

Sustainable Tourism as part of an Integrated Planning Approach

A Best Practices Study
for Khorram Abad, Iran and Region



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Introduction

Khorramabad (also **Khoramabad** and **Khurramabad**, Luri: **Xormuveh خورمووه**, also **Khorram Abad**, Persian: **خرم آباد** *Khorram Abād*) is the capital of Lorestan, a province in western Iran. It had an estimated population of 339,759 in 2005. It is situated in the Zagros Mountains. Khorramabad Airport is 3 km south of the town proper. The city population is predominantly Lur and Lak, although the two groups are closely related.[2] Although not a major tourist destination, it is quite scenic and possesses several attractions, such as 5 Paleolithic cave-dwelling sites. In the city center, a tall citadel called Falak-ol-Aflak (*The Heaven of Heavens*), a relic of the Sassanid era, is now a nationally popular museum. Economically, it is the regional base of the agricultural industry.

This is the Wikipedia (the people's encyclopedia in the internet) entry of Khorram Abad. After a three days study tour, on invitation by IAARA and Khorram Abad city, we can say a little bit more, although naturally still as outsiders and always in comparison to cities we have visited and worked upon.

Khorram Abad is surrounded by a interesting, diverse and beautiful region, structured by big rivers, and mountainous scenery. Impressive, recent, reforestation projects, which impact has to be closely monitored, contrast with partly eroded landscapes. Ancient monuments, scattered in the region meet with a lively city atmosphere, that shows traces of its old structure but is heavily over-formed by ad-hoc traffic solutions.

These are options that are genuine to the region which meet with problems many cities have to face nowadays.

If we are looking at other cities in order to get inspiration and to learn from innovative programmes, other's have successfully completed, we can find strategies that are worth looking more closely because they show similarities with the situation in Khorram Abad. UN-HABITAT is doing that, working with Best Practices examples, innovative programmes that show proven solutions to urban problems. Programmes that have worked and have shown impact. And trying to find ways in transferring the experience, expertise and lessons learned out of these experiences.

This study compiles seven Best Practices examples collected from the UN-HABITAT Best Practices database that have tackled with the problems Khorram Abad is facing. In this study these Best Practices are shortly introduced. More information on all of them, possible transfer potentials and the experts behind the projects are available, in case of interest.

The overall message of UN-HABITAT's policies is its special emphasis on comprising integral spatial and sustainable planning as method to integrate different aspects of city development. Whatever options Khorram Abad is taking it will be well advised to see them in the light of an overall, integrated, sustainable urban policy.

Abstract

Introducing (sustainable) tourism as an economic incentive for a city has been a strategy in many cities worldwide. Leveraging interests of the public and private sector are subsequent task following decisions to economise on the space of the city. Who is investing, who is profiting and who is paying are main questions in all investment projects.

Best Practices models, as introduced in this study, show a strong **partnership** between different involved partners, may they be local authorities, universities, NGO, civil society groups, the private sector or the media, having been mostly already established in the beginning of the project. All of them show an early integration of the local public - the people concerned the most - not only in informing the general public but also in having them participate on as well a technical as a consultatory level.

The first step for a successful programme would therefore always be to create a **local information node**. This may be a local newspaper, an internet platform or it may have a physical presence in the city. An information centre, accessible for everyone, where the information and discussion process on the proposed projects take place. This centre, virtual or real, also serves as an exhibition centre and a PR activity, involving not only the local population but also the interested stranger.

Building up a **vision and a story** around your project is another specific asset of a successful project. Urban programmes have to be communicated, they need a story people can identify with. **Find a theme in the city's strengths or in its future goals**: Khorram Abad - the water city may be one story.

Tourism projects are job creation opportunities, so why not use labour intensive and small scale methods in building and reconstructing the city. The city of Hebron, Palestine, shows how. Building job opportunities is the wealth of a city. Training people in skills is investment not costs.

