

**Dubai International Award
for Best Practices
to Improve the Living Environment**

**SUBMISSION GUIDE AND
REPORTING FORMAT
FOR THE YEAR 2006**

About this Guide

This guide provides detailed information on how to submit a Best Practice for the Dubai International Award for Best Practices to Improve the Living Environment. Specifically, users will find information on the following:

- ◆ Introduction
- ◆ The Dubai International Award
- ◆ Criteria for a Best Practice
- ◆ Submission process
- ◆ Selection Process
- ◆ Time Table for the Year 2006 Dubai International Award
- ◆ Reporting Format used to document a Best Practice (Annex 1)
- ◆ Best Practices Partner Institutions (Annex 2)

6th Edition: January 2005.

Please copy and distribute these guidelines as necessary. Copies are currently available in Arabic, English, French, Spanish and Portuguese.

The submission guide and a downloadable file for nominating a best practice are available from:
<http://www.bestpractices.org/bp2006>

Additional information is also available at: <http://dubai-award.dm.gov.ae>

INTRODUCTION

Best Practices are outstanding contributions to improve the living environment. They are defined by the United Nations and the international community at large as successful initiatives which:

- Have a demonstrable and tangible impact on improving people's quality of life;
- Are the result of effective partnerships between the public, private and civic sectors of society;
- Are socially, culturally, economically and environmentally sustainable.

Best Practices are promoted and used by the United Nations and the international community as a means of:

- Improving public policy based on what works;
- Raising awareness of decision-makers at all levels and of the public of potential solutions to common social, economic and environmental problems;
- Sharing and transferring knowledge, expertise and experience through networking and peer-to-peer learning.

The original call for Best Practices was launched during the Second United Nations Conference on Human Settlements (Habitat II) as a means of identifying what works in improving living conditions on a sustainable basis. An international conference on best practices was held in Dubai in November, 1995. The Conference adopted the Dubai Declaration and established the Dubai International Award for Best Practices to Improve the Living Environment.

As a result of five successive Award cycles in 1996, 1998, 2000, 2002 and 2004 currently there are over 2,150 good and best practices from 150 countries featured on the Best Practices database. At each cycle, an independent committee of technical experts (Technical Advisory Committee) identifies Good and Best Practices and prepares a shortlist. An international jury selects the award winners from the shortlist.

For 2006, the Dubai International Award will consist of 12 awards, 10 for Best Practices and 2 for Best Practices Transfers.

Dubai Municipality will present the sixth Dubai International Awards to a new group of 12 Best Practice laureates in November 2006.

We look forward to receiving your submission.

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\$ 480,000 (Four hundred and eighty thousand US Dollars). This amount will be divided as follows:

- (a) US\$ 360,000 (Three hundred and sixty thousand US Dollars) divided between twelve Best Practices, two of which are reserved for Best Practice transfers
- (b) US\$ 120,000 (One hundred twenty 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 a commemorative certificate especially designed for the award.

3. Periodicity:

The Award is 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.



Children Making a scoop hole in the sand

Sand Dams for Water for Semi-Arid lands, Kitui District Kenya

Kitui District with a population of just over half a million is located in a semi-arid area, repeatedly hit by drought. The sand dam programme undertaken by Sahelian Solutions Foundation Kenya (SASOL) was aimed at increasing the availability of water by organizing the construction of sand dams. A total of 376 dams have been developed serving over 200,000 inhabitants, boosting food security in the local communities and economic activities such as bee-keeping, brick making and growing of fruits and vegetables have sprung up.

Award Winner 2004



A new dam filled with sand with water flowing after rainfall

5. Criteria and Considerations for a Best Practice

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

5.1 Impact: A 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 and Considerations

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 and 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, adaptability and replicability;
- (v) Appropriateness to local conditions and levels of developments.

5.5 Gender Equality and 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.

5.6 Innovation within local context and transferability:

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



Community of Nova Jerusalém

Tomorrow's Seed Project and Human Development Aura Belem, Brazil

The program is an inter-sectoral initiative by the government involving health, social assistance, sanitary hygiene, environment and cultural policies and aims to prevent the exploitation of child through child labor. Children and youth 7-17 are engaged in waste recycling at the Aura landfill within Belem district. The local government in partnership with UNICEF and local stakeholders has taken the responsibility of eliminating child labor and expanding employment options and income generation to adults in these poor families. Results have included 100% child labor eradication, 32% reduction in child malnutrition, 15% reduction in skin disease and 80% reduction in stunted growth.

