

An aerial photograph of a city, likely Buenos Aires, showing a mix of urban development. In the foreground, there are several multi-story brick apartment buildings, some under construction. The middle ground shows a dense residential area with smaller buildings and a street with parked cars. In the background, a prominent skyline of modern skyscrapers is visible under a clear blue sky. A semi-transparent white box with text is overlaid on the center of the image.

Deliberative Democracy and Transforming Urban Policy Design in Buenos Aires

ASH CENTER for Democratic Governance and Innovation | November 2019

An aerial photograph of Buenos Aires, Argentina, showing a dense urban landscape with numerous high-rise apartment buildings and lower-rise structures. The city is viewed from a high angle, looking down on the streets and buildings. The overall tone is grayscale, with the text overlaid in white and orange.

Buenos Aires City

A decorative graphic element consisting of a series of parallel diagonal lines, alternating between black and white, with a solid orange bar at the bottom.

250,000
People living
in slums

Inadequate housing & sanitation facilities

Lack access to transport & public spaces.

Unemployment and informal jobs.

What we do | How we do it

Housing
Integration

Urban
Integration

Socio-eco
Integration

Community
Participation

What we do | How we do it



Infrastructure

- Water
- Electricity
- Swage

Public Space

- Public Lighting
- Sweeping and cleaning
- Leisure areas

Urban Integration

Housing Integration

Socio-eco Integration

Mobility & Accessibility

- Distance to transport
- Traffic lights
- Ramps

Community Participation

What we do | How we do it



What we do | How we do it



How we do it |

1

**Creation of the
Participatory
Roundtable**

2

**Census and
RELSE**

3

**Reurbanization
Law**

6

**Streets are
opened**

5

**Families move to
new houses/
swap houses.**

4

**Meetings and
block
workshops:
design of
Masterplan**





Satisfaction of participants

Opinion poll to Block Workshops participants:

84%

Said the information provided is clear

79%

Said they had the possibility to express their opinion and that it was heard and respected.

84%

Said they were satisfied with the final projects.

Villa 20

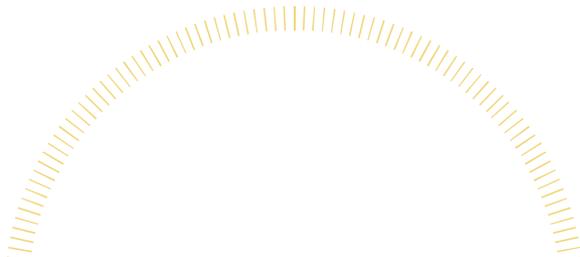
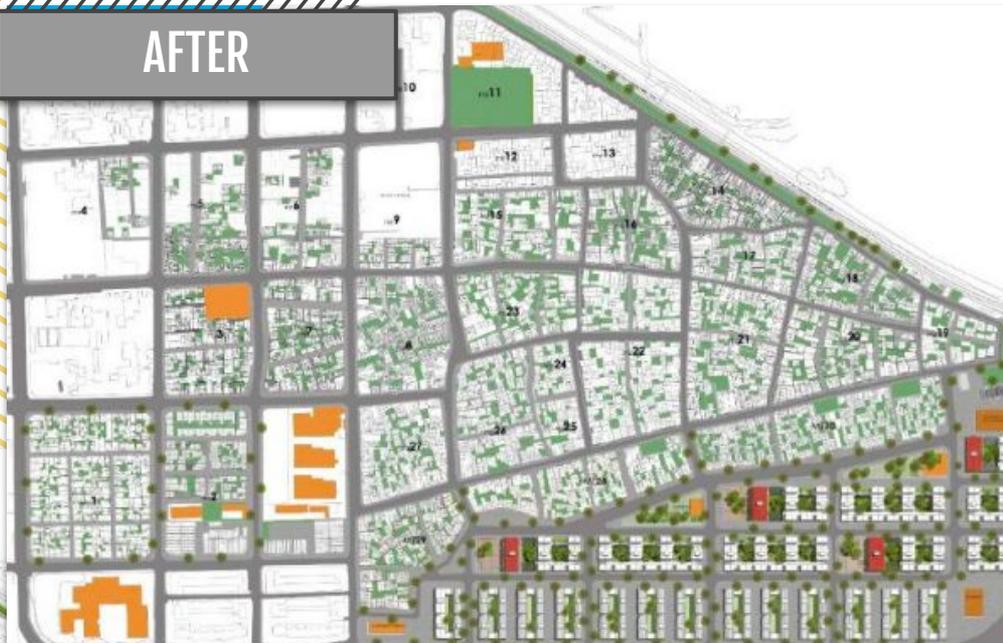


