality expression and animation civic awareness and education the arts and cultural development respect for cultural diversity</p> <p><u>Gender Equality and Social</u></p>	<p>employment and financial security multi-generational activities transportation group homes</p> <p><u>Use of Information in Decision Making</u> Indicators and statistics mapping (Global Information Systems) management (Management Information Systems) Use of Information and Communication Technology Use of media and awareness-building improved access and participation research policy making gender dis-aggregated data and analysis</p> <p><u>Water and Sanitation</u> Water supply and demand management, Services for urban poor Low-cost sanitation, Eco-sanitation Provision for basic services by micro-enterprises Public/Private/Community Partnerships</p> <p><u>Housing and Human Rights</u> Implementation of the right to adequate housing Prevention of forced eviction Security of tenure Secure tenancy Provision of public infrastructure for adequate housing Housing accessibility Housing habitability and cultural adequacy Housing affordability Equal rights to ownership and inheritance (by women)</p> <p><u>HIV-AIDS</u> Municipal strategic plans for HIV-AIDS</p>
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<p><u>Inclusion</u> gender roles and responsibilities gender specific needs women empowerment access to resources control of resources legislation removing barriers to equity ethnicity social integration women's safety prevention of abuse of immigrants/migrants</p> <p><u>Disaster and Emergency</u> reduction of vulnerability civic awareness and preparedness contingency planning and early warning systems response capacity hazard and risk reduction and mitigation life-line systems post-disaster rehabilitation/reconstruction risk assessment and zoning gender specific risks and needs</p>	<p>Public/Private/Community Partnerships HIV/AIDS Orphans, foster care, child headed households Advocacy and Information Initiatives (local campaigns); Media Legal / Policy Reform (housing policies: changing family structures due to Aids)</p> <p><u>Technical and International Cooperation</u> Multilateral cooperation and assistance Bilateral cooperation and assistance City-to-city cooperation Networking Peer to peer exchanges and learning Training and continuing education Leadership development</p> <p><u>Resilient Communities</u> natural disasters economic shocks health crises conflict and terrorism strategic partnerships</p> <p><u>Biodiversity</u> (see note below)</p>
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9. **Level of Activity**

Select one of the following that best describes the usual level of activity:

Global	Regional (international)	National
Provincial/State	Metropolitan	City/Town
Neighbourhood	Village	International

10. **Eco-System**

Select the eco-system in which your initiative usually operates:

Arid/Semi-Arid	Coastal	Continental
High Plateau	Island	Mountain
River Basin	Tropical/Sub-Tropical	

11. **Summary**

In no more than 300 words, summarise the purpose and achievements of the initiative. Please note that the summary should be in narrative and not in point form.

12. **Key Dates**

Provide no more than five dates and describe in no more than five or six words, their significance.

13. **Narrative:**

In 2000 words or less, use the following headings and suggestions to describe your work.

SITUATION BEFORE THE INITIATIVE BEGAN [Approximately 50 WORDS]

Briefly describe the situation before the initiative including major issues, trends and conditions in the area. Please specify which social groups were most affected, including women, men and youth e.g. ethnic minority.

ESTABLISHMENT OF PRIORITIES [Approximately 100 WORDS]

List the priorities of the initiative, how they were established and involving whom. Please specify leadership and gender specific roles where appropriate.

FORMULATION OF OBJECTIVES AND STRATEGIES [Approximately 100 WORDS]

Provide a summary of the main objectives and strategies of the initiative, how they were established and by whom. Please specify any gender specific objectives and strategies. Describe policies and strategies adopted for city-wide development, where applicable.

MOBILISATION OF RESOURCES [Approximately 200 WORDS]

Describe how financial, technical and human resources were mobilised and where they came from including any form of bilateral and/or multilateral assistance. Specify key actors (including women), organisations or institutions that were/are responsible and accountable for managing the resources.

PROCESS [Approximately 400 WORDS]

Describe the problems faced in implementing the initiative, how were they overcome and the problems that remain to be solved. Describe also how people (men and women), communities,

organisations and institutions participated in the initiative. Describe how people, communities and organisations participated in decision making processes and what their inputs were, with regard to basic needs, civil rights and/or policies. Provide a summary of tools, methods, and/or benchmarks that were used for assessing performance and who is using them.

