



# 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 buildings and residential areas. The image is in black and white, with an orange overlay on the left side containing text.

Buenos Aires City

**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





# 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





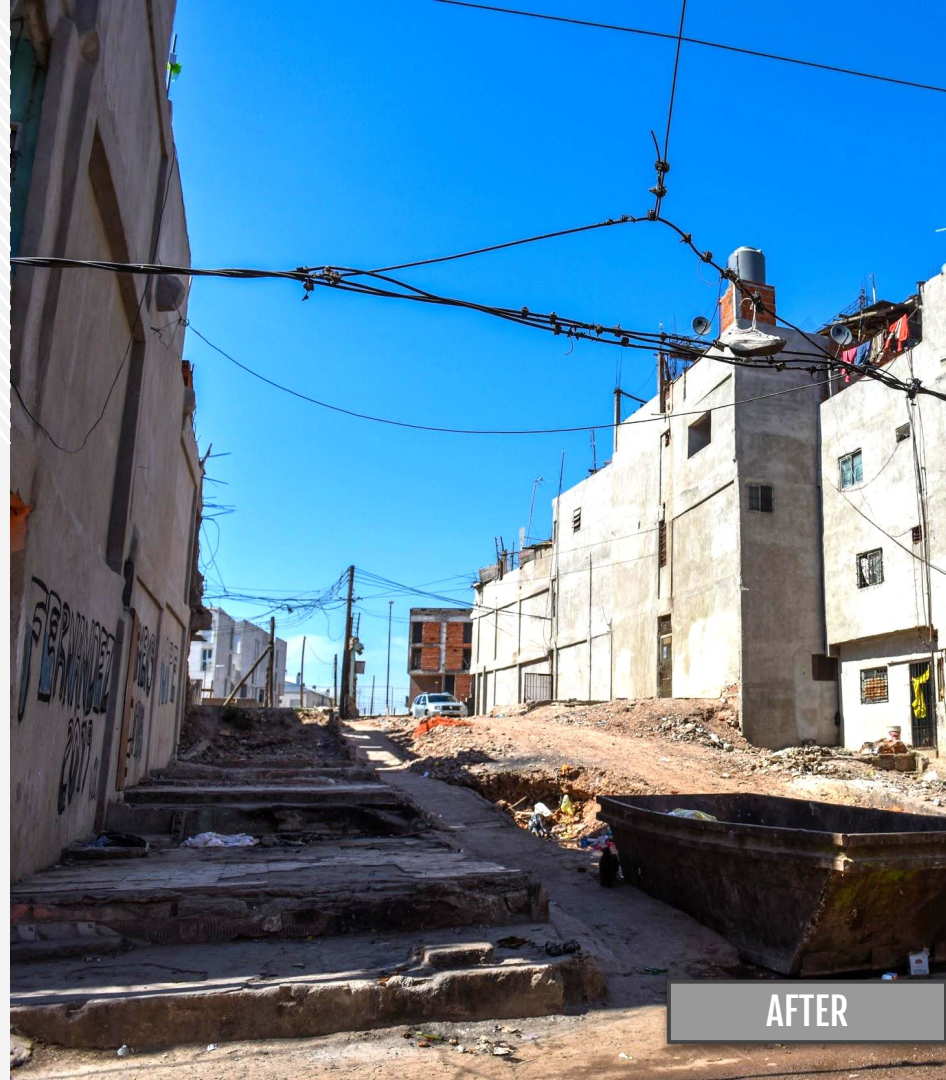
# Block Level



## CORVALÁN STREET



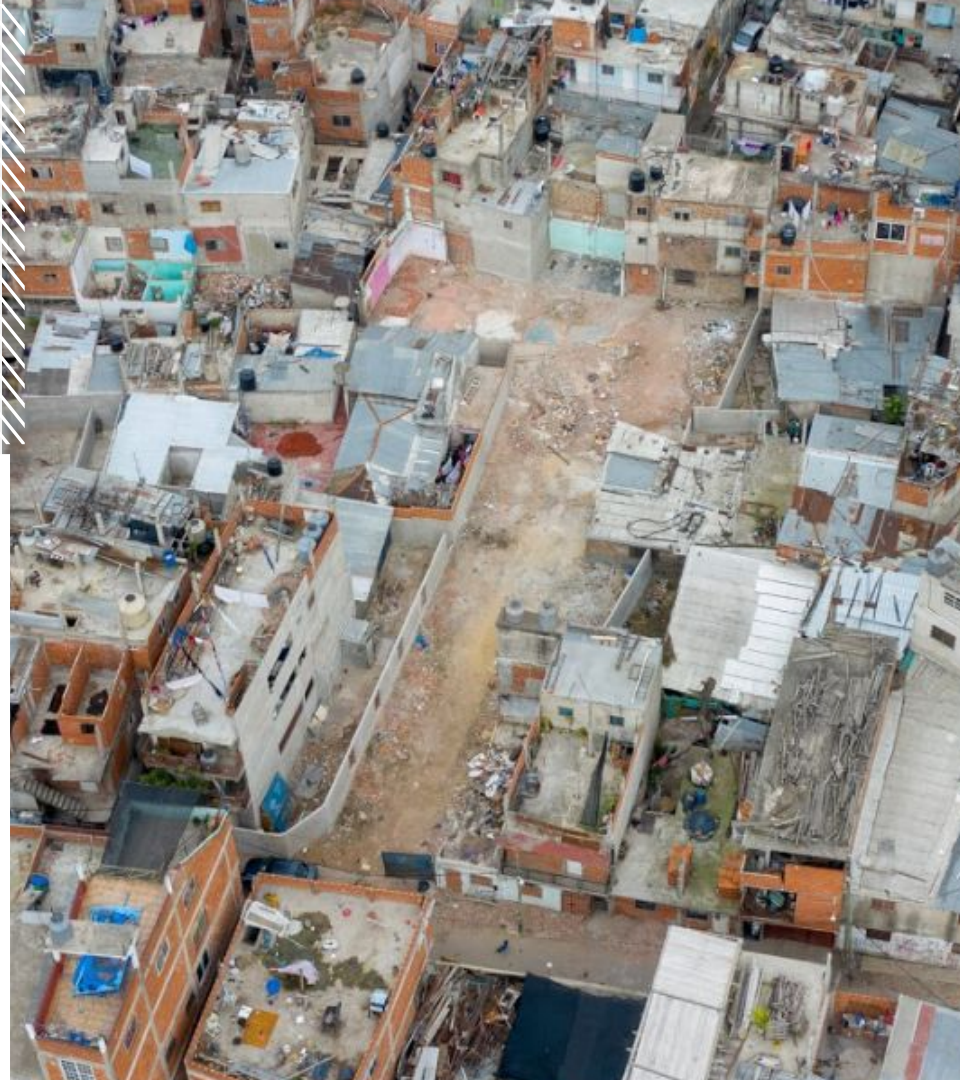
BEFORE



AFTER