Neighborhood Level

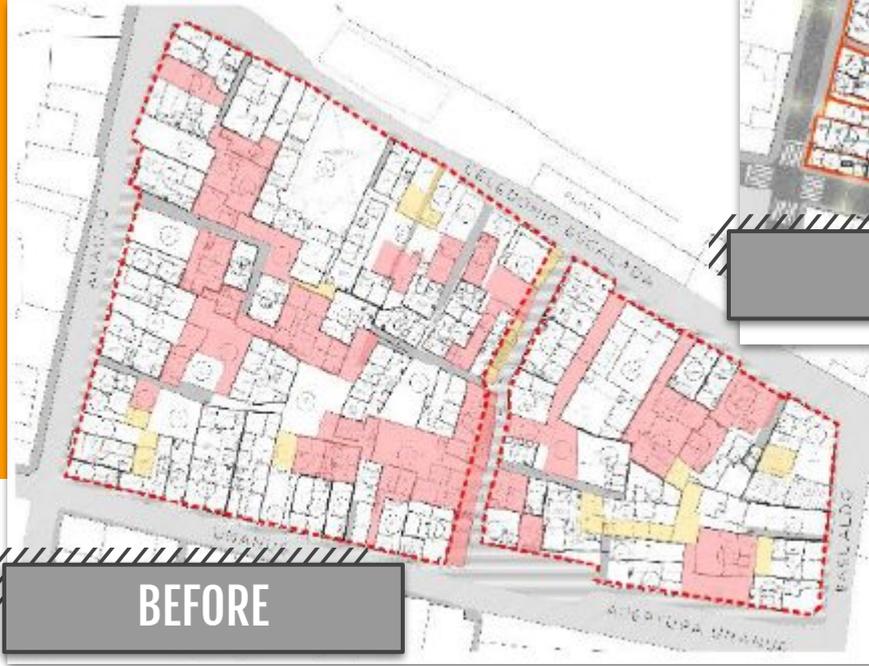
BEFORE



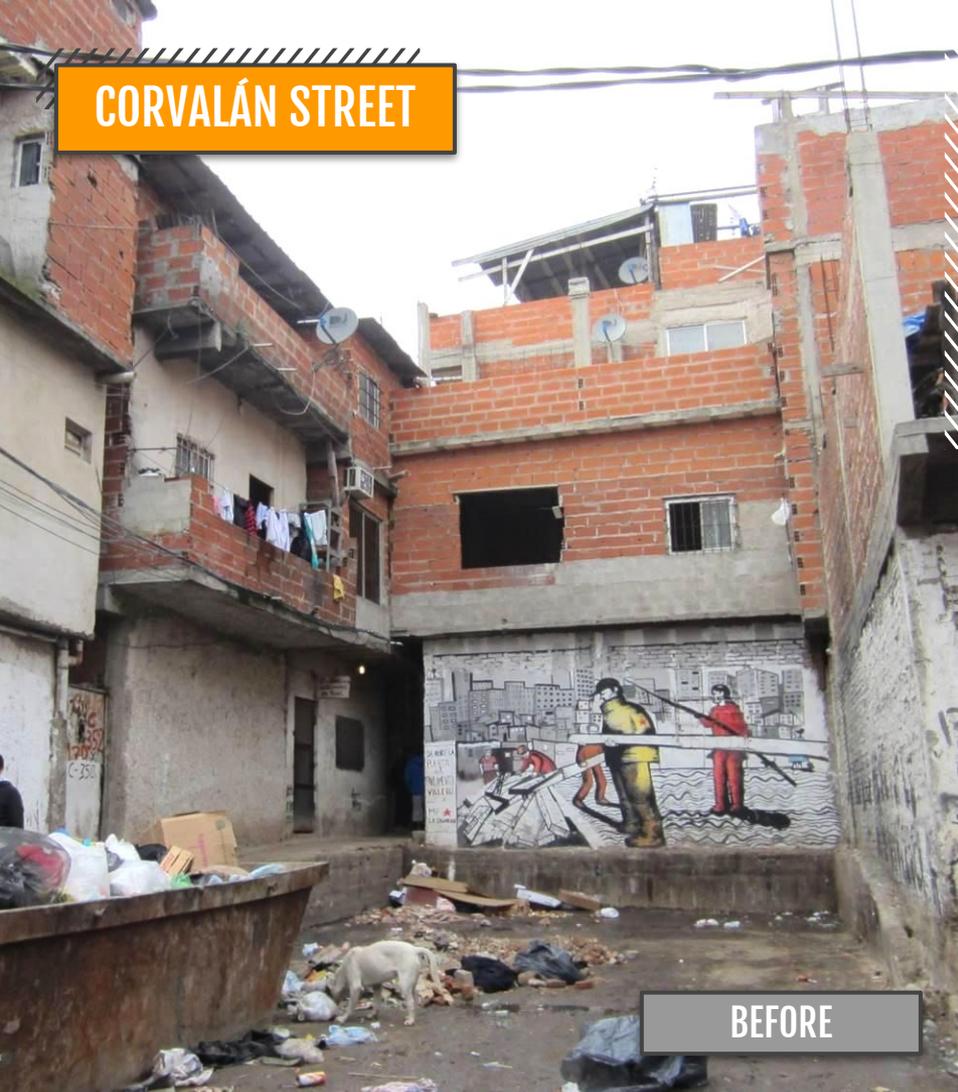
AFTER



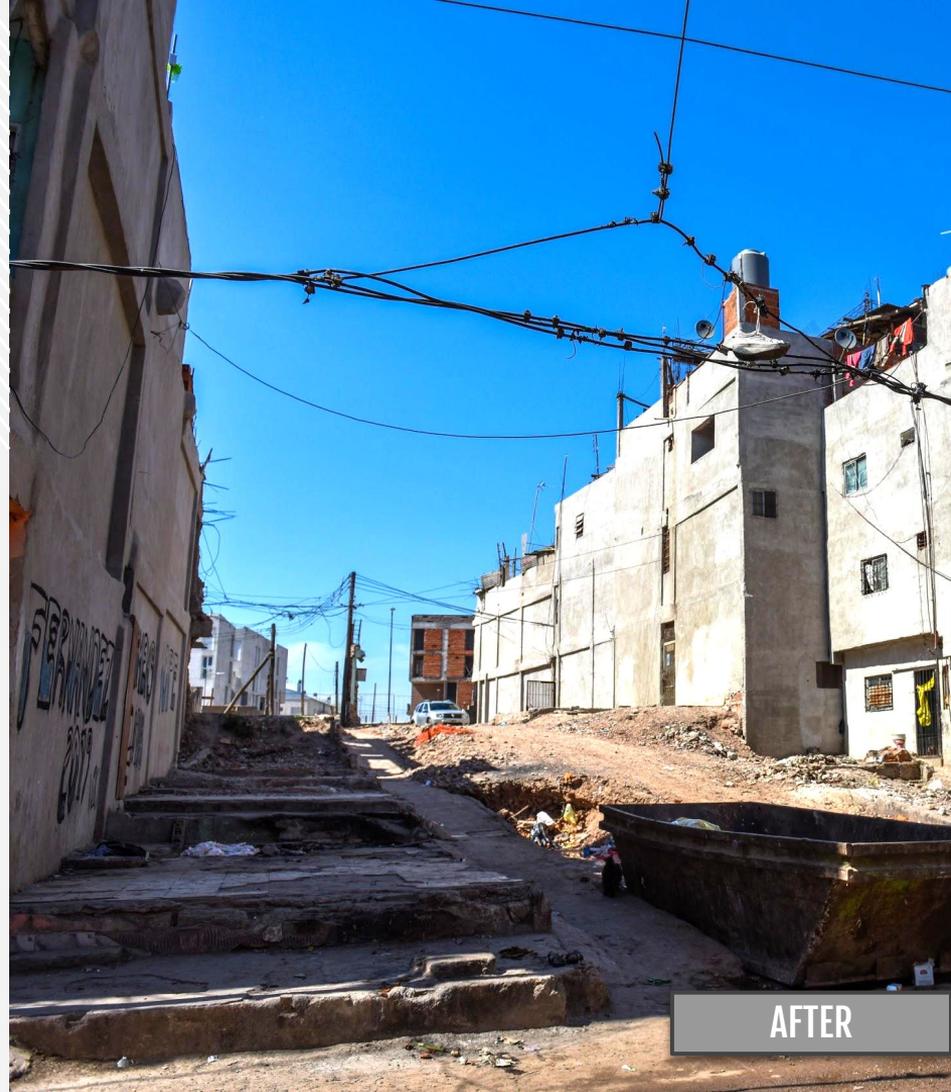
Block Level



CORVALÁN STREET



BEFORE



AFTER

STREET AND BLOCK OPENING



Playón de Chacarita



Neighborhood

Playón de Chacarita

AFTER



BEFORE



Rodrigo Bueno



Neighborhood Rodrigo Bueno

BEFORE



AFTER



NEW STREETS





Gastronomic patio
#BaCapitalGastrômica

OUTCOMES



Monitoring and Evaluation Framework **Villa 20**

Urban Integration Indicators

EVALUACIÓN CUANTITATIVA - GLOSARIO		Matriz A			
DIMENSIÓN	SUBDIMENSIÓN	CÓDIGO DE PLATAFORMA	INDICADORES DE PRODUCTO	INDICADORES DE RESULTADO	
1. INTEGRACIÓN URBANA	1.a. Infraestructura	Agua barrio	Proporción (%) de manzanas provistas de red de agua potable	Cantidad de cortes de agua en el último mes en el barrio	
		Electricidad barrio	Proporción (%) de manzanas provistas de red eléctrica	Cantidad de apagones en el último mes en el barrio	