Award Winner 2004



Youth in action in waste collection

5.7 Transfers:

- (i) Tangible impact resulting from the transfer of one or more of the following: ideas, skills, processes, knowledge or expertise, and technology;
- (ii) Changes in policies or practices resulting in governance;
- (iii) Sustainability of the transfer as part of a continuous process of learning and change.

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/bp2006>), 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) Digital 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 UN-HABITAT or Dubai Municipality, or any recognised Best Practice partner institution (please see Annex 2). Submissions should be sent on-line via Email, fax or mail. Dubai Municipality or UN-HABITAT 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 UN-HABITAT by 31st January 2006 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 31st March 2006. 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 48 submissions to be forwarded to the Best Practices Jury for final selection of the Award recipients including specific recommendations on practices to be awarded for transfers.

7.3 The Best Practices Jury shall review the short listed Best Practices to select the initiatives to receive the Dubai International Award. The Jury may recommend less than twelve 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.



First Nation's Community: countryside in Canada

First Nation's Community Planning Project – Canada

The majority of first nation's communities of Canada have endured discrimination and lived in poverty for many years. This project in partnership with the government, private institutions and universities developed the first nations community planning model aimed at enhancing the living conditions of many First Nations Communities. Seventeen people are currently using the indigenous Community Planning Model to create and implement community-based plans. Eighteen planning trainees are employed by their bands and are leading their own planning initiatives.

Award Winner 2004



First Nations Community during a planning session

TIME TABLE FOR THE YEAR 2006

DUBAI INTERNATIONAL AWARD

- 31st January 2006:** Deadline for submissions requesting substantive feedback on compliance with criteria or reporting format.
- 31st March 2006:** Deadline for receipt of submissions for consideration for the 2006 Award and inclusion in Best Practices database.
- June 2006:** Evaluation of submissions by the Technical Advisory Committee – selection of up to 100 submissions that deserve to be considered as Best Practices and short-listing of a maximum 48 initiatives to be forwarded to the International Jury with specific recommendations on practices to be awarded for transfers.
- July 2006:** International Jury selects Award recipients.
- November 2006:** Best Practices Award Ceremony and the International Conference on the Transfer of Best Practices for the Attainment of the Millennium Development Goals (MDGs).

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/ Village
 - c) Country
 - d) Region
 - e) *Has this initiative been submitted previously? YES or NO*
If yes, when and what was the title?

2. **Address of the Best Practice**

(including Name of the Organization, 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.)

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



Use of water from the river basin to carry out work

An Inter-Jurisdictional Commitment to Sustainable Development of the River Ter Basin - Spain

The River Ter basin (located northeast of Catalonia) used to be the economic motor of the region. Today, different problems affect: environmental degradation; water outflow; loss of biodiversity; destruction of the river basin and its cultural heritage; lack of territorial unity; and a lack of a common policy framework linked to the river. The objective of the Alba-Ter Consortium was to pioneer good governance as well as inter-administrative cooperation between a good number of governmental units at different territorial levels and aiming to put into practice the idea that the river basin should be the "management unit" around which territorial, socio-economic and environmental policies should converge. The number of communities adhering to the consortium has been continuously expanding since its foundation, covering more than 90 per cent of the riverside population.

Award Winner 2004



Green and environmentally sound river basin after the rehabilitation

Media
Philanthropist
Technical Experts/Consultants
Network
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



Women in a vocational training centre

Poverty reduction among women through vocational training and micro-credit, Uzbekistan

In Uzbekistan the level of female unemployment is much higher than that of the males (62%). Women are concentrated in the lower paying sector and earn 70% of typical male wages. The low level of self-employment is caused by lack of skills and knowledge, limited access to credit for women (15%) and low participation in establishment of new enterprises. To improve the situation the Business Woman's Association, a non governmental organisation (NGO) launched the Integrated Program on Poverty reduction among women through vocational training and micro financing programs in rural areas in Uzbekistan. The initiative impacted positively on the economic situation of the country; raised women's economic role and status, overcoming gender barriers; provided them equal access to financial sources through a micro credit program.



Women at work

Award Winner 2004

- 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
- 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 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 10 partners). Please also specify the name of each partner.

