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## **The Management of Multi-Apartment High Rise Housing Stock: localizing the SDG11 and the NUA through housing strategies in countries undergoing economic transition**

Sunday, 11 February 2018

9:00-11:00

Room 305

### **Training Coordinators:**

**Gulnara Roll, UNECE**

**Claudio Acioly, UN-Habitat**

### **BACKGROUND**

This training event provides an opportunity to develop practical knowledge and skills in maintenance and management of multi-apartment buildings. It unfolds critical problems of maintenance and management of such buildings and discusses different approaches to establish a sustainable maintenance and management system, with adequate finance, direct citizen engagement, laws and regulations. The training event draws on global examples and exposes the participants to a wide range of solutions in an interactive learning environment. The training is organised in response to request by governments represented in UNECE Committee on Housing and Land Management who requested such capacity building for 2018-2019.

The training event focuses on a critical maintenance and management problem affecting the multi-apartment residential buildings. The adoption of policies targeting the existing housing stock is part and parcel of the localization of the Sustainable Development Goal 11 and the New Urban Agenda-NUA, particularly when it increases the quality and quantity of housing, and promotes compact and well-connected urban development. Thus, the supply of housing opportunities in the existing housing stock is strategic for the realization of the NUA and the SDG11.



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It has become apparent that in many parts of the world homeowners living in multi-apartment residential buildings are not assuming their responsibility to maintain the buildings where they live due to inadequate institutional and regulatory systems, poor enforcement of laws and regulations, poverty and low income of its inhabitants combined with the lack of tradition and awareness about living in vertical condominiums comprised of common goods and spaces that call for shared responsibilities, rights and obligations.

This is common problem in cities of Central and Eastern Europe where significant part of the housing stock is comprised of multi-apartment residential buildings. Massive privatization of the housing stock that took place from the 90's onwards when countries embarked into a transition from a centrally planned economy to a free market economy was followed by the disappearance of state-sponsored maintenance and management systems. This led to a rapid and continuous process of deterioration of the housing stock with adverse impacts on the quality of life in cities. In addition to that, the endemic lack of maintenance has exposed the fragility of particular building technologies used during the post-world war II decades that has caused upsurge in energy costs and more pressure on household incomes and their ability to pay for homeownership.

Increasingly, this is becoming a problem in cities of the developing world as well, where public housing frequently adopts the high-rise multi-apartment residential building typology without adequately preparing the new residents for a new way of living subject to financial and social obligations to organize and pay for the maintenance and management of their common goods and properties. Policies frequently neglect the need to harness mechanisms and systems to ensure that the facades, roofs, foundations, entrance halls, lifts, collective infrastructures and the adjacent land are well taken care of. The need to build a financial reserve for cyclical maintenance and capital refurbishments in the future imposes the need for self-organization of homeowners and the existence of property management systems to ensure that the multi-apartment housing stock is well maintained and managed.

The training event will explore this vast array of solutions and approaches, both in institutional, organizational and legislative formats, but also the policies and financial instruments as well as subsidies that can make possible the establishment of a long-lasting property management and maintenance of the multi-apartment housing stock which also includes energy efficiency measures. The training event will provide ample amount of illustrations drawn on case studies from different regions.



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## DESCRIPTION OF THE TRAINING EVENT

The training program is delivered in different modules drawing on real experiences and case studies from different parts of the world. The modules will focus on the:

- (1) Analysis of the problem,
- (2) The policies and approaches to tackle the problem, backed by some simulation exercises;
- (3) The normative, regulatory and legislation frameworks with the respective legal and operational solutions to homeowners association, condominium associations, property management boards;
- (4) The financial mechanisms and technical solutions
- (5) The social organization and participatory frameworks.

At first, the scope and scale of the problem will be unpacked to support the participants' views with a rich set of illustrations and analysis of the deep-rooted causes of the deterioration of the existing housing stock.

Cases from Bulgaria, Russia, Belarus, Armenia, Moldova, Ethiopia, Angola, Brazil, Lithuania, Chile, Singapore, Korea and China will illustrate the type, size and scope of the problem. The experience shows that the establishment of maintenance and management of the existing multi-apartment housing stock is not straightforward. Different countries adopt different legislations with a variety of results. Participants will learn about different models and the lessons learned with their implementation, which varies from compulsory contributions through condominium laws to commercial and professionally established property management companies.

Participants will be exposed to the scope and scale of the problem through lectures and presentation and will be asked to design solutions that combine social and organizational solutions with financial strategies and policy frameworks.

## OBJECTIVES

- (1) Participants will have learned the deep-rooted causes of the scale and scope of the problem of housing deterioration.
- (2) South-North knowledge exchange on common problem will lead to potential establishment of a network of experts and institutions seeking solutions to a common problem that will be maximized by UNECE and UN-Habitat
- (3) Case studies and presentations will strengthen the capacity of participants to formulate creative solutions.



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- (4) Participants will have learned how to design legal and organizational solutions to tackle the housing maintenance and management of the multi-apartment housing stock
- (5) Participants will have learned approaches to finance maintenance and management of housing
- (6) Participants will have learned technical solutions for the residential builds.

