



TRANSFERS AND EXCHANGES OF GOOD PRACTICES For Sustainable Development

GOOD PRACTICES INDICATORS FOR TRANSFERENCE

Copyright: © FUNDACIÓN HÁBITAT
COLOMBIA
All rights reserved
ISSN: 1909-2245
June 2006



Technical Cooperation

Lucelena Betancur Salazar
Director Fundación Hábitat Colombia



Regional Program for BP Exchange and Transfer

PRESENTATION

At present, more than 2.400 good practices in the world, corresponding to 35 large development categories have been identified and documented by the BLP UN-Habitat Best Practices Program. These are available in its data base for consultation for legislators, executors and decision takers.

United Nations and the international community define good practices as “outstanding contributions or successful initiatives” offering improvement of communities’ quality of life and generating sustainable conditions in cities and regions. In general, good practices are actions incorporating agreements, association and partnerships among actors representing different sectors of society, improvement of one or more aspects of populations’ living conditions, social, cultural, economic and environmental sustainability in processes and the generation of tangible and measurable impact in qualitative and quantitative terms.

FUNDACIÓN HÁBITAT COLOMBIA with the support of BLP UN-Habitat Best Practices and Local Leadership Program and its member organizations, of LAC Ibero-American Forum for Best practices, the Economic Commission for Latin America -CEPAL-, of Building and Housing Foundation-BSHF and the Municipal Administration of Medellín, Colombia, conscious of the importance and potential of this work of exemplifying experiences’ identification and documentation, looked a step forward buy proposing to transcend in the identification and collection of good practices, converting them into the motor of development, through exchange, shared learning and transferences based in effective local demands.

This publication illustrates the process undertaken by FUNDACIÓN HÁBITAT COLOMBIA since 2004, in mobilizing such knowledge in the LAC Region through the Good Practices Exchange and Transfer Program and articulation of this initiative to the communicational strategy for endogenous development, executed by the institution since 1991.

As the main instrument to impulse the Program, this document includes some references to the contributions to the first LAC Competition for Transfer of Good Practices, progresses in adaptation of five winning practices from Medellín Prize 2005 as well as the results of application of the Transfer Indicator System to 134 practices in the LAC region.

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Regional Program for BP Exchange and Transfer

REGIONAL PROGRAM FOR THE EXCHANGE AND TRANSFER OF GOOD PRACTICES

Innovative ideas, execution of a variety of actions and proper solutions in search of governance, social inclusion, productivity, habitability and citizens' agreements and better "living together" initiatives, have been proposed by governments, private sector and social organizations of different nature and origin. From Latin America and the Caribbean, for example, up till 2004, more than 650 successful practices (approximately 28 percent of global total), had been identified by the UN-Habitat Best Practices Program, all of them with a great potential for contribution to the solution of different ways of poverty.

These experiences and implementation methods, as well as the results attained constitute a knowledge capital and represent "management values" which merit their analysis, systematization, multiplication, adaptation and application to other contexts. An acting setting open to communication, shared and easily accessible to different executors justifies recognition of implicit values in good practices and of their particularities and adaptation possibilities. Thus, validation of the real contribution of good practices to development can be done through their judgment from a social perspective.

Impelled by FUNDACIÓN HÁBITAT COLOMBIA since 2004, the creation of a Regional program for the Exchange and Transfer of experiences and lessons derived from good practices is a response to the needs of building a space for collective action for exalting strengths in management and implementation, multiply, exchange, adapt and socialize lessons learned. Irradiate benefits to most vulnerable communities. Promote horizontal cooperation and participation and action processes through common projects, insertion of those demanding and offering solutions in knowledge networks derived from good practices, and increase at local level the ability to administrate urban issues.

The initiative is funded in a direct relation between knowledge demand and offer and is developed under principles of sustainability and the endogenous.

The Program established a theoretical framework for transferences in line with a communication strategy arbitrated through processes of information, education, technical assistance and participation.

In order to make the exchange process feasible several means are introduced: a method for confronting offer and demand is introduced at implementation of instrumental level, a regional network cooperation scheme, a methodological instruction manual for identifying potential of transfer of good practices and the design of a Transfer Indicator System for facilitating the evaluation of quality, viability, pertinence and

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Regional Program for BP Exchange and Transfer

potential in experiences´ transference. In 2005, during execution phase, the Program implemented a pilot project for the transfer of good practices in associate with the city of Medellín, Colombia, as its receptor, and established follow-up, documentation and result dissemination mechanisms.

Instrumental Programs´ design offers the possibility of creating “LAC Competition for Transfer of Good Practices” - LAC/BPT Competition-, becoming a detonating activity for strategic actions and projects in the frame of Transference Program and the main tool in identification of existing regional demand focused experiences. One of the products is the “LAC Prize for Transfer of Good Practices”, represented in economic resources and serving simultaneously in equal parts, as an incentive to those offering good practices and as seed capital for transferring processes. The 2005 Prize given by Medellín permits five remunerated practices to be transferred to the same number of organizations and communities in this Colombian city, translating itself into a pilot project, a gain of outmost visibility in this process.