Partner	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
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. *Please note that categories and sub-categories are only selected for facilitating the database search and that one can choose as many sub-categories as felt appropriate.*

Poverty Reduction

- income generation
- job creation
- vocational training
- access to credit
- equal access to jobs, credit and training

Economic Development

- local / metropolitan economic development
- industrial development



Image of Tangshan in the 70's.

Brownfield Remediation of the Tangshan Southern Coal Mining Area, China

Tangshan is a major industrial city specialized in coal mining and related industries such as power generation, steel and motor vehicle production. Over 30 years of exploitation left the surrounding areas of Tangshan in a devastated state, including severe pollution and land degradation. A comprehensive remediation of the coal mining area cleaned up 13. Million cubic metres of rubbish removed 240,000 square metres of old industrial structures and planted 1.38 million trees and created a 607-hectare recreation park and garden. 65 hectares of stagnant water ponds have been cleared and purified and turned into a lake, safe for swimming and water life.



Recreation park with new trees

Award Winner 2004

enterprise development (formal & informal sectors)
investment development
capital formation and entrepreneurship
training
co-operative opportunities
micro-credit
equal access to economic resources

Social Services

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

Environmental Management

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

Infrastructure, Communication, Transportation

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)

Housing

affordable housing
homelessness
access to housing finance
slum and settlement upgrading and improvement
construction industry
building materials and construction technology
equal access to housing resources and ownership

rental housing
by-laws and standards

Land Use Management

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)

Urban Governance

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
transparency and accountability
monitoring, evaluation, and auditing
metro/urban-wide government
women in leadership roles
public-private partnerships

Civic Engagement and Cultural Vitality

community participation
social and cultural vitality
expression and animation
civic awareness and education
the arts and cultural development
respect for cultural diversity



Vegetable market

Urban Agriculture Programme, Rosario, Argentina

The late 1990's, early 2000's saw Argentina undergoes economic crises that left over 60% of families in Rosario living in poverty. The program promotes constructive process of endogenous development with participation and co-operation strategies. Over 10,000 families have been involved with the establishment and operation of 790 community gardens involving more than 340 productive groups and producing food for 40,000 people. The program has also contributed to security of land tenure and the improvement of the conditions of women.

Award Winner 2004



Vegetable vendors

Gender Equality and Social Inclusion

- 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

Disaster and Emergency

- 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

Production and Consumption Patterns

- waste reuse and recycling
- energy efficiency
- clean energy production
- water use and consumption
- resource conservation
- consumer awareness
- producer responsibility
- production/consumption cycles

Urban and Regional Planning

- localizing Agenda 21
- capital investment programming
- budgeting
- community-based planning
- urban renewal
- conflict management and mediation
- consultative process
- cultural heritage conservation
- regional planning
- regional resource planning
- metro/urban-wide planning
- cultural heritage/conservation planning
- planning regulations
- strategic planning
- urban-rural linkages

Technology, Tools and Methods

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

Children and Youth

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

Architecture and Urban Design

affordable/ecological design
green building
sustainable community design
landscape design
historic preservation
eco-friendly building materials

Older Persons

safe/accessible dwelling design
participation
health
employment and financial security
multi-generational activities
transportation
group homes

Use of Information in Decision Making

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

Water and Sanitation

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

Housing and Human Rights

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)

HIV-AIDS

Municipal strategies for combating HIV-AIDS
Public/Private/Community Partnerships
HIV/AIDS Orphans, foster care, child-headed households
Advocacy and Information Initiatives; use of Media
Legal / Policy Reform
Gender impact of HIV/AIDS (particularly women)

Technical and International Cooperation

Multilateral cooperation and assistance
Bilateral cooperation and assistance



Trained youth exhibiting their certificates and a cheque to start their businesses

Business Development to Reduce poverty and Unemployment, Togo

In Togo, poverty has led to more creative ways of developing employment opportunities. AVEBETO, a non-governmental agency is working to address the situation of unemployment by advocating and training young people to become entrepreneurs. Students are encouraged to brainstorm on various business ideas and to start a business before the end of their training. In 1988 and 1998, nearly 10,000 university and college graduates were trained and about 70 per cent of them manage their own business today. This program has been replicated in other countries in Africa.

Award Winner 2004



School of entrepreneurs in Lomé

City-to-city cooperation
Networking
Peer to peer exchanges and learning
Training and continuing education
Leadership development

Resilient Communities

natural disasters
economic shocks
health crises
conflict and terrorism
strategic partnerships.