Best Practices projects dealing with the rehabilitation of local cultural heritage started with a comprising monitoring and evaluation of the existing sites, the necessities of what has to be done and the set up of a comprising plan how to **link the existing sites and complement them** with suiting necessary new infrastructure and sensible architecture. Accessibility and connection of single sites make up for a new city experience both for foreigners and locals. All Best Practices used **pedestrian walking ways**, car-free areas and sustainable transport modalities to attract visitors.

Best Practices use local skills and are attentive to local knowledge. Cities are hubs of the region and connect to the area. Planning a city means also to take the region into account. Build networks with the neighbouring villages and towns. Split tasks and responsibilities. A regional development will structure influx of frustrated village people into the city and will **make the city a region**, with plenty of opportunities for tourism.

Principal Guidelines

Partnership: Create partnerships at an early stage



Fig.1: Partnership: Eco Business Plan partner Chennai and Vienna

Projects conceived and carried out in partnerships are more sustainable than single party endeavours.

Partnerships can help to

- raise money
- advocate for the project
- ensure participation
- create transparency

Partnerships can be formed between similar groups in society like two or more local authorities, or different strata of society like an NGO and the media, a community group like a women's group and an international agency, a university a local authority, and the private sector and so forth.

Projects should seek for partners at an early stage, preferably during the set up of a programme. Networks help to learn from each other, exchange experiences and help to reduce making costly and time-consuming mistakes.