Effectively, LAC Prize promotes a closer get-together among those who offer experience or knowledge and those who receive or demand such contributions with capacity to adapt and empower this acquired knowledge.

A good practice emerges from its original territory where it developed and materializes from its dissemination documents and starts a dialogue in a new context in order to adapt to new conditions and enrich in differences.

FUNDACIÓN HÁBITAT COLOMBIA as originator of this initiative defines the Programs´ objectives and strategies and obtains appropriation and compromise by cooperates for developing necessary collective actions and reaching previewed results.

It is worth noting that besides the benefits of a process of this nature for those offering and demanding practices, the support it offers in the execution of local development plans is significant, in purposes such as capacity building, in regional integration and their projection in the international environment.

Finally, it should also be noted that process initiated in the city of Medellín and in transfer processes in general imply challenges for those assuming promotion responsibilities:

- For those interacting in countries where provision or reception of good practices takes place, it is fundamental to accept that the process must have certain conditions: to be open to information, research, education and participation. To be flexible and therefore

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Regional Program for BP Exchange and Transfer

not to be undertaken mechanically. Dynamic, since it should adapt to different situations and actors in permanent evolution. Rational, when defining indicators and to permit follow-up to implementation. To be efficient regarding strategies for local capacity building.

- Identifying and maintaining interlocutors and adequate conditions for the selected good practices is the challenge for receptor institutions, as well as supporting exchange and transfer processes, with the necessary resources and evaluate them in order to contribute to the formulation of new dynamics with the developed experience.
- For FUNDACIÓN HÁBITAT COLOMBIA and the organizations collaborating in the first experience and those for future developments, responsibility lays on monitoring processes which could constitute good practices. Also to apply the instruments and the guide for Transference of Indicators, based on the pilot project of the city of Medellín, to maintain the process alive from one place to the other and to guarantee its continuity, to strengthen networks woven through consolidation of exchange and transfer of practices in Latin America and the Caribbean, to open the possibilities for the expression and germinate new ideas to permanently enrich and reinforce Programs´ contents.

FUNDACIÓN HÁBITAT COLOMBIA

Calle 52A #4-37/41, Bogotá C.D., Colombia

Telephone: (+57 / 1) 2552967

Fax: (+57 / 1) 3450221

Web: www.fundacionhabitatcolombia.org

www.buenaspracticas.org

E.mail: direccion@fundacionhabitatcolombia.org

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Regional Program for BP Exchange and Transfer

GOOD PRACTICES INDICATORS FOR TRANSFERENCE

FUNDACIÓN HÁBITAT COLOMBIA, with the technical collaboration of CEPAL, through the Sustainable Development and Human Settlements Division, designed, applied and put under trial the Good Practices´ Transfer Indicators, a useful instrument for quality, viability, pertinence/adaptability definition and experience in transfer of good practices.

The instrument was applied to a universe of 134 validated practices with contribution of 162 participants from 13 countries and 89 cities in the LAC region in total, by the group of international experts, member organisms of Best Practices Ibero-American and the Caribbean Forum and local government delegates to the Technical Evaluation Committee -CTE- from the first LAC Competition for Transfer of Good Practices.

In fact, after an invitation to present successful experiences developed in urban and rural areas of Latin America and the Caribbean and receiving application of proposals in twelve categories of interest for the city of Medellín and applying Transfer Indicators for all the proposals, 68 experiences fulfilled quality standards, of which 38 demonstrated viability for transfer and from these 17 finally were considered apt for a valuable transference process to the city of Medellín. The jury determined five ultimate practices selected for initiating transference together with local administration and receptor communities. This last selection was based on pertinence and correspondence of proposals with Local Development Plan and its priorities for social investment.

The twelve categories for evaluation above mentioned were selected from 23 defined by UN-Habitat Good Practices Program, corresponding to demands of Medellín regarding strategic Development Plan 2004-2007.

EVALUATION PROCESS

The system of evaluation is integrated by a total of 56 indicators, divided in three criteria:

Quality of Practice: The objective is to verify the effective use of the practice, whether it fulfills initial purposes and continues to offer attractive results. Another interesting fact is the degree of differentiation of the practice, by consulting aspects such as universality of its application or singularity regarding innovations. For special recognition, it is important that the practice is properly undertaken and that it offers valuable application to other latitudes; it must distinguish from others as well. There are twelve indicators.

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Viability in Practice Transfer: As a response to one or more local demands and compatibility with natural, legal, institutional and other conditions, it searches to determine a real possibility of transference. Thirty eight indicators are considered for the evaluation.