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 that are significant to the initiative and for each date describe in no more than five or six words its 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, institutional 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.
- Institutional: Legislation, regulatory frameworks, by-laws or standards formally addressing the issues and problems that have been dealt with by a practice; Social policies and/or sectoral strategies at the (sub) national level that have a potential for replication elsewhere; 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; Efficient, transparent and accountable management systems that make more effective use of human, technical, financial and natural resources.

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 for example, what would you do differently or avoid doing in scaling up or transferring your experience?)

TRANSFERS [Approximately 400 WORDS]

- a) Transferability: This section applies to all those who are submitting their practice for the Dubai International Awards. In this section, please describe how your initiative has benefited from the experience or expertise of other practices. Describe how your initiative could be replicated. If the process of replication has commenced, please indicate when and by whom.
- b) Transferred Best Practice: This section applies to those who are submitting their practice for one of the two awards earmarked for transfers.

A Best Practice transfer is defined as a process whereby two or more parties engage in a mutual and structured exchange to learn from one another in view of improving processes, skills, knowledge, expertise or technology for the purpose of improving the living environment. Transfers can occur within a country or between countries. They include institutionalised transfers such as City-to-City Cooperation, or may take place spontaneously. In applying for this special category of the Dubai International Awards, applicants are requested to provide the following information:

- a) Describe how the transfer was initiated and by whom;
- b) Describe the purpose of the transfer and what the transfer involved (staff exchanges, study tours, ad hoc technical assistance, etc.) including the involvement of any third parties such as a training or capacity-building institution or a governmental, bilateral or multilateral sponsor;
- c) Describe the resource and financial implications involved in the transfer including staff time, travel, transfer of funds, software or technology, etc;
- d) Describe any adaptations required in for example, tools, methods or technology, in response to differences in social, economic or cultural context;
- e) Describe the results or impact of the transfer in, for example, changes in policy, management tools and methods, lasting change to the living environment;
- f) Describe lessons learned from the transfer and what you would do differently in the event of future transfers.

RELATED POLICY/IES OR LEGISLATION [Approximately 200 WORDS]

Has this practice been supported by a municipal, regional or national public policy or legislation? If so, please describe briefly. Similarly, have any policy changes or new laws been enacted as a result of this practice? If so, please describe briefly.

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 below.

15. Supporting Materials

You may wish to provide us with supporting materials of your initiative including: Professional photographs, videos cassettes, CD-Rom, video CD, DVD and printing material depicting the situation before, during and after the initiative was implemented. Digital photographs should be in 300 DPI or higher resolution. Please send your material separately by email to <bestpractices@unhabitat.org> or by courier/post to **Best Practices and Local Leadership Programme**, UN-HABITAT, United Nations Avenue, Gigiri, P.O. Box 30030, Nairobi, Kenya. Please note that supporting materials will not be returned unless accompanied by a pre-paid return courier service.

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 20) 623080, Email: bestpractices@unhabitat.org

Best Practices Partners

1. Agencia para la Cooperación Internacional de Medellín. Calle 41 # 55-80, Tel: 574-385 6070, Fax: 574-381 3148 E-mail: medellin@buenaspracticas.org Web: <http://www.acimedellin.org>
2. Anti-crisis Management Foundation, Russia, 20 Promyshlennaya street, Khabarovsk, Russia. Tel: 8 4212 29 05 45, 8 4212 39 96 91, Fax: 8 4212 29 05 62 Mobile: +7 914 544 56 32. Email: Fau_dv@bk.ru
3. Brazilian Institute for Municipal Administration (IBAM, 1-Humaita, 22271 070, Rio de Janeiro, Brazil. Tel: +55 21 25369703, Fax: (55 21) 2537 1262, 25381613 Email: ibam@ibam.org.br Web: <http://www.ibam.org.br>
4. Canada LVC international Investments Inc. Beijing Office, 5th Floor, No. 40 Xiao Ba Li Zhuang Dong San Huan Nan Lu, Chao Yang District, Beijing, China 100021 Tel: 86 10 67348588 Fax: 86 10 87376060 Mobile: 86 10 13801113332
5. 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>
6. 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>
7. City of Vienna, Best Practices Hub - Vienna, Viktorgasse 22, 1040 Vienna, Austria. Fax: (43-1) 50553114 Email: office@bestpractices.at Web: <http://www.bestpractices.at>
8. ComHABITAT, Queens House, 16 Queens Road, Coventry, CV1 3DF, UK, Kim Mullard, (Programme Co-ordinator) Tel: +44 (0) 24 7663 2802, Fax: +44 (0) 24 7663 2911 E-mail: kim@comhabitat.org, Web: <http://www.comhabitat.org/>
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>
10. Development Planning Unit (DPU), University College London 9 Endsleigh Gardens, London WC1H 0ED UK, Tel: (44 207) 388 7581; Fax: (44 207) 387-4541; Email: dpu@ucl.ac.uk, Web: <http://www.ucl.ac.uk/dpu>
11. Ecolo Bremen, University of Applied Science in Bremen, Leher Heerstrasse 102, D-28359 Bremen, Germany. Phone: +49 (0)421 230011-0; Fax: +49 (0)421 230011-18,