Sustainability: Create a sustainable project

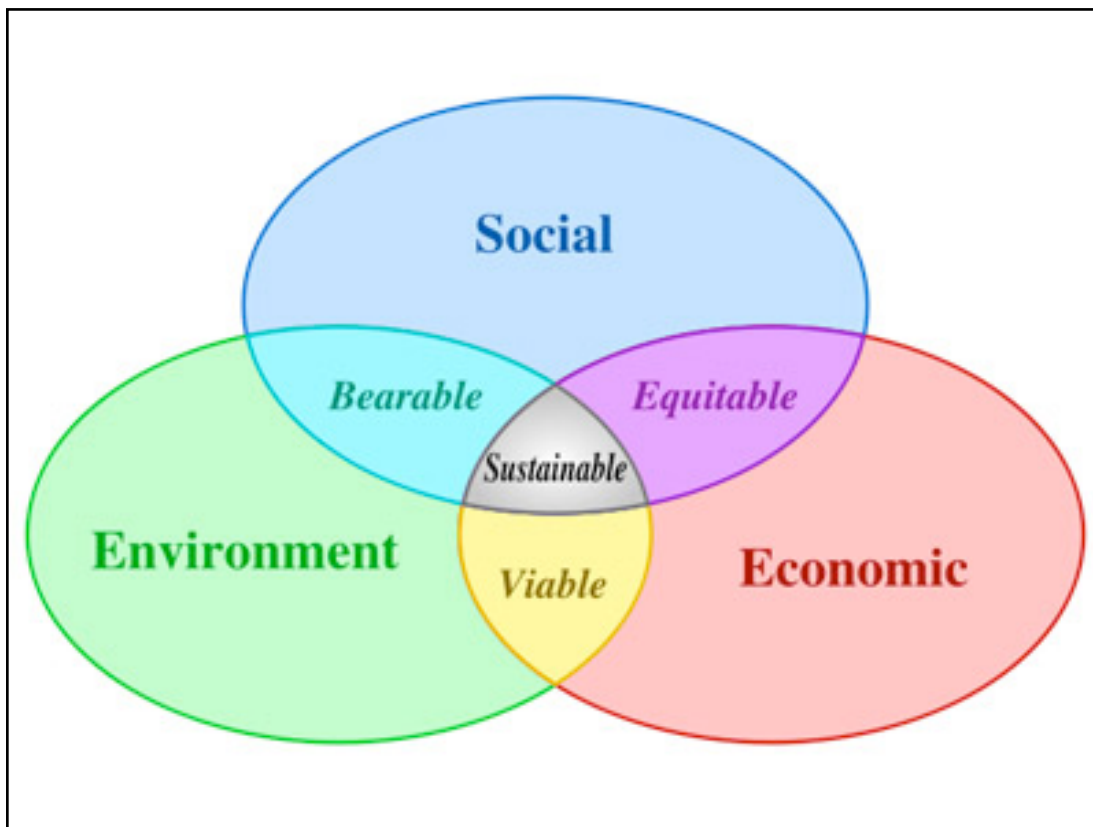


Fig. 2: Three aspects of sustainability

Sustainability doesn't only mean to take economical, ecological and social aspects of a project into consideration and plan well in advance, it also means to create a project, that is sustainable in itself. **Project sustainability** can be ensured by setting up laws or bylaws, ensuring the participation of a larger group, ensuring budgets within a given time frame and working with scenarios.

Impact: Create measurable impact

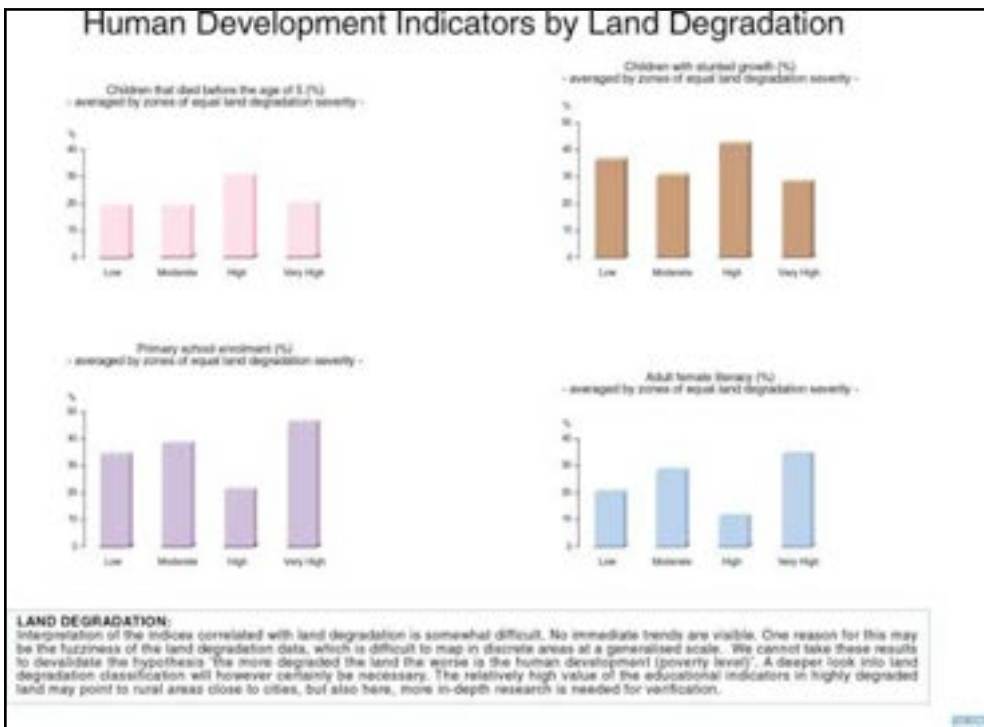


Fig. 3: Indicators example

For successful projects it is necessary to define targets and create tools how to measure the impact of the project. Working with indicators may be an intelligent way to evaluate your programme. It is important to set time frames for evaluation and ensure evaluation budgets and to present the outcomes. This helps to minimise frustration and to show project performance.

Gender and social inclusion: Create opportunities for all



Fig. 4: Women participation

In most societies representation of the different social groups is not well distributed. Measures may effect poor and vulnerable groups in the opposite way. Plan with the whole society, given into account that they may be the most effective project partners.