Viability evaluation is done in two stages:

- Adaptability, that is, practices´ potential for application to different municipalities, regions and countries where geographic and institutional conditions do not constitute impediments. Most significantly, that it can be used where it will be applied, taking into account the bio-geographic conditions and sociopolitical characteristics.
- Pertinence is how the practice responds to local demands. Each category and subthemes of demands is incorporated to the evaluation and it is checked whether the practice contributes or not to expectations´ solution. It should be noted that a necessary criteria for pertinence evaluation is the capacity of the demanding organization for financing the transfer, by reviewing the adaptability of the practice in relation to budget dispositions in governments´ program.

Experience in Practice Transfer: Other aspects will be considered besides effective operations and possible gains to be obtained by beneficiaries, such as measures and actions undertaken by the person or by the implementing institution in charge of facilitating transfer: guarantee expected results, offer opportune support to beneficiary and evaluate the process entirely. Experience in practice transferring is appraised through six indicators.

Since the questionnaire for Competition postulation was an open application form, few proposals presented precise information in relation to aggregated values, results and impacts of practices. Nevertheless, practices´ innovations, results and impacts are better expressed in those experiences consolidated in time, population and geographical coverage, something that seems logical. That means that when there is consciousness of the practice being successful, sufficiently proved and useful for other cities, an effort is done to demonstrate it. The way indicators are formulated complements this because maturity and practice firmness are rewarded through higher qualification to those working as a system, as integral and coherent management and implementation. This also supposes prudent time passed for practice development, proved benefits and appropriation by a community, a municipality or region.



THE DESIGN OF INDICATORS FOR THE EVALUATION OF TRANSFER OF BEST PRACTICES

Evaluation can be undertaken in three stages, with its respective indicators on quality, potential of transfer and viability of the practice.

Stage 1 of Evaluation - Quality of the Practice

Criteria on impact, association, sustainability, leadership and community empowerment, gender and social inclusion as well as the degree of innovation of practice would be considered in qualifying the quality of practice. Mainly, the responses to the following questions will be revised:

- Summary of the purpose and accomplishments of the initiative
- Key dates during the development of the practice (possibly, depending on the responses)
- Narrative: initial situation (ex-ante), priorities, objectives and strategies, mobilization of resources, process, results, sustainability, lessons learned, and policies and legislation.

The responses to the following questions of the additional questionnaire on transfer of practices will also be considered:

- Competence or projects with similar characteristics
- Differentiation
- External financing
- Changes during the implementation of the practice

Stage 2 of Evaluation - Potential of Transfer of the Practice

The pertinence of practice, conforming to the matrix of demands of Medellín, is the basis for establishing its potential for transference. Furthermore, criteria for sustainability, innovation and potential are considered, mainly in relation to the responses to the following questions of the basic questionnaire:

- Categories and sub-themes of the good practice
- Ecosystem in which the practice operates



Regional Program for BP Exchange and Transfer

- Summary of the purpose and accomplishments of the initiative
- Narrative: specially the themes of initial situation (ex-ante), objectives and strategies, results, and policies and legislation.

The responses to the following questions of the additional questionnaire on potential of transfer are considered clue responses:

- Environmental conditionings and determinants
- Infrastructure determinants
- Characteristics of demanding population or beneficiaries
- Competences and costs of human resources
- Required technology
- Required contributions
- Risks
- Costs of ending/dismounting the practice
- Changes during the implementation of the practice

Stage 3 of Evaluation - Viability of the practice

On evaluating viability of the practice, concrete experiences of transfer, examining how they have worked in terms of resources and results, would be considered.

- Narrative: results, resources mobilized and transferred

The responses to the following questions of the additional questionnaire on potential for transfer are also important:

- Environmental conditionings and determinants
- Infrastructure determinants
- Characteristics of demanding population or beneficiaries
- Competences and costs of human resources
- Required technology
- Required contributions
- Risks
- Costs of ending the practice

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Regional Program for BP Exchange and Transfer

- Transfer and reinforcement of the original practice
- Follow-up to the implementation of the practice
- Participants in the practice
- Incorporation of new actors to the transference
- Time of transfer
- Budget of transfer
- Financing of transfer
- Experiences of partial transferences

Based on this scheme, pertinent indicators should be elaborated; levels of qualification should be determined beforehand so as to avoid subjective and unclearly founded qualifications.

It is possible that some questions might not be conveniently used for the design of indicators. Nevertheless, the design of indicators will search the satisfaction of an ideal evaluation and possibly serve in new editions of the Prize as input for adjustments of the questionnaires used.