		Pluviales barrio	Proporción (%) de manzanas provistas de desagües pluviales		
		Cloacales barrio	Proporción (%) de manzanas provistas de desagües cloacales	Proporción (%) de viviendas con desagote a pozo ciego	
	1.b. Espacio público	Fachadas	Proporción (%) de fachadas cicatrizadas		Porcentaje (%) de viviendas integradas al espacio urbano
		Alumbrado	Proporción (%) de cuadras con alumbrado público		
		Residuos	Proporción (%) de cuadras con recolección regular de residuos en manos de GCBA		
		Barrido y limpieza	Proporción (%) de cuadras con servicio de barrido y limpieza en manos de GCBA		
		Arbolado	Proporción (%) de cuadras provistas de arbolado		
		Esparcimiento	Proporción (%) de manzanas a menos de 500 m. de distancia de espacios abiertos de esparcimiento		
		EP disponible	Superficie (m2) de espacio público de esparcimiento disponible		
		1.c. Accesibilidad y movilidad	Apertura calles	Proporción (%) de calles y pasajes abiertos del total proyectado para la manzana	
	Id y señalización calles		Proporción (%) de cuadras con calles y pasajes identificados y señalizados		Proporción (%) de viviendas que obtuvieron su domicilio
	Rampas		Proporción (%) de cuadras accesibles por rampa		Facilidad de personas con algún tipo de discapacidad motriz en el hogar para trasladarse por sí solas en la vía pública
	Semáforos		Proporción (%) de semáforos instalados según proyecto		
	Paradas de colectivo		Cantidad de paradas de colectivo instaladas en el barrio		
	Distancia a transporte		Proporción (%) de manzanas a menos de 300 m. de distancia de un medio de transporte público		
	Bicisendas		Proporción (%) de manzanas a menos de 500 m. de distancia de una bicisenda		
	1.d. Dinámicas urbanas no esperadas (Gentrificación/Precarización/Tugurización)	Propiedad	Proporción (%) de familias con título de propiedad		
		Alquiler formal	Proporción (%) de familias con contrato de alquiler en proceso de formalización		
		Normativa	Proporción (%) de viviendas que se adecúan a la normativa del Barrio 20		