## STREET AND BLOCK OPENING





# Playón de Chacarita

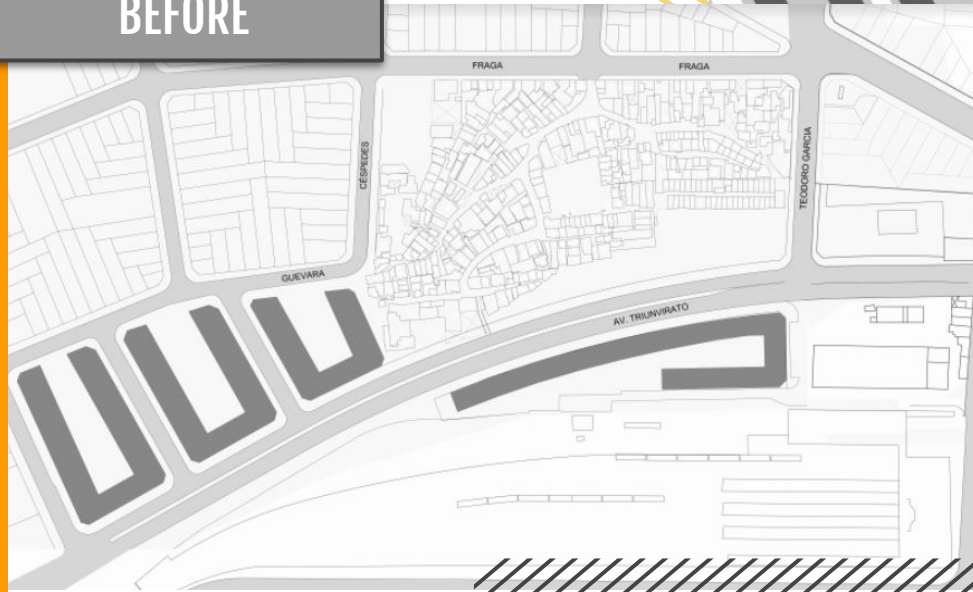




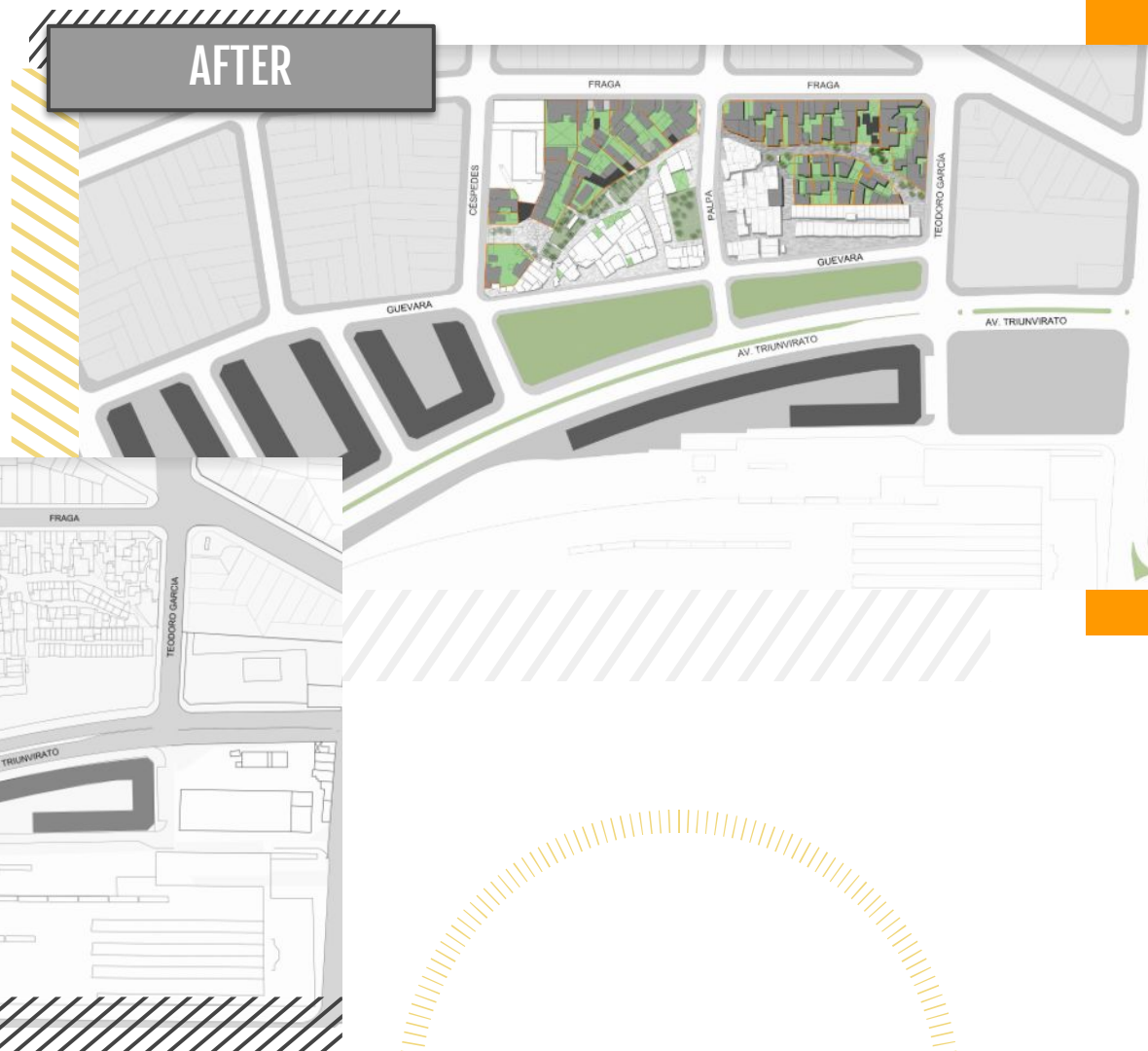
# Neighborhood

## Playón de Chacarita

BEFORE



AFTER



# Rodrigo Bueno





# Neighborhood Rodrigo Bueno

BEFORE



AFTER



NEW STREETS









# 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
<b>1. INTEGRACIÓN URBANA</b>	<b>1.a. Infraestructura</b>	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
	<b>1.b. Espacio público</b>	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	
	<b>1.c. Accesibilidad y movilidad</b>	Apertura calles	Proporción (%) de calles y pasajes abiertos del total proyectado para la manzana	Proporción (%) de cuadras a los que los servicios de emergencia pueden acceder con facilidad
		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	
	<b>1.d. Dinámicas urbanas no esperadas (Gentrificación/Precarización/Tugurización)</b>	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%
<b>TOTAL</b>	<b>100%</b>