Fig. 5: Children and Youth participation

Working with Best Practices



Fig. 6: Learning from other communities

If we compare urban planning or infrastructure measures, we will almost always find something which could be called best-practice collection standing at the beginning of the projects. However, in accordance with the concept of benchmarking, i.e. the examination of processes within a project and identification of optimised processes, the difference is in the details – a philosophy that also applies to urban programmes. Some of these details are local and cannot be transferred as such, while others can well be generalised.

Wilson Mukema, planning director of Dar Es Salaam writes for example:

During my time as City Director of Dar Es Salaam, I was able to gain valuable experiences at a number of international conferences. Some of the best practices discussed at the conferences significantly contributed to my understanding of how governments can involve citizens in many aspects of their work, particularly in the sphere of administration. Co-operation now takes place on a clearly more equitable (horizontal) level and is characterised by greater openness; it is no longer based on rigid top-down structures as has been previously the case. We also receive ideas and input from the grass roots level, just as we have seen it in the experiences of other cities, in Porto Alegre, Brazil, or in Lima, Peru. If you want to have a successful city administration, the government must be ready to learn. If it does not learn, it will remain static and will be getting nowhere.

Best-practice collections can identify players and trends. They inform about what has already been implemented and where, how and by whom it was implemented.

Creating Sustainable Tourism

Placed on an ancient travel route - similar to Khorram Abad - the Sanguesa region in the district of Navarra, Spain, wanted to strengthen its tourism potential by also creating new working opportunities. The project aimed to generally improve the living conditions in the area.

Best Practices UN-HABITAT The Sanguesa Experience



Fig. 7: A meal for the local residents in the town hall in Sanguesa: Creating a common spirit !

What: Create a sustainable tourism concept and strengthening the local economy

Who: Local Authorities, Business Association (newly created), Department of Tourism, Environmental Department of Government, and a new association

Budget:

Partner	Year 2003	Year 2004	Year 2005	Year 2006	Year 2007
CEDERNA-GARALUR (%)	28	19	48	46	40
MUNICIPALITIES (%)	10	11	11	9	9
GOVERNMENT OF NAVARRA (%)	--	10	10	10	10
FOUNDATION C.A.N (%)	--	--	--	5	40
Total Budget (€)	25,024.46	90,533.60	112,027.36	170,245.67	163,288.57

Main Targets

- Start with an integrated vision of the area that allows existing resources to be mobilised: human, heritage, energy, natural and cultural.

- Convert the area of Sangüesa into the
 - Exponent of the offer of quality in Navarre: in agriculture and food, gastronomy, tourism, the valuing of natural and cultural resources.
 - European centre for promoting and publicising renewable energies.
 - A nerve centre in the Navarre for cultural animation.
 - A reference in Navarre for the administration and promotion of natural resources, especially water.
- And to use these resources as market values in favour of the area and its inhabitants to diversify the economy and create social and economic opportunities.
 - with special emphasis to local and small scale businesses

The strategy has two orientations: One towards the local population, one focused on target public.

The project started in 2002 as a small initiative of the local businessman, funds were scarce and the initiative firstly proceeded rather slow.

Overcoming these problems requires a true process of social participation. In 2005, with his basic object, the Association started a permanent information process through the Baja Montaña Information Bulletin which is distributed in letterboxes to all of the homes in the area and that give maximum transparency to its functioning to encourage co-operation.

Another chapter that must be mentioned is the strengthening of the community. Achieve awareness and make it an area, integrating all the neighbours, is the purpose of the activities such as the Baja Montaña Fair held annually and moving between the villages in the area and the Baja Montaña prizes, a tribute and recognition to women in the Baja Montaña.