Email: manfred.born@ecolo-bremen.de Web: <http://www.ecolo-bremen.de/>
<http://www.bremen-initiative.de>

12. El Agora, Caseros 344, pido 3 oficina 27, CP 5000 Cordoba, Argentina. Tel: (54 351) 5132881; Fax: (54 351) 4210060. Email: elagora@arnet.com.ar,
claudialaub@agora.com.ar
13. Environmental Development Action in the Third World (ENDA Tiers Monde), 4 & 5 rue Kléber, BP 3370, Dakar, Senegal, Tel: (221-8) 216027 / 224229; Fax: (221-8) 222695. Email: rup@enda.sn, Web: <http://www.enda.sn>
14. Far East Academy of Economics and Management, 19, OKEANSKY Prospekt 690950, Vladivostok, Russia Federation. Tel: 7 4232 22-16-34, Fax: 7 4232 22-55-60 Email: conference@mail.primorye.ru Web: <http://www.fesaem.ru>
15. Fundacion Habitat Colombia, Carrera 13 # 52-83, Piso1, Bogotá; Colombia, Suramérica. Tel: (571) 3437889 / 3436480 ext.1191,1192, Fax: (571)3450221, Email: informacion@fundacionhabitatcolombia.org Web: www.fundacionhabitatcolombia.org
16. Government of Spain, Ministerio de Vivienda del Gobierno de España, Dirección General de Urbanismo y Política de Suelo, Madrid, Spain. Tel: (3491) 597 7586, Fax: (34 1) 597-5884, Email: jlnicolas@mviv.es
17. Green Cross International, Beijing Office, A 1-2-602, Riverside, Hongyan Road, Eastern Third Ring Road, Chaoyang District, Beijing, China, 100021 Tel: 86 10 87367210, Fax: 86 10 87367268 Email: mingjunjiang326@hotmail.com
18. Harvard Graduate School of Design, Centre for Urban Development Studies, 48 Quincy Street S202, Cambridge MA 02138, USA. Fax: (1 617) 4959347
Email: mseragel@gsd.harvard.edu, cuds@gsd.harvard.edu
Web: <http://www.gsd.harvard.edu/cuds>
19. Huairou Commission, 249 Manhattan Ave., Brooklyn, NY 11211, USA, Fax: (1-718) 388-0285; Email: huairou@earthlink.net Web: <http://www.huairoucommission.org>
20. Human Settlements Management Institute (HSMI), HSMI HUDCO House, New Delhi, India, Tel: (91) 11 436 7834; Fax: (91) 11 436 5292
21. Ibero-american and Caribbean Forum on Best Practices, Av. Presidente Vargas 3131 /1304, 20210-030 Rio de Janeiro, RJ Brazil, Tel: (5521) 2515-1700, Fax: (5521) 2515-1701' Email: mejorespracticas@habitat-lac.org
22. Intermediate Technology Development Group (ITDG), The Schumacher Centre for Technology & Development, Bourton Hall, Bourton-on-Dunsmore, RUGBY, CV23 9QZ, UK. Tel: +44 (0)1788 661100; Fax: + 44 (0)1788 661101, 1926 634401 Email: theos@itdg.org.uk / itdg@itdg.org.uk Web: <http://www.itdg.org>
23. International Council for Local Environmental Initiatives (ICLEI), 100 Queen St. W., City Hall, 16th Fl. West Tower, Toronto, Ontario, M5H 2N2, Canada. Fax. (415) 392-1478, Email: secretary.general@iclei.org, Web: <http://www.iclei.org>