FUNDACIÓN HÁBITAT COLOMBIA

www.fundacionhabitatcolombia.org

www.buenaspracticas.org

Bogotá, Junio de 2006



Guide for the Application of Quality Indicators

Indicator	Explanation
Years of application of the practice	The more time, the higher the consolidation and consistency of the practice. There is no qualification 0 (cero) since initiation of the practice in itself is considered a gain.
Sphere of application of the practice	The domain of application is evaluated in relation to space and beneficiaries by trying to identify universal potential of practice. Qualification varies between 5 and 10 depending on whether the practice is oriented specifically to a very reduced group (very specific problems and solutions for special characteristics of the group, or the enterprise), to a sector of interested population involving different spaces and persons with dissimilar characteristics (a specific area or settlement, a production sector for goods and services) or a wide range of interested population (the municipality, the city, the metropolis, the region, the country). There is no 0 (cero) qualification.
Improvement of basic living conditions in community	In general, the improvement of the living conditions and community life are direct or indirect manifestations of a good practice. The existence of such an indicator is qualified with 10. There are no intermediate qualifications.
Original practice is the generator of new ideas and projects	Practice favors spin-offs in different directions, both inside the organization or the group implementing the practice or externally, by those using or being benefited by the practice. Spin-offs can be traduced in new practices complementing or nourishing the original practice (the possibility of continuous feedback and renewal of practice) in subsidiary or complementary projects (for example, constitution of networks or enterprises, fabrication of new products or the offering of other services). Qualification is 10 when spin-off is there. No intermediate qualifications apply.
The origin and recreation of the practice is through virtuous articulations	In the design of the practice, and later in its improvement -as a model of virtuous, positive, inter-sector and interdisciplinary articulation-, the presence of multiple associates favors sustainability and diffusion of the practice. All schemes of partnerships should be considered as well as the possible local, national or global partners. This includes communities, public sector, private enterprises, NGOs, universities, media, etc. Partnerships of at least two types of associates, is qualified with 10, and with 5, the lack of articulation (practice in charge of a single person o a very specific group).



Environmental sustainability of the practice	This indicator is qualified with 10 if the practice is not directly or indirectly associated with exhaustion of natural resources, contamination above standards, exposition to dangerous emissions or residues, exhaustion ozone mantle, harm to human health, habitat deterioration or other negative impacts. There are no intermediate qualifications for this indicator.
Occupational sustainability of the practice	Indicator is qualified with 10 if the practice does not directly or indirectly generate occupational risks due to inadequate manipulation of harmful materials or residues (chemical or biological), lack of industrial security measures in the operation of machinery or equipment, or lack of hygiene, included ergonomic deficiencies in working conditions at the jobs. No intermediate qualifications apply.
Vulnerability reduction	Groups of population under poverty line, children, women heads of family, handicapped, communities exposed to flooding, earthquakes or landslides, refugees, displaced population, persecuted ethnical groups, addicts to alcohol and drugs, the sick are the ones considered most vulnerable. If the practice does not generate negative impacts, directly or indirectly, on any of these groups., the indicator is qualified with 10. There are no intermediate qualifications.
Increase of beneficiaries of the practice	If there is an increase of beneficiaries and/or if the application sphere of the practice has enlarged, the qualification is 10. If there is evidence of drawback or stagnancy, the indicator is qualified with 5. There are no intermediate qualifications.
Singularity of the practice	An innovative practice or if there are clearly identifiable intellectual property rights have more values, such as: one that develops its own management and operation methods, that develop own hardware and software, and documents its own progress. The higher the innovation, the larger differentiation and competitiveness potential of the practice. If one of these elements is present, the indicator is qualified with 10. The questionnaire does not offer the possibility of intermediate qualifications.
Certification of the practice	Reliability of practice is gained through certification by external auditors or by government authorities. Certification refers to either national or international management standards. If the practice has obtained a certification of achievement of national regulations, it is qualified with 8. If the certification refers to international norms, the qualification is 10.

Guide for the Application of Viability Indicators

Indicators	Explanation
I) Adaptability	
Applicable to mountain and plateau tropical ecosystems	Medellín is located in a mountain and pre-mountain area (includes plateau) humid and very humid tropical zones. In this area there are urban and rural systems and regional river basins which turn into national basins. Consequently, the response to question 10 should be complemented with information on the way the practice is executed and on how it profits or is limited by the ecosystems' conditions. These aspects are found in the answers of questions 11 and 13. There are only two options for qualification, whether or not it applies to the conditions of Medellín.
Restrictions to the execution of the practice	Viability for transferring successfully the practice reduces when it demands special previous conditions. These are environmental or legislation policies, which are difficult to find or to develop in another situation. When this type of conditions exists, qualification is 0 (zero). If they are absent, it is 10. There are no intermediate qualifications.
II) Pertinence: Response to the demands	
1. Civic compromise and cultural activity	
1.1. Stimulation and orientation of citizen participation	Public and private management practices are looked after, those that incentive citizens participation and those which lead towards common benefits. There are also others which offer the possibility of identifying community leaders and developing their potentialities, which facilitate evaluation and feedback of participation processes and reinforce labor or mutual aid systems. Community participation can refer to a settlement, an area or a city. Community participation of practice can be oriented towards the consecution of one or more social objectives (poverty alleviation, health, emergencies attention, changes of attitudes, etc.). Absence of results or effects as these mentioned, will be qualified with 0 (zero), qualification between 5 and 10 will be assigned according to presence of results in one practice or an integral citizens participation system, harmoniously articulating different objectives and practices.
1.2. Stimulation to active exercise of citizenship	The following are some of the expected results: to call upon citizens' consciousness, to develop new attitudes and behaviors, to put into operation self-dynamic and multiplying systems of good civic practices. Different areas of action, such as classification of solid waste, adequate use of public space, care of cultural patrimony, among others, can be part of the management system. Lack of results as the ones mentioned will be qualified with 0 (zero), between 5 and 10 will be qualified the presence in one