Finance

Sustainability

Appropriation
and
Coexistence

Participation

Moved to the new house

between August and November 2018

Survey in Papa Francisco

60

Households surveyed

201 people

3.35 people/household

80% female headship

Objective



Measure Sustainability



**Expenses and debt
Participation
Appropriation and coexistence**



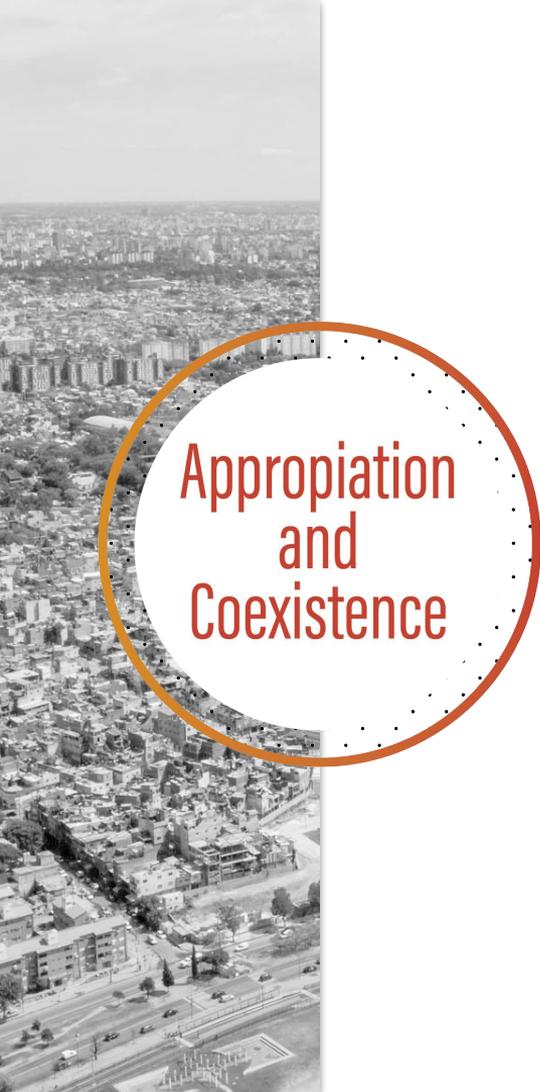
Participation

Attendance and Voting

Attendance to Block Workshop	90%
Block Workshop, participated and voted	85%
Knew about the Participatory Management Roundtable	7%

Quality

Block Workshops, participated and thought it was (very) good	72%
Interviews - % that thought they were (very) good	73%



Appropriation and Coexistence

Living in PF	Benefits , % identified at least 2 benefits	83%
	Difficulties , % identified at least 2 difficulties	45%
	Conflicts of coexistence , % with conflicts	78%
Satisfaction with	Unit (%)	93%
	Building (%)	85%
Owners' association meetings	Pre-association meetings workshop, participated	88%
	Pre-association meetings workshop, participated and thought it was (very) good	87%
	Participation	90%
	Participated and thought it was (very) good	70%
Visits	Visits, participated	88%
	Visits - % that found them useful	64%



Finance

CATEGORY	SHARE OF TOTAL EXPENSES
Housing (mortgage)	13.8%
Basic services (gas, electricity, communications, utilities)	14.7%
Housing maintenance	0.2%
Transportation	10.6%
Other credits	3.6%
General expenses (Health, food, education, clothing, recreation, other services, cleaning supplies)	57.1%
TOTAL	100%

33% of households in Papa Francisco spend more than what they earn.
53% of households failed to make mortgage payments.
88% of households are under the poverty line.