24. International Art and Architecture Research Association (IAARA), Tehran, Iran. Tel: 98 21 201 145,1Fax: 98 21 201 5479, Email: moharami@iaara.org.ir, Web: <http://www.iaara.org.ir/>
25. Joslyn Castle Institute for Sustainable Communities (JCI), 3902 Davenport St., Omaha Nebraska 68131, USA. Tel: + 1 402 472 0087, Fax: +1 402 475 6675Email: csteward@sustainabledesign.org, Csteward1@unl.edu, csteward@unlnotes.unl.edu , Web: <http://www.sustainabledesign.org/>
26. Prague Institute for Global Urban Development, Kozi 7110 00 Praha 1 Czech Republic. Tel: +420 22 2316590/ +1 202 554 5891, Fax: +420 22 2311226/ +1 202 554 4481, Email: MarcWeiss@pragueinstitute.org, Web: <http://www.pragueinstitute.org/>
27. Together Foundation, 5960 SW 57th Ave, Miami, Florida 33143, USA. Tel: 1 (305) 860-0116, Fax: 1 (305) 860-9401.. Email: gvilchez@efcholdings.com/ Web: <http://www.together.org>
28. University of Naples "Federico II", Department of Conservation, of Environmental and Architectural Assets, via Roma, 402 - 80132 Naples, Italy. Tel: 0039 081 2538761; Fax: 0039 081 2538649. Email: girard@unina.it / cerreta@unina.it Web: <http://www.unina.it>

For a current list of partners,

Please contact the Best Practices and Local Leadership Programme at
bestpractices@unhabitat.org

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, 2002 and 2004
- 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)
- Guidelines for Transferring Effective Practices: A Practical Manual for South to South Cooperation. CityNet, UNDP, UN-HABITAT, Mitnara Printing, Bangkok, 1998 (see <http://www.blpnet.org/learning/learning04.htm>).
- City-to-City Cooperation: Issues Arising from Experience, UN-HABITAT and WACLAC, 2002.

The following documents are available at Dubai Municipality and at: <http://dubai-award.dm.gov.ae>

- The Dubai Declaration
- Regulations and Procedures for the Dubai International Award.
- Technical Advisory Committee and Jury Reports for years 1996, 1998, 2000, 2002 and 2004.
- A film on the development of Dubai International Award in Arabic and English.
- A Commemorative book on the development of Dubai International Award for Best Practices for the last 10 years (1996 – 2004) and the winning practices in Arabic and English.
- A film on the Winning Practices for the 4th cycle Year 2002 and 5th cycle Year 2004 in Arabic and English.

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. A UN-HABITAT Best Practices and Policies Coordinating Committee further ensures the mainstreaming of best practices and lessons learned and their incorporation within the normative and operational work of UN-HABITAT.

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 and the Habitat Agenda. 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 Commission on Human Settlements, at its 17th (1999) and 18th sessions (2001), decided that the documentation of best practices should be expanded to include examples of good policies and legislation. The decision was further endorsed by the “*Declaration on Cities and Other Human Settlements in the New Millennium*”, adopted by the General Assembly at its special session (Istanbul+5) in June 2001. Paragraph 63 of the declaration states: “A further goal is to translate best practices into policies and permit their replication. In this respect, the international community should ensure the effective formatting and dissemination of proven best practices and policies.”

Pursuant to this mandate UN-HABITAT, through the Best Practices and Local Leadership Programme, developed a pilot project to document a selected and representative set of policies and laws. Studies were done in Brazil, Burkina Faso, Colombia, Mexico, Peru, Philippines, Senegal, Tanzania and Uganda. An Expert Group Meeting (EGM) was held in Nairobi in July 2004, to review the experience and methodology.

This is a new initiative, for further information, please go to: <http://www.bestpractices.org/>. We would like to benefit from your comments as we continue to develop the tools for assessing and reviewing policy and legislation. In addition, if you are aware of outstanding policies / legislation that have significantly contributed to sustainable urbanization, please let us know – they can be considered for documentation and dissemination.

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. The network is founded on the belief that more inclusive governance and better access to land, shelter and basic services are key for cities to become more equitable, efficient and sustainable.

Other Award Systems

The BLP works closely with other awards systems such as the Equator Initiative of UNDP, the Stockholm Challenge, the Bremen Awards and others. Submissions to the Dubai International Award may be forwarded to these and other Award systems where appropriate.

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Best Practices database and reporting format on the Web:

<http://www.bestpractices.org>

<http://dubai-award.dm.gov.ae>