Results achieved

- More than 70 companies as members
- More than 90 activities carried out in three areas, companies, environment and social and cultural.
- Specific projects of attention to companies jointly: support for the retailer, conferences on wine in the Baja Montaña, eco-tourism fair.
- Average participation in these activities (attending public): 170 persons.
- Creation of a permanent centre for environmental education: the renewable energies classroom.
- Gradual increase of activities: environmental education for children and the young (energy caravan), equality of opportunities (Inédita y Positiva prizes), information (bulletin, Web site, publishing of materials, etc).
- Collaboration agreements up to the end of 2008 with 12 of the 13 councils in the area.
- Annual average investment in promoting the area, its companies and its inhabitants: €112,223.90.

Lessons for Khorram Abad:

- Create a vision for the city and an information network to inform the population to encourage their participation.
- Engage women and other groups, who are normally not represented.
- Invest in small scale and local economy and businesses.
- Create an event, a fair or a festivity to engage people.
- Network all municipalities and villages in the region.

Historic site conservation linked to traffic choices

Similar to the city of Khorram Abad, St. George, capital of Grenada, an island in the West Antilles, was suffering from traffic congestion in the inner city, resulting in bad pedestrian accessibility for tourists and inhabitants.

Good Practice UN-HABITAT St. George, Grenada



Fig. 8: A street in St. George, Grenada

What: Create a concept to enregister local heritage and make it accessible to tourists

Who: A Foundation in St. George, the french embassy, a construction company (private), the local newspaper

Budget:

Year	Total budget \$US	french embassy (% of budget)	Partner B (% of budget)	construction company (% of budget)
1999	30,000	100%	-	-
1999	3,700	10%	-	-
2000	10,000	-	-	100%
2001	1520	-	-	Huggins 30%
2001	1330	-	-	80%

The main objectives were to provide an analysis of the buildings in the study area. The Foundation set out to assess the buildings on the street that comprise the town's Central Business District (CBD).

This documentation would reveal the physical state of the buildings thus identifying the legislative process necessary to safeguard them. The legislation also includes the historical sites and monuments together with the alleys, which comprise this category.

The next step was to lay a legal framework for the conservation and rehabilitation.

In the process it became clear, that given the traffic situation the pedestrian accessibility of the main central area had to be improved.

The committee decided on a pedestrian street network, using the ancient main routes. The re-design of these alley ways implied the use of local design and knowledge. But in Grenada nobody familiar with the old techniques could be found. So the foundation sought for expertise in the neighbouring island of Goadeloupe where they found craftsmen still familiar with cobblestone masonry. They employed one craftsmen from the island and started a training centre, thus training local craftsmanship.



Fig. 9: Pedestrian pathways through the city are a core feature of a lively city

Lessons for Khorram Abad

- Tourism plans include more than just heritage sites. Accessibility is the main key for a city welcoming as well their own citizens as foreigners
- Using restoration for the training of craftsmanship - looking abroad if the necessary skills are not available in the own city
- Pedestrian pathways, and public space

Nature conservation and job creation through sustainable tourism

The Dana biodiversity reserve in Jordan, established in 1989 is the oldest in the region. This Best Practice deals with the management of a such reserve, where most of the people living in the area are nomadic and which used to be one of the poorest areas of Jordan. How to create a Eco-Tourism concept, that at the same time brings wealth and better living standards to the people was the goal.



Fig. 10: Dana biodiversity reserve in Jordan, biodiversity camp

UN-HABITAT Best Practice Dana Nature Reserve Integrated Management Programme

What: The management of a remote area, inhabited mostly by nomadic people based on grazing cattle, as eco-Tourism resort

Who: The Royal Society for the Conservation of Nature (RSCN) an NGO, Jordan Ministries, UNDP, World Bank

Budget:

year	total budget		RSCN	World Bank	UNDP	JICA	USAID	British Embassy	Friends of Dana	total costs
1994	718,000	capital cost		178,000			120,000		370,000	668,000
		running cost	50,000							50,000
1995	270,000	capital cost			200,000				20,000	220,000
		running cost	15,000		35,000					50,000
1996	402,000	capital cost			200,000	132,000				332,000

		running cost	35,000		35,000					70,000
1997	270,000	capital cost			200,000					200,000
		running cost	35,000		35,000					70,000
1998	235,000	capital cost			100,000				15,000	115,000
		running cost	100,000		20,000					120,000
1999	220,000	capital cost			100,000					100,000
		running cost	110,000		10,000					120,000

