



SHELTER FOR THE URBAN POOR IN THE PHILIPPINES:

BUILDING CAPACITY TO
DEVELOP AND
IMPLEMENT INCLUSIVE
AND LARGE-SCALE
SOLUTIONS

The World Bank Group and the international development community consider that knowledge sharing is an effective catalyst for accelerating development processes.

Learning from peers is often far more convincing and powerful than learning from books or theoretical experts. It provides decision-makers with practical insights about approaches that work, and pitfalls to avoid. At the political level, peer-learning inspires leaders to implement reforms, while at the technical level it allows for exchanging practical 'how-to' knowledge for solving problems. Knowledge sharing is an important building block towards achieving the Agenda 2030 for Sustainable Development.

Launched in October 2008 as a multi-donor trust fund, the South-South Experience Exchange Facility (South-South Facility or SSF) enables the sharing of development experiences and knowledge among World Bank Group client countries by funding knowledge exchange activities. The South-South Facility funds these knowledge exchanges based on demand expressed by the knowledge-recipient countries. They are designed with a focus on achieving results.

ORGANIZATION BACKGROUND

In ten years of operations, the South-South Facility has supported more than 240 knowledge exchanges between more than 100 developing and emerging countries.

The exchange increased participant knowledge and skills, particularly in policy development, by

- Increasing capacity to develop a National Informal Settlements Upgrading Strategy to guide the Philippines in addressing shelter and housing provisions for the urban poor. Also, by improving the operational efficiency of the national program for informal settler families in danger areas such as those susceptible to floods and other natural disasters.
- Raising awareness on the importance of coordination among national agencies, resulting in improved interagency coordination at the national level, and in the design of a new housing approach for the country.
- Raising awareness of the important role of subsidy and other incentive programs, leading to the development of a Filipino incentive and subsidy framework that is expected to engage the private sector in the low-income housing market, and enable in-city relocation of those living in danger areas in Metro Manila.
- Enhancing networks among stakeholders in the Philippines. After the exchange, the participants were able to engage more stakeholders, including key shelter agencies, which are now more closely coordinating their programs and initiatives within a national framework.

WHAT HAS BEEN DONE:

EFFECTS OF KNOWLEDGE EXCHANGE PROGRAMS

To develop a national framework for providing housing and shelter options for the marginalized urban poor, officials from the Philippines engaged in an exchange with Brazil. They learned how to develop subsidy and incentive programs to engage a wide cross-section of public and private stakeholders, developing their own National Informal Settlements Upgrading Strategy.

INITIATIVES

INVOLVEMENTS

Providing knowledge during this exchange were representatives of the following Brazilian agencies and NGOs:

- Ministry of Planning, Budget, and Management (Ministério de Planejamento, Orçamento e Gestão)
- Ministry of Cities (Ministério das Cidades, or MCidades)
- Ministry of Finance (Ministério da Fazenda)
- Municipality of Sao Paulo
- CAIXA Econômica Federal
- CURY
- Slum Dwellers International

From the Philippines, the following institutions were represented:

- Housing and Urban Development Coordinating Council (HUDCC)
- Department of Interior and Local Government (DILG)
- National Housing Authority (NHA)
- Social Housing Finance Corporation (SHFC)
- Home Development Mutual Fund (Pag-IBIG)

“The Knowledge Exchange has provided concrete examples and best practices as well as ground validation of the impact of having an effective strategy for informal settlements upgrading. The Brazil experience proved useful and contributory to determining approaches and possible directions relative to coming up with the Philippine strategy for national Informal settlement upgrading.” – Participant

The Philippines requested World Bank support for an exchange with Brazil to learn from its coordinated efforts in incorporating urban housing in its national development strategy and to promote inclusive, effective, and sustainable approaches to low-income shelter.

Filipino participants came from national and local government, including housing authorities, led by the Housing and Urban Development Coordinating Council. Brazilian knowledge providers were officials of the Cities, Finance, and Planning and Budget ministries as well as municipal and local housing agencies. The exchange included:

- **Planning Sessions.** Participants engaged in several planning sessions, including one on September 26, 2013, to determine the scope and objectives of, and schedule for, a study visit to Brazil.
- **Study Visit to Brazil.** Eight Filipino officials and one representative of the private sector visited Brazil during November 18-22, 2013. They met with officials in Brasilia to gain an overview of national housing and infrastructure policies and programs as well as subsidies programs. They also visited Sao Paulo and observed approaches to urbanization and land regularization of informal settlements; social work and condominium management in low-income housing communities; data collection and monitoring; and coordination of federal housing programs at the local level. They also visited communities with housing for those relocated from areas at risk of flooding and landslides. The study visit concluded with a brainstorming session where key lessons learned and replication potential of the Brazilian case, were discussed.
- **Post-Visit Peer-to-Peer Consultations and Roundtable.** The Bank facilitated two-follow up workshops: one on June 26, 2014, focused on estate management of low-income housing experiences from Brazil, and another on August 27, 2014, focused on citywide informal settlement upgrading. It also organized a roundtable discussion for participants to discuss key lessons learned and their applicability in the Filipino context, and to facilitate action planning of next steps.

ACTIVITIES AND PARTICIPATION



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Launched in 2008 as a multi-donor trust fund administered by the World Bank, the South-South Facility helps developing and emerging countries address development challenges and implementation bottlenecks. It was established to help countries do development differently. The Facility finances global knowledge exchanges that draw directly upon the expertise of developing and/or emerging countries and provides a platform for sharing lessons. As knowledge exchanges don't happen in isolation, grants are awarded to country teams that work with the World Bank to integrate the lessons learned from the exchanges in their efforts to achieving their broader development goals. The South-South Facility also helps teams document their results and lessons learned so that other practitioners may benefit from them as we

WHO WE ARE

The SSF provides financial and technical assistance for knowledge exchanges with a focus on achieving results. As of 2018, the SSF has supported 243 knowledge exchanges involving 131 countries. The SSF provides grants for two types of knowledge exchanges:

1. Stand-alone (just-in-time) exchanges for very agile and responsive interventions to meet immediate knowledge needs of a country, or to unlock implementation bottlenecks.
2. Programmatic exchanges build capacity for addressing long-term strategic challenges requiring deeper engagements. These exchanges involve several countries and consist of a series of knowledge sharing interventions that build on each other over one to three years

VISION AND MISSION:

WHAT WE DO

To deliver development results through knowledge sharing, the World Bank has developed and tested a range of knowledge transfer tools. They incorporate lessons from over 100 exchanges financed by the South-South Facility and are designed to deliver maximum impact. Complemented by the support of trained knowledge exchange facilitators, these tools form the bedrock of the Facility's integrated knowledge sharing approach.

The Art of Knowledge Exchange is a planning guide that helps practitioners design and implement results-focused knowledge exchanges. It offers guidance on how to plan for results, how to deliver an impactful knowledge exchange and for measuring development outcomes.

The handbook Becoming A Knowledge Sharing Organization offers a methodology for the development of a knowledge-sharing culture within an organization. It shows how to build the enabling environment and to develop the technical skills needed to capture, package and share knowledge gained from operational experiences. Knowledge-providing institutions involved in programmatic knowledge exchanges can benefit from this type of support to strengthen their knowledge-sharing capacity.

These tools as well as a self-paced e-learning course, and a Guide for Designing and Implementing Study Tours are made publicly available in several languages and can be downloaded from this website.

HOW TO PARTICIPATE?

BE INFORMED!

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