	practice or an integral system for recovering and strengthening civic spirit in different directions.
1.3 Empowerment and support to citizens control	Citizens' control can have its concretion through participation in planning processes, elaboration of public financial plans, evaluation of public projects, appraisal of public budgets execution, or in the assessment of local authorities and civil servants accomplishments. The achievement of organized and effective citizens' control, translated into a more responsible and effective public administration, should be the aim of the practice. The absence of results as those mentioned is qualified 0 (zero), and between 5 and 10 the presence of one practice up to an integral system of development of citizens control, with public participation in different phases of public administration.
2. Urban governance and decision making:	
2.1 Full guarantees of transparency in public administration	Transparency in public administration conjugates observance of norms and ethical actions and information to the public (actions, processes, management of resources and financial results), whether integrated or not to fiscal control. At least one public administration of zonal, municipal or national level must have adopted good practices in this field. Results must express partial or general progress such as opportune public information, effective public participation, better contracting processes, responsible fiscal processes of civil servants and authorities' improved financial results. Qualification 0 is given to lack of concrete results as the ones mentioned above and 10 to the presence of effective practices. The questionnaire form does not permit intermediate qualifications.
2.2. Support to improvement of metropolitan public administration	The objective is to identify contributions to improvement of urban management at metropolitan level as decision making, job organization and task distribution, institution actions and budget control, inter-municipal and inter-institutional agreements, and protection of natural and cultural patrimonies, environmental control or fiscal performance. These contributions can reflect in information and organization systems, evaluation and accountability systems, managing of the environment and cultural patrimony, as well as the development of special capacities among public civil servants. The absence of contributions or concrete results is qualified with 0 (zero). Qualifications of 5 till 10 are given to presence of one single practice up to a group of harmonious practices leading towards various objectives.
2.3. Strengthening articulation between public and private sectors	Associations leading to creation of public-private enterprises, joint ventures and actions with economic and social purposes will be considered. A good administration of these private-public articulations can result in innovative associations, group work or benefits' distribution schemes. If no practice as the ones mentioned above is present, qualification is 0 (zero). Presence of one or more effective practice is qualified with 10. No intermediate qualifications apply.



3. Social services:	
3.1. Developments in infrastructure and education means	Developments in school building, classroom equipment and didactic means will be considered. They can apply to several levels of schooling. Developments must favor best academic results, highest education coverage and/or cost efficiency. Zero qualification is given to absence of results as the ones above mentioned and 5 to 10 to the presence of effective practices or the formulation of an integral proposal for infrastructure and means for educational centers.
3.2. Support to science and technology diffusion and assimilation	Practice orientation is considered excellent when its purpose is that the target group takes over and makes use of autonomous knowledge acquired and new technologies such as information, electronic, biotechnology, alternative energy, innovative recycling techniques or sewage treatment. Having access to technology is not sufficient (for example, to internet). Beneficiaries must be able to assimilate and apply knowledge and technologies gained to the solution of specific social, ecological and production problems. Valuation is 0 (zero) when assimilation is inexistent. No intermediate qualifications are possible since the questionnaire asks no details in this aspect.
3.3 Development of mechanisms for better quality in education	Mechanisms that promote, for example permanent knowledge actualization, methods for evaluating teachers, pedagogic innovations, psychological, sociological or research specializations that complement professional experience, attention to vulnerable groups, adaptation of formal education to specific situations through methods or techniques, are considered significant practices. These mechanisms must have been applied at scholastic education institutions or centers for special education and should have generated changes such as those related to training opportunities for teachers, effective student learning, and efficient attention to vulnerable population. Qualification 0 (zero) indicates absence of the above mentioned results and 10 indicates presence of one or more effective practices. Questionnaire does not permit intermediate qualifications.
3.4. Contributions to improvement of vocational training	This indicator is oriented towards practical formation of school age children and young, registered in schools or vocational training institutions. Contributions of practices can relate to techniques for identifying vocations, capacities and orientations of young and children; techniques for intensifying and enhancing their capacities and expertise; articulations with private sector and higher education institutions. Some of the practices' expected results are: larger coverage of vocational training, successful alliances with private sector, appropriate adaptation of vocational training to local conditions or to social requirements, or effective graduates entailed to labor market. Absence of expected results is