Project Grand Total Budget 1994-1999 = \$2,115,000

All figures in U.S. dollars

When the Dana Area in Jordan turned into a wildlife resort, this didn't mean that all problems were solved. On the contrary - it seemed that the local economics, mainly grazing cattle, was endangered by the wildlife resort and the other way round. The RSCN, managing the resort had at first to change their attitude from a point of view where the people were obstacles to making them to allies in conserving the nature.

Seeking for external advice a huge training programme started. Local authorities, businessmen and the RSCN itself had to accept that solutions should involve the people and even see them as the main owners of the project.

A framework of zoning plans was set up, meeting the needs of the people, at the other hand hunting was prohibited so that the diversity of species in the area would get back to a balance. The authorities provided for land so that people could set up their own income providing activities.

Now the population trends of wildlife in the Reserve are improving. Further, a continuous biological corridor has been established which will maintain the integrity of representative ecosystems of the Reserve.

- Four small businesses - all based on local crafts - were established in addition to a goat fattening programme. As a result, 179 local people are employed by the Reserve, and employment has returned half a million dollars to the communities. All of the Reserve jobs are filled by local people. Dana village's terraced gardens have been significantly restored resulting in a 2-fold increase in production over 2 seasons, and the number of farmers involved in production increased from 15 to 54 in one year. Eight sales outlets have been established throughout Jordan to sell Dana products.
- Two local hotels have been established in Dana Village in addition to shops and a minibus link with neighbouring villages - all created and run by local people. Further, partnerships have been developed between RSCN and local entrepreneurs to jointly create and manage tourism facilities and services.
- Income received from tourists has covered 100% of the Reserve's running costs since 1998.



Fig. 11: Dana Hotel run by the village community

Lessons learned for Khorram Abad

- Nature preservation may result in income providing activities if people get consultation and training as well as access to small loans (Mikrofinance)
- Using local skills and techniques for the creation of tourism facilities is more sustainable and attractive than international standardised hotels.

Khorram Abad - city of water

Water is one of the main sources of human life and basis for human settlement. Lorestan is the region where many big rivers of Iran have their springs. Khorram Abad and the region have, compared to many other regions in Iran good resources of water, scenic beauty connected to water, water reservoirs and irrigation systems of cultural importance and a thousand year old policy of conserving them.

The City of Khorram Abad should take this opportunity as a starting point to create a vision and a story around the topic of water, its natural sources, its technology and its conservation.



Fig. 12: Irrigation system in Lorrestan

In the following three Best Practices examples may show how cities have created identity with programmes connected to water.

Best Practice UN-HABITAT Zaragoza - the water saving city

When Zaragoza held the international exhibition on water and sustainable development EXPO 2008 - *Water is Life*, it was on the basis of one of the most successful water policies of a city worldwide.

Threatened by water scarcity Zaragoza a small town in Spain, Europe, created a water consciousness and water saving programme that has resulted in a 64% reduction of water consumption.

The main elements of this programme were.

- A city wide information and training programme
- The selection of 50 public buildings as model and pilote schemes on how to save water
- Incentives for small businesses to develop and deliver water saving technology

All in all 1.17 billion m³ of water were saved in one year through changes in people's habits and new technologies. The city government established a committee of experts from the local water board to coordinate and monitor additional measures of sustainability. A web site was set up to provide up-to-date information (www.ecodes.org).

Small businesses in particular have benefited from the new network, which supports them in finding new customers for their water-saving technologies.

The City has used water to create a new spirit in the city and not at last for new building incentives. A virtual water museum as well as a new water tower have been built and with the EXPO 2008 Zaragoza gained worldwide recognition.