RESULTS ACHIEVED [Approximately 250 WORDS]

Describe to what extent the objectives listed above were realised, how the impact was measured, quantitatively and qualitatively and who benefited from them. Describe how the initiative has resulted in, for example:

- Actual improvement achieved in people's living conditions including women and children;
- Better co-ordination and integration between various actors, organisations or institutions;
- Changes in local, national or regional social, economic and environmental policies and strategies;
- Improved institutional capacity at the national, sub-national or local levels;
- Changes to local or national decision-making, including the institutionalisation of partnerships;
- Recognising and addressing specific opportunities and constraints;
- Changes in the use and allocation of human, technical and financial resources at the local/national level;
- Changes in people's attitudes, behaviour and in the respective roles of women and men.

SUSTAINABILITY [Approximately 300 WORDS]

Describe how the integration of the social, economic, environmental and cultural elements of sustainability was achieved, particularly with regards to:

- **Financial:** The use and leveraging of resources, including cost recovery, indicating how loans, if any, are being paid back and their terms and conditions;
- **Social and Economic:** Gender equity, equality and social inclusion, economic and social mobility;
- **Cultural:** Respect for and consideration of attitudes, behaviour patterns and heritage;
- **Environmental:** Reducing dependence on non-renewable resources (air, water, land, energy, etc.), and changing production and consumption patterns and technology.

LESSONS LEARNED [Approximately 300 WORDS]

Describe the three or four most important lessons learned and how these lessons have been or are being incorporated in your initiative and/or other initiatives. Describe any lessons learned from other initiatives that were incorporated into your initiative. Describe how these lessons learned have been or are being taken into consideration in determining ongoing or future policies, strategies and action plans.

TRANSFERABILITY [Approximately 300 WORDS]

Provide examples and/or means used for sharing/transferring knowledge, expertise and experience. Describe how your initiative has benefited from the experience or expertise of other practices. Describe how your initiative has been or is being replicated/adapted elsewhere, where and by whom? Describe what you would do differently or avoid doing if you were to help others in replicating your experience.

14. References

Using the format below, please identify any articles appearing in professional or other publications (including newspapers), focusing on the Best Practice. List no more than 10 articles or publications starting with the most recent.

Title of Article:

Source (include author, publication title, volume/number, date, page number(s): Please follow the sequence given above.

Annex 2: Sponsors of the Award

Dubai Municipality, United Arab Emirates, Fax: (971 4) 2246666; Email: info@dm.gov.ae

UN-HABITAT, Nairobi, Kenya. Fax: (254 2) 623080, Email: bestpractices@unhabitat.org

Best Practices Partners

1. Arab Urban Development Institute (AUDI), P.O.Box 6892, Riyadh 11452, Kingdom of Saudi Arabia. Tel: 480 2555 - 482 1867; Fax: 480 2666, Email: info@araburban.org Web: <http://www.araburban.org>
2. Barcelona 2004: Universal Forum on Cultures, Marina 16-18, Avila 28-50, platna 3, E-08005 Barcelona, Spain. Fax: (34) 933 208 952, Email: erosenthal@barcelona2004.org, Web: www.barcelona2004.org
3. Brazilian Institute for Municipal Administration (IBAM, 1-Humaita, 22271 070, Rio de Janeiro, Brazil. Fax: (55 21) 2537 1262 Email: ibam@ibam.org.br Web: <http://www.ibam.org.br>
4. Centre for Environment and Development in the Arab Region and Europe (CEDARE), El Hegaz St., Heliopolis, P.O. Box 1057, Heliopolis Bahary, Egypt. Fax: (20-2) 451 3918, Email: cedare@ritsec1.com.eg, Web: <http://www.cedare.org.eg>
5. CENVI Centro de Vivienda y Estudios Urbanos, Violeta 27, Copilco el Bajo, Coyoacan, México D.F. 04340 México. Fax: (52 5) 550-0821, Email: cenviac@laneta.apc.org, Web: <http://www.cedare.org.eg>
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9. DelNet Programme, International Training Centre of the ILO, Caramazana, Coordinator of the Information Services, Viale Maestri del Lavoro, 10, I-10127, Turin, Italy, Tel: (39 011) 693 63 65, Fax: (39 011) 693 64 77, Email: infodelnet@itcilo.it Web: <http://www.itcilo.it/delnet>
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16. Government of Spain, Ministerio de Fomento del Gobierno de España, Subdirección General de Urbanismo, Madrid, Spain. Fax: (34 1) 597-5884, Email: jlnicolas@mfom.es
17. Harvard Graduate School of Design, Centre for Urban Development Studies, 48 Quincy Street S202, Cambridge MA 02138, USA. Fax: (1 617) 4959347 Email: cuds@gsd.harvard.edu Web: <http://www.gsd.harvard.edu/cuds>
18. Huairou Commission, 249 Manhattan Ave., Brooklyn, NY 11211, USA, Fax: (1-718) 388 - 0285; Email: huairou@earthlink.net Web: <http://www.huairoucommission.org>
19. Human Settlements Management Institute (HSMI), HMSI HUDCO House, New Delhi, India, Tel: (91) 11 436 7834; Fax: (91) 11 436 5292, Email: kulwants@viasdl01.vsnl.net.in
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30. Youth for Habitat, Sisli Belediyesi 12 Kat, Esentepe Istanbul, Turkey. Tel/Fax: (90 212) 2889844. Email: youthforhab@turk.net Web: <http://www.youthforhab.org.tr>