	qualified with 0 (zero) and with 10 the presence of one or more effective practices. There are no intermediate qualifications.
3.5. Development of alternatives to guarantee school children nutrition	These practices should be oriented towards children from low income households where basic daily nutrition is not assured. Actions attending the family group, income generating systems for daily provision of child nutrition, nutrition control and valuation techniques, social work shared with parents and the community or the implementation of school dining rooms will be considered among others. Practices must arouse a favorable balance in assuring children nutrition. Absence of results is qualified with 0 (zero) and presence of one or more effective practices is qualified with 10. There are no intermediate qualifications.
4. Childhood and youth	
4.0. Contributions for better attention to children up to 9 years old	The fields of action of these practices can be broad: running of health institutions in order to ensure a wider coverage and better services to infants, children nutrition, childcare systems, attention of abandoned children and orphans, intra family violence prevention, treatment for abused children, education financing, civic formation, capacities building and formation of leaders, among others. Practices may be focused on specific institutions, population groups (for example, abandoned children, homeless street children) or entire communities in which an integral work takes place. The results of practices must show evident betterment in coverage, dignified treatment and/or preparation of children for good academic results and social performance. Absence of results is valued 0 (zero), and the presence of isolated practices or community action is qualified from 5 to 10.
5. Gender equality and social inclusion:	
<u>Note:</u> For women empowerment, there are four complementary indicators considered, which should be simultaneously evaluated	
5.1. Development and promotion of self-esteem and the recognition of women organizational potentials	One of the first steps for women empowerment is the recovery of self esteem in those groups which have suffered mistreatment, as well as the identification and valuation of their potentialities, and acknowledgement of their capacity of contributing to community. Since the questionnaire does not allow establishing the achievements gained in this respect, the qualification is limited to 10 or 0, according to the existence or not of the indicator.
5.2. Development of mechanisms for the	This indicator is focused on the recognition of gender rights from different perspectives, not in a passive way (simply informative), but in a proactive way, meaning with this the adaptation of the practice to existing socio economic conditions, identifying spaces of inclusion and social recognition, and



comprehension and application of gender equality rights and improved social inclusion	developing strategies in a participative manner for the real exercise of rights. The questionnaire does not allow evaluating grades of improvement, limiting the qualification to 10 or 0, according to the existence or not of the indicator.
5.3. Support to women for the constitution of enterprises or associative initiatives	Alternatives can be related to institutional articulation, training for business management, finance or identification of targets for economic activities, in which women could be easily incorporated taking into account, for example, the time restrictions due to child caring. The questionnaire does not allow evaluation grades of progress, limiting the qualification to 10 or 0, according to the existence or not of the indicator.
5.4. Development of techniques to stimulate and reinforce women leadership	Techniques should have supported the emergence of leaderships or the strengthening of the existing ones. The techniques as well as the results must be clearly identified. Information also should identify the type of leadership which is obtained. The qualification is limited to 10 or 0, depending on innovation on the techniques and the impact of the results.
6. Housing and human rights:	
6.1. Initiatives which increase the access to ownership	The initiatives may include innovative systems of financing efficient self help schemes, new titling systems, and innovation in urban development systems. The practices should be oriented towards attending population living in conditions of poverty or high vulnerability. The results should be shown in terms of number of beneficiaries, households or inhabitants, number of housing solutions, or efficiency in housing provision. Qualification is 0 (zero) in the case of absence of clear results, and between 5 and 10 according to identified good practices, or provision of housing for the very poor or vulnerable.
6.2. Improvements in the solution to public infrastructure deficiencies in informal settlements	The practices should be oriented to the solution of the problem of settlements located in non urbanized areas or areas lacking basic services, cases in which very specific action is required: for example with respect to terrains characteristics and density of the settlements. Due consideration will have the design of services delivery, efficient implementation of civil works, community participation, joint ventures with the private sector, among others. One or more effective practices will be qualified with 10. Questionnaire does not allow intermediate qualifications.
7. Housing, urban and regional planning:	
7.1. Development of alternatives for settlement in areas under high risk and shanty	The solutions should consider holistic actions, combining the relocation of slum settlers, or settlers of high risk zones, with the recuperation or sustainable transformation of the intervened area. Practices can incorporate innovative systems of community participation, social work, architectural design, and real