Fig: 13: Emblem of Water EXPO 2008

Lessons learned for Khorram Abad

- Finding one significant topic for city development that is connected to peoples needs.
- Discuss experiences with the population as well as the broader public by creating EXPOs and festivals around your main issue.
- Providing business opportunities by choosing smart and sustainable technology

Best Practice UN-HABITAT Rodniki Yekaterinburg

What: Providing decentralised water provision by working together with the people

The area around Yekaterinburg, Russia, is known for its water resources. The water provision for the population was suffering nonetheless because of a centralised water provision system that didn't reach out to all the people in the city.

The ministry for environment of the region started a huge consciousness building programme, that targeted mostly children and youth.

People were encouraged to look for and find springs in the area around Yekaterinburg. The springs (Rodniki) could then be adopted by the people. They were encouraged to name them, often after a deceased relatives. All of the springs were chemically tested and put into a fitting. People were encouraged to beautify the springs and to take ownership of their spring. The spring water then was made public to everyone who wanted to use it. Special programmes were designed for schools and children, who would be the main explorers of sources and springs in Yekaterinburg.

The success has fast surpassed all expectations. More than the expected sources have been found. The people of Yekaterinburg have developed a new sense of „their“ water. Many beautiful sights, where springs had been fitted and small monuments have been built by the people, show the people the importance of caring about the water.



Fig. 14: Springs are important, a photo from a spring reporting programme in the USA.

Good Practice UN-HABITAT Paths and traditional Wash Houses Navarra

What: Revitalisation of a indigenous cultural practice for sustainable tourism

Who: Local authority

<http://www.plazaola.org/iturraskarri/index.htm>

Budget:

Year	Total Budget in € (euros)	Partner 1 (% of the budget) Councils of the Valley of Larraun, Valley of Arakil, Lekunberri, Irurtzun, Irañeta, Arruazu and Set of Village Councils of Valley of Larraun and Arakil	Partner 2 (% of the budget) Government of Navarra	Partner 3 (% of the budget) Cederna Garalur Leader + European Funds	Partner 4 (% of the budget) Caja Navarra (bank)
2006	35,483 €	€27,574.73 30.19 %	€7,907.85 13.65 %	€0 0 %	€0 0 %
2007	104,993 €	€22,442.81 21.38 %	€14,804.16 14.10 %	€31,746.25 30.24 %	€36,000.00 34.29 %
2008	28,778 €	€15,721.22 54.63 %	€11,387.40 38.57 %	€0 0 %	€1,668.89 5.80 %
2009	40,347 €	€13,908.65 34.47 %	€9,000.00 22.31 %	€17,438.68 43.22 %	€0 0 %
2010	65,633 €	€13,071.24 19.92 %	€9,000.00 13.71 %	€42,561.32 64.85 %	€1,000.00 1.52 %

The project involves a social employment project with a touristic measures in a mountainous region at the border of Spain with a indigenous population respecting their traditions. Villages throughout the region in the centuries gone by have been using wash-houses for the daily business of cleaning laundry. Over the lat years this washhouses have been decaying. The local people didn't use them anymore and didn't see them as of any importance any more. A council set up to provide for tourism opportunities by the city councils of the Valleys in Navarra recognised this old cultural signs as a value and monument for everyday-culture. As part of a social employment project these wash-houses have been mapped, evaluated and rehabilitated. The region conceived a touristic path, linking natural beauty and their traditional culture.

The washhouses serve as the main attraction to explore the region, at the same time giving attention to the importance and cultural value of using natural resources.





Fig. 15: Reconstruction of Paths and washhouses in Navarra

Lessons learned for Khorram Abad

- Respecting of local technologies and indigenous wisdom makes for tourist attractions
- Accessibility of touristic attractions through a pedestrian and hiking network
- Including Children and Youth and school projects to build up a local tourism centred around natural resources and respecting them.