Conclusions

There is a **high level of participation and appropriation**. However, the **financial aspect** of the families is a hazard to the long-term sustainability of the project.

More than half of the families struggle to pay their mortgage. 25% identified it as their main difficulty while living at PF.

Main conflicts identified were noises, problems related to coexistence and use and maintenance of common areas.

Main benefits identified were tenure security and comfort.





IMPACT

SCALABLE

DEEP

EFFECTIVE





IMPACT

+120,000 people

+1,500 instances of participation with **70%** of assistance

+6,200 households participation

+4,000 houses

+146,500 mts of public service infrastructure

SCALABLE

CONSENSUS ON

5 urbanization laws

3 neighbour master plans

+15 street openings

DEEP

3 years

+1300 families moved

8 streets opened

+100 blocks centers opened

EFFECTIVE





Rodrigo Bueno



The Cost of Participation

1,3%
OF TOTAL
BUDGET

TOTAL FAMILIES

11,154

TOTAL ANNUAL

\$948,896

TOTAL ANNUAL/FAMILY

\$85

TOTAL COST OF PARTICIPATION (4 YEARS)

\$3,795,586

TOTAL PROGRAM BUDGET

\$283,138,201

Economic Evaluation

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
BENEFICIOS Netos (USD MM)	3,81	4,43	5,20	6,08	7,04	8,00	9,15	10,53	12,19	14,18	16,57	19,44	22,87	27,00	31,95	37,89	45,02	53,58	63,84	76,17
<i>Beneficios CP</i>	96,05	133,58	179,54	232,73	290,36	347,98	417,12	500,10	599,67	719,16	862,54	1.034,60	1.241,07	1.488,84	1.786,16	2.142,94	2.571,08	3.084,85	3.701,37	4.441,20
Integración socio urbana y socio económica Barrio 20	10,85	15,20	20,51	26,67	33,34	40,00	48,00	57,60	69,12	82,95	99,54	119,45	143,34	172,00	206,40	247,69	297,22	356,67	428,00	513,60
Integración habitacional Barrio Fraga	51,89	72,65	98,08	127,50	159,38	191,25	229,50	275,40	330,48	396,58	475,90	571,08	685,29	822,35	986,82	1.184,18	1.421,02	1.705,22	2.046,27	2.455,52
Integración socio urbana y socio económica Barrio Rodrigo Bueno	3,60	5,04	6,81	8,85	11,07	13,28	15,94	19,12	22,95	27,54	33,05	39,66	47,59	57,10	68,52	82,23	98,68	118,41	142,09	170,51
Integración habitacional Barrio Rodrigo Bueno	27,46	38,44	51,90	67,47	84,33	101,20	121,44	145,73	174,87	209,85	251,82	302,18	362,62	435,14	522,17	626,60	751,92	902,31	1.082,77	1.299,32
Recaudación por ABL	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24	2,24
<i>Beneficios SP</i>	92,25	129,15	174,35	226,65	283,31	339,98	407,97	489,57	587,48	704,98	845,97	1.015,17	1.218,20	1.461,84	1.754,21	2.105,05	2.526,06	3.031,27	3.637,53	4.365,03
Integración socio urbana y socio económica Barrio 20	58,35	81,69	110,28	143,36	179,20	215,04	258,05	309,66	371,59	445,90	535,09	642,10	770,52	924,63	1.109,55	1.331,46	1.597,76	1.917,31	2.300,77	2.760,92
Integración socio urbana y socio económica Barrio Fraga	14,14	19,80	26,73	34,75	43,43	52,12	62,54	75,05	90,06	108,08	129,69	155,63	186,75	224,10	268,93	322,71	387,25	464,70	557,64	669,17
Integración socio urbana y socio económica Barrio Rodrigo Bueno	19,76	27,66	37,34	48,55	60,68	72,82	87,38	104,86	125,83	151,00	181,20	217,44	260,92	313,11	375,73	450,87	541,05	649,26	779,11	934,93
COSTOS Netos (USD MM)	21,31	49,02	31,97	4,26	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97							
<i>Costos del Programa CP</i>	21,31	49,02	31,97	4,26	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97							
Inversión en Infraestructura	21,31	49,02	31,97	4,26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Costos de Operación y Mantenimiento	-	-	-	-	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97	1,97
Flujo de Caja Neto (USD MM)	-17,51	-44,59	-26,77	1,82	5,07	6,03	7,18	8,56	10,22	12,21	14,60	17,46	20,90	25,03	29,98	35,92	43,05	51,61	61,87	74,19