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
<b>BENEFICIOS Netos (USD MM)</b>	<b>3,81</b>	<b>4,43</b>	<b>5,20</b>	<b>6,08</b>	<b>7,04</b>	<b>8,00</b>	<b>9,15</b>	<b>10,53</b>	<b>12,19</b>	<b>14,18</b>	<b>16,57</b>	<b>19,44</b>	<b>22,87</b>	<b>27,00</b>	<b>31,95</b>	<b>37,89</b>	<b>45,02</b>	<b>53,58</b>	<b>63,84</b>	<b>76,17</b>
<i>Beneficios CP</i>	<i>96,05</i>	<i>133,58</i>	<i>179,54</i>	<i>232,73</i>	<i>290,36</i>	<i>347,98</i>	<i>417,12</i>	<i>500,10</i>	<i>599,67</i>	<i>719,16</i>	<i>862,54</i>	<i>1.034,60</i>	<i>1.241,07</i>	<i>1.488,84</i>	<i>1.786,16</i>	<i>2.142,94</i>	<i>2.571,08</i>	<i>3.084,85</i>	<i>3.701,37</i>	<i>4.441,20</i>
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>	<i>92,25</i>	<i>129,15</i>	<i>174,35</i>	<i>226,65</i>	<i>283,31</i>	<i>339,98</i>	<i>407,97</i>	<i>489,57</i>	<i>587,48</i>	<i>704,98</i>	<i>845,97</i>	<i>1.015,17</i>	<i>1.218,20</i>	<i>1.461,84</i>	<i>1.754,21</i>	<i>2.105,05</i>	<i>2.526,06</i>	<i>3.031,27</i>	<i>3.637,53</i>	<i>4.365,03</i>
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
<b>COSTOS Netos (USD MM)</b>	<b>21,31</b>	<b>49,02</b>	<b>31,97</b>	<b>4,26</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>	<b>1,97</b>
<i>Costos del Programa CP</i>	<i>21,31</i>	<i>49,02</i>	<i>31,97</i>	<i>4,26</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>	<i>1,97</i>
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
<b>Flujo de Caja Neto (USD MM)</b>	<b>-17,51</b>	<b>-44,59</b>	<b>-26,77</b>	<b>1,82</b>	<b>5,07</b>	<b>6,03</b>	<b>7,18</b>	<b>8,56</b>	<b>10,22</b>	<b>12,21</b>	<b>14,60</b>	<b>17,46</b>	<b>20,90</b>	<b>25,03</b>	<b>29,98</b>	<b>35,92</b>	<b>43,05</b>	<b>51,61</b>	<b>61,87</b>	<b>74,19</b>

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



# Juan Maquieyra

 /juanmaquieyra

President of the Buenos Aires  
City Housing Authority

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# THANK YOU

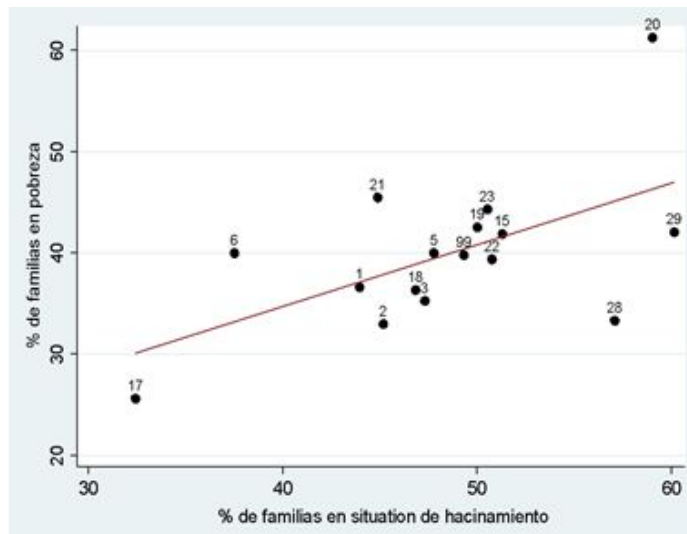
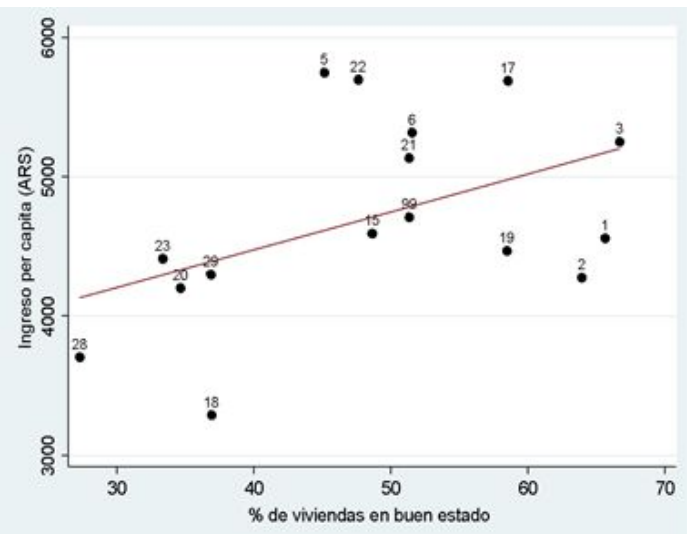




# Monitoring and Evaluation Framework

## 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