Best Practice UN-HABITAT Renovation of the Old City of Hebron - Palestine



Fig 14: Restoring the old city of Hebron with traditional skills

What: A renovation project as community empowerment

Who: A parastatal organisation and local authority

Budget:

Partner	1999	2000	2001	2002	2003
Palestinian Authority	20,97 %	16,70 %	18,90 %	14,40 %	9,20 %
Saudi Fund	46,11 %	40,90 %	29 %	18,10 %	8,40 %
Arab Fund	20,47 %	12,50 %	25,40 %	31,10 %	11,50 %
Spanish Cooperation	8,30 %	27,35 %	18,70 %	6,60 %	11,70 %
Government of Norway	-	1,50 %	1,92 %	2,25 %	5,45 %
Government of Sweden	1,36 %	-	-	19,60 %	23,85 %
German Cooperation	-	-	-	2,70 %	29,90 %
TIPH	2,79 %	10,00 %	3,42 %	4,95 %	
Others	-	5 %	2,66 %	-	-
Total Budget (US\$)	2,512,112	1,820,335	1,437,134	1,171,625	2,004,948

Since its inception the Hebron Rehabilitation Committee (HRC) aimed at achieving two main objectives, namely to preserve the cultural heritage as a key element for keeping the collective identity of the people of Hebron, and to encourage community participation through the provision of adequate and affordable housing compatible with a cultural heritage conservation policy. Recognizing the community needs, the HRC has also paid a great attention to the social, economic and cultural needs of the city's residents. In addition to rehabilitating residential apartments, shopping stores, markets, streets and archways and missing parts of the old city architectural fabric, it should be highlighted that community centers, playgrounds, public utilities, educational, health, cultural and tourism resources have been also established and specific programmes have been launched to address the needs of the poorest residents of the Old City.

The rehabilitation programme promotes the use of labour-intensive methods as a means to create sustainable employment opportunities, provide specialised training on traditional methods of conservation and increase the level of income of the community. The HRC has drawn up comprehensive revitalisation guidelines for conservation and community housing, as well as promoted the use of international standards of renovation at the national level. Various international and national public and private institutions consider the HRC's experience as a reference model and consult it regularly on technical and legal issues related to cultural heritage preservation and community projects. The HRC is working closely with several governmental bodies of the Palestinian National Authority (PNA) and many other governmental and non-governmental organisations. It has received political and financial support by many Arab and international donors and organisations.

Lessons learned for Khorram Abad

- Renovation also means the reconstruction of public space and the creation of new spaces that complement the old structure and give them new meaning and usage value.
- Renovation can be a community building experience, creating a local identity and new working opportunities.

Rationale

This study is based on the UN-HABITAT Best Practices database. The programmes contained in this database have been recognised by UN-HABITAT, the United Nations agency for human settlements, as good or best practices, which means they were evaluated for aspects of partnership, success, sustainability and regional innovation and for their social integrativeness. The UN-HABITAT Best Practices database only contains urban programmes which have already been implemented and whose success can be measured.

UN-HABITAT Best Practices are urban programmes which are based on the principle of partnership, in accordance with the approach described in the HABITAT Agenda. Some of these projects were initiated by citizens or NGOs, some were launched by city administrations. The partnership consists partly in contractual relationships with private parties, international agencies or media partners, and partly in different forms of participatory planning.

The Best Practices database defines sustainability not only through ecological, economic and social criteria, but also assesses the procedural sustainability of the projects, their incorporation into municipal or regional legislation. Accordingly, the Best Practices programme also particularly examines which parts of the legislation generally enable sustainable programmes. Best-practices collections first and foremost serve to provide ideas. However, they are not only a pool of ideas, but rather reflect urban reality, since the examples described in the database have already been implemented in this manner. They reflect the complexity of urban measures, indicate obstacles and identify favourable factors. The basic idea is innovation. Yet, the projects perfectly illustrate the development from experimental project to innovative programme.