VANE	10,03
TIRE	13,17%
B/C	1,10



Juan Maquieyra

 /juanmaquieyra

President of the Buenos Aires
City Housing Authority

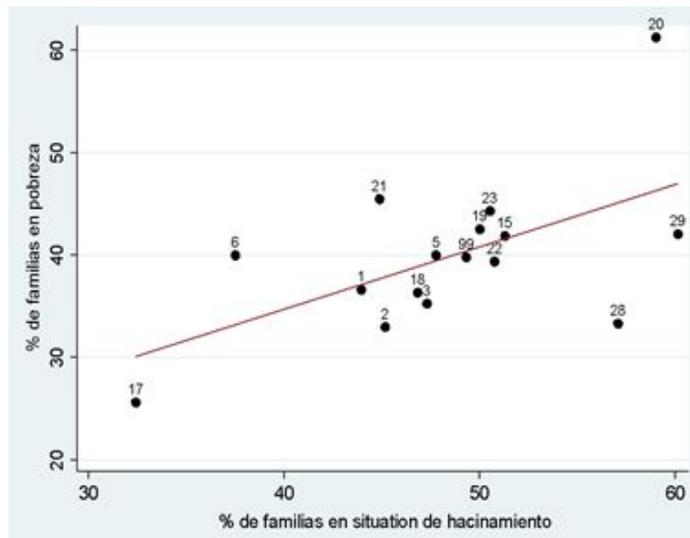
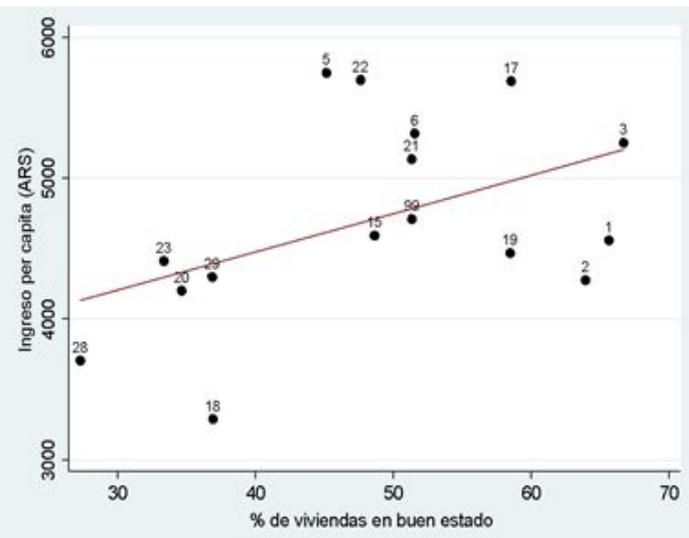
THANK YOU



Monitoring and Evaluation Framework

Housing Integration Indicators

Correlation between income and good livability and between overcrowding and poverty



49.3%

households are overcrowded

48.9%

dwellings with bad conditions of livability

Monitoring and Evaluation Framework | Socio-Economic Integration

74%

households are under
the poverty line

31%

head of household
with formal job

31%

households receive
health care inside the
neighborhood

28%

households where at least
one member suffers from
a chronic disease

8%

households where at least
one member suffers from
any type of disability