For a current list of partners,
please contact the Best Practices and Local Leadership Programme at
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Other Documentation Available

More detailed guides and documentation on the following are available at www.bestpractices.org

- The *Habitat Agenda* and The Istanbul Declaration
- Decision II/7 Outlining the Criteria for a Best Practice
- Guide to Preparing a Best Practice Video
- Guide to Transferring Best Practices
- Terms of Reference of the Best Practices Steering Committee
- Contact details for Regional and Thematic Resource Centres
- The Dubai Declaration
- Regulations and Procedures for the Dubai International Award
- Technical Advisory Committee and Jury Reports for 1996, 1998, 2000 and 2002
- Award winners booklet for the DIABP Second Cycle for 1998 (English version).
- Award winners booklet for the DIABP Third Cycle for 2000 (English and Arabic versions).
- Award winners booklet for the DIABP Fourth Cycle for 2002 (English and Arabic versions).

Best Practices and Local Leadership Programme

The Best Practices and Local Leadership Programme (BLP) is a global network of training and leadership development organisations dedicated to improving living conditions of people. It does so by identifying, analysing and disseminating of lessons learned from Best Practices and applying them to ongoing policy and capacity building programmes and activities.

Sharing Lessons Learned from Best Practices

Through its global network of partners, Best Practices are analysed with a view to extracting lessons that others can learn from and incorporate into their own work. From this material, the BLP and its partners produce *case studies*, engage in the *transfer of practical knowledge, experience and expertise*, and *develop tools to facilitate learning and capacity building*. These tools are in continuous development and are available on the Internet at:

<http://www.sustainabledevelopment.org>

The process of identifying Good and Best Practices also serves as a barometer of emerging urban trends and conditions and a means of identifying who is doing what to implement commitments made under Agenda 21, the Habitat Agenda and the Millennium Declaration goals. Every two years, Habitat compiles an analysis of current trends and conditions in the *State of the World's Cities* report series and distributes the results to key decision-makers and civic leaders at all levels.

Good Urban Policies and Legislation

The BLP has more recently initiated the documentation of policies and legislation. The Commission on Human Settlements and the Istanbul+5 declaration recommended that UN-Habitat and its partners expand the documentation and dissemination of best practices to include examples of urban policies and enabling legislation. A UN Expert Group meeting in November 2001 decided on the framework and methodology to document and disseminate urban policies and legislation. Initial focus is on documenting pro-poor, gender sensitive urban policies and legislation that favours decentralization and empowerment of local authorities, access to shelter and services as well as HIV/AIDS.

Inclusive Cities

The BLP works closely with Habitat's Global Campaigns for Good Urban Governance and Secure Tenure, their external partners and other programmes of UN-HABITAT to form the Inclusive Cities Network. The Inclusive Cities Network supports the local implementation of the *Habitat Agenda* by strengthening the capacity of local authorities and civil society organisations to improve the living conditions of all urban citizens and of the urban poor in particular. Particular emphasis is placed on more inclusive governance and better access to land, shelter and basic services.

Bio-diversity

The BLP works closely with the Equator Initiative of UNDP in identifying, documenting and disseminating Best practices in the conservation of bio-diversity. Submissions from developing countries in this area will also be forwarded to the Equator Initiative for consideration.

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**Best Practices database and reporting format on the Web:
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