towns	estate transactions. It is qualified with 10 if one or more solutions are presented. There are not intermediate qualifications.
7.2. Contributions to the recovery and growth of deteriorated urban centers	The recuperation and support of urban centers may include urban renovation, rehabilitation or redevelopment of land or built space. Contributions can be referred to architectural design, social support of processes, mobility schemes, public space design, or property title systems. The practices should be converted for example, in a higher quality of land use, economic reactivation or city center repopulation, or land and built space revaluation. The practices should guarantee cultural, environmental and social sustainability. Absence of results will be qualified with 0, and between 5 and 10 depending if the practices are isolated or integrated.
7.3. Developments in metropolitan planning	Practices that have contributed to strengthening and projecting social networks are searched, as well as those contributing to territorial organization for efficient control of urban development and expansion, better use of water sources, better land use planning, efficient urban transportation mobility systems between the capital city and its surrounding municipalities, integration of the urban area with river basins and protected forests, the development of cultural patrimony (library networks, parks, meeting points, for example) or planning of disposal and treatment of solid waste and sewerage. Practices might include designs, management or information systems, prospective. Qualification 0 is given to the lack of effective contributions and between 5 and 10 if one practice exists or an integral system of metropolitan planning, with clearly illustrated results is present.
7.4. Contributions to protection and conservation of cultural patrimony	As examples, practices integrating functions and esthetics between cultural patrimony and urban modernization are suitable, effective appropriation by citizens of cultural patrimony or innovations in reconstruction and architectural and monument recuperation techniques. Fields of action are very broad. Its effects can be evaluated in terms of monuments and historical buildings recovered, efficiency in protection and conservation, active citizens' participation or economic profit of patrimony, for example. Presence of successful results is qualified with 10. Questionnaire does not permit intermediate qualifications.
8. Infrastructure, communication and transportation:	
8.0. Contributions to traffic optimization	Results are evaluated in terms of adjustments made in the quantity of traffic in relation to the capacity of roads without affecting mobilization needs of citizens, and economic activities. Such outcomes can originate in innovative managing of transportation, in design mobility schemes or in increase of civic actions. The absence of results as those mentioned is qualified with 0, a single practice with 5 and with

	10 if an integral transportation and mobility experience exists.
9. Production and consumption patterns:	
9.1. Developments in solid waste administration and treatment	In this respect, practices can include particular technological developments for management and treatment of residues, means of promoting citizens participation in residue classification, collecting systems optimization, own technological developments for dangerous residues disposal and managing, for industry and hospitals in order to reduce the production and emission of unsafe residues, or administration and recuperation of sanitary repletion. Practices may conduct, among other results, to a broader coverage in waste collection service, to better efficiency in managing and treatment processes or recuperation of contaminated soil. Absence of results is qualified 0, and between 5 and 10 the presence of one efficient practice up to integral systems of waste managing and treatment.
9.2 Improvements in reuse and recycling of waste	Own technological developments for waste recycling, reuse and recuperation can be considered, or the identification of new products and processes for residue usage. Systems for waste classification, commercialization and the entailment of private sector and the population can also be considered. Some results might express in sustainable agreements, increase in income generation, number of beneficiaries from recycling, recovery or reuse programs, or process efficiency. Presence of this type of results will be qualified with 10. There are no intermediate qualifications.
9.3. Developments in energy efficiency	Practices can refer to own technological developments in optimizing de use of electricity, substituting hydrocarbons or alternative technologies. Administration systems promoting households and citizens participation in energy efficiency programs can also be included: at home, in jobs, vehicles and in the street. Contributions can reflect, for example, reduction in conventional energy consumption, substitution of kilowatts, or in the number of people actively participating in programs. Presence of results as the ones mentioned will be qualified with 10. There are no intermediate qualifications.
10. Poverty reduction	
10.1. Contributions to employment and income generation	Practices favoring creation, consolidation and strengthening of enterprises are part of employment and income generation practices; those oriented towards training (continuous training) of workers as well as the design of incentives for enterprises employment generation will be taken in account. Public-private actions and the promotion of networks for labor supply and demand articulation are also significant. According to indicator, results must express a higher number of employments and higher income generation. Qualification 10 applies to presence of such results.



<p>10.2. Development and promotion of new working capacities and abilities</p>	<p>New working capacities and abilities acquired is an indicator of professional formation expertise. Practices to be taken into account are those oriented towards qualifying workers, technicians or professionals capacities either in the formal or informal labor market as well as those oriented to the capacity and ability building in non qualified working population or the unemployed. Results must express mainly in terms of benefited number of persons or households and contribution to income generation. Qualification of 10 is assigned to presence of one or more effective practices.</p>
<p>10.3. Development of finance schemes</p>	<p>Financing systems for housing acquisition, education, enterprise creation or consolidation searching better support (“seed capital”) of funds, risk reduction, significant increase in the number of beneficiaries and/or generation of opportunities for vulnerable groups are noteworthy practices. Results in one or more of these fields are qualified with 10. No intermediate qualifications are practicable.</p>
<p>10.4. Promotion of equity in the access to employment</p>	<p>Access to employment must not have any restrictions - limiting the exercise of labor and gender-, regarding race, ethnicity, socioeconomic level, type of education (i.e. preference towards graduates of specific universities), physical conditions, since equity comprises both social conditions and gender. Principle of equal capacities, equal access to jobs and equal remuneration must be generally privileged. Practices that have been capable of specifying these principles in public or private sectors, mainly but not exclusively, by renewing management schemes in relation to labor competition, aspirants’ selection and job promotion are practices to be considered. Qualification of 10 is given to the presence of higher equity in one or more practices.</p>
<p>11. Economic development</p>	
<p>11.1. Support to cooperatives</p>	<p>Practices considered interesting are those leading to creation, consolidation or growth of enterprises, alliances and solidarity networks through diverse ways of association with prevalence of low income communities’ active participation. Such enterprises, coalitions and networks can be formal or informal; the important fact is that they constitute an alternative for jobs and income generation and/or services provision to low income population. Qualification 10 is given to one or more successful practices.</p>
<p>11.2. Improvement of enterprise capitalization</p>	<p>Capitalization can be oriented towards the creation or growth of enterprises; practices involving the development of associative forms integrating multiple actors are expected, as well as savings and capitalization due to substantive changes in stock markets. Jobs and income generation are the expected results. Qualification 10 is assigned when one or more successful practices are present. Questionnaire does not offer the possibility of intermediate qualifications.</p>



<p>11.3. Major micro-credit grants</p>	<p>Formal or informal practices with improvements in micro credit systems for small or family enterprises should be taken into account, whether practices involving financial resources “capital seed”, credit programs design, warranties administration or the attention to vulnerable population, among others. Mainly, results must affect the number of beneficiaries and contribute to job and income generation. Qualification 10 is given to one or more successful practices. Questionnaire does not offer the possibility of intermediate qualifications.</p>
<p>12. International technical cooperation:</p>	
<p>12.1. City-to-city cooperation experiences</p>	<p>City-to-city international cooperation schemes can concrete through multiple actions, for example, assessment in specific issues, contribution to plans, programs or project design, public administration organization, implementation of shared cultural, social and economic projects, or civil servants training. Practices must have generated concrete improvement in public administration and/or produced significant social and economic benefits. Presence of one or more successful practices is qualified with 10. There are no intermediate qualifications.</p>
<p>12.2 Knowledge exchange experiences</p>	<p>Learning exchanges through international cooperation can refer to public administrations social, specific objectives (actualization, training), or public-private sectors alliances. They can also refer to knowledge and experience exchange among institutions in charge of services provision, for example, exchanges for actualization, transfer of research techniques, studentships or joint research and development projects between health and education sectors. Evidence of results is the number of beneficiaries, capacities and competences developed or new management procedures incorporated in public sector. Presence of such results is qualified with 10. There are no intermediate qualifications.</p>
<p>12.3. International cooperation experiences for training and continuous education programs</p>	<p>This indicator incorporates good practices for international cooperation to universities continuous education programs, those that privilege both actualization and competence specialization. Practices can integrate agreements among superior education institutions exclusively, or the participation of governmental and private organizations. Development of pedagogic techniques, studentships and financing systems are considered cooperation schemes related to academic integration resources. Number of beneficiaries, new competences and specializations developed or better efficiency in continuous education implementation are results to take into consideration. Qualification of 10 is assigned to presence of successful practices. There are no intermediate classifications.</p>



Guide for Evaluating the Experience in Transference of the Practice

Indicators	Explanation Ranges of Appraisal
Number of transferences implemented	The realization of one transference is qualified with 8 and two or more transfers implemented, with 10.
Years passed since transference of the first practice	Time passed since the achievement of the first transference that is since the one interested initiated its application. Experience gained in processes of transfer and the opportunity for improving the original practice increase with time.
Time required for transferring the practice	Effective time needed for transferring the practice, namely that the one interested can apply the practice by himself, without assistance or support of the one transferring. In the case of 2 or more existing transferences, the most recent will be considered. Less time required indicates having access to a systemized, documented and normalized technological package; thus the one interested depends less from the one assisting and more on his own abilities to adapt the practice to his needs.
Components of the transfer of the practice	Transfer is efficient and its negotiation is easier when a complete set of technically elaborated tools are at hand so others can start execution of the practice in the minimum possible time, on their own and without any assistance or control by the author of the initial practice. Besides direct training, transfer can incorporate manuals, guidelines, videos, diskettes, own books, own software, equipment specifically designed for the practice, inputs specifically produced for the practice, manuals for reproduction of the above mentioned equipment and others as models, plans, designs in 3D. (Depending on the type of practice) if a similar set of tools assures the complete transfer of the know-how, a qualification of 10 is given. The qualification is 5 if the instruments are insufficient or lacking and the author of the practice considers the need of his presence or guidance in order that the other person or institution has success in the application of the practice. There are no intermediate qualifications.
Formalization of the practice transfer	How the transfer of the practice is concredited and formalities to fulfill. These are important in order to prove recognition of the practice by others and to avoid conflicts on property rights and disloyal competence. Formalities can include contracts, license agreements, franchises, technical assistance, advisory or services. A qualification of 10 is given to the practice when these instruments exist. On the contrary, the qualification is 0 (cero). No intermediate qualifications exist.



Regional Program for BP Exchange and Transfer

<p>Follow-up and evaluation system for transferences</p>	<p>It is necessary that the transfer of the practice has a hardcopy follow-up and evaluation plan because normally the one that licenses, franchises or offers technical assistance, advisory or services, assumes compromises related to adequate execution of the practice and attainment of results. If the practice has a written plan, the qualification is 10. If the plan is lacking, it is 0 (cero). No intermediate qualifications accepted.</p>
--	---

© FUNDACIÓN HÁBITAT COLOMBIA. June 2006.