#### **LINKAGES WITH SUSTAINABLE DEVELOPMENT GOALS:**

Goal 10 Reduced Inequalities

Goal 11 Sustainable Cities and Communities

#### **LINKAGES WITH THE NEW URBAN AGENDA:**

Environmentally sustainable and resilient urban development

#### **REFERENCE MATERIALS:**

**Geneva UN Charter on Sustainable Housing,**

<https://www.unece.org/housing/charter.html>

Country Profiles on Housing, Urban Development and Land Management,

<https://www.unece.org/housing/countryprofiles.html>

UNECE Guidelines on Condominium Ownership,

<https://www.unece.org/index.php?id=10982>

UN-Habitat Practical Guide for Conducting Housing Profiles

<https://unhabitat.org/books/a-practical-guide-for-conducting-housing-profiles-revised-version/>

#### **SCRIPT OF THE SESSION**

##### **Module 1: High-rise multi-apartment housing problems in a nutshell (30')**

- Interactive session with automatic response cards exploring the participants' views, opinions, attitude and housing needs
- Illustrations of the problem in images, data, facts and figures
- Understanding the housing sector, housing delivery and maintenance of the housing stock
- Housing stock management
- High-rise housing in a nutshell
- Problems: deterioration and refurbishment



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### **Module 2: The Management of the Housing Stock (30')**

- A 20' session will focus on concrete cases and approaches to housing stock management, with a particular emphasis on multi-apartment residential building, followed by a short session of Q&A before moving to the subsequent module.
- Models of property management
- Mechanisms for self-management and finance
- Homeowners' associations
- Case study presentations

### **Module 3: Financing and Organizing the Management and Maintenance of Housing (30')**

- A short presentation focusing on models and examples of financing and self-organization models to maintain and manage multi-apartment residential buildings, with references to experiences in different countries, backed by the legal and financial setups.
- Housing funds
- Stakeholders, roles and responsibilities of local and national governments

### **Module 4: Group Work on Policy, Programming, Technical and Managerial Solutions (60')**

- Guided group work for knowledge and practice experience amongst participants, focusing on their individual/country/city/residential complex experience.
- Presentations and debate with Q&A

### **Module 5: Wrap-up and Ways forward (30')**

- Interactive Session with the Group responses, exploring the outcomes of the group work.
- Conclusions and recommendations
- Identification of areas for further research and possible follow-up training
- Discuss ways forward to connect via social media, internet.

### **Module 1: 30' presentation + 15 Q&A**

#### **General Introduction**

#### **Localizing the Agenda 2030 and SDG11 and the Role of the High-rise Multi-family Housing**

Introduction to the SDG11 and NUA focusing on the supply of affordable housing at scale and the opportunities offered by the existing high-rise multi-family housing stock.



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A illustrative analysis of the challenges found in various parts of the world in terms of maintenance, social organization for maintenance, financing, rehabilitation and refurbishment, housing stock management systems

**Claudio Acioly, UN-Habitat**

### **Module 2: 20' presentation**

#### **The Management and Maintenance of the Housing Stock in the CEE Countries**

An overview of the work of the UNECE presenting findings, approaches and experiences found in different countries of Europe: lessons learned and views for the future

Selected case studies and examples drawn from UNECE's work in the European region

**Gulnara Roll, UNECE**

#### **Country Experience: 15' presentation**

Reviewing the Experience of Armenia: the challenges and opportunities in the high-rise multi-family housing

**Arsen Karapetyan, Development Solutions Institute" Foundation**

#### **Country Experience: 15' presentation**

Reviewing Public Private Partnership-PPP in energy efficiency measures in Armenia, Bosnia Hercegovina, Bulgaria, Macedonia and Poland.

**Gyorgy Sumeghy, Habitat for Humanity International**

### **Module 4: 30' Group Discussions and Reflections on Cases and Lessons Learned**

Moderated by Claudio Acioly, UN-Habitat

### **Module 3: 15' presentation**

Policies, Approaches and Innovations in Housing Quality, Rehabilitation and Energy Efficiency in high-rise multi-family housing. Reflections and Propositions for the New and Old Stock

**Henk Visscher, Delft University of Technology**

### **Module 4: 30' Group Discussions and 10' Wrap-up and Conclusions**

Debate and reflections, sharing participants' experiences and interactions with Presenters

**Claudio Acioly, UN-Habitat**

**Gulnara Roll, UNECE**

**Henk Visscher, Delft University of Technology**

**Arsen Karapetyan, Development Solutions Institute" Foundation**

**Gyorgy Sumeghy, Habitat for Humanity International**



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### PROFILE TRAINING COORDINATORS:

**Gulnara Roll** is the Head of Housing and Land Management Unit of the United Nations Economic Commission for Europe (UNECE). She is a Senior Expert in Environment, Urban Planning and Sustainable Development with extensive experience managing teams, networks and projects. She has been with the UN since 2009, working in the preparation and submission of UN official documents; drafting reports, studies, publications; managing large scale projects and teams; fundraising; organising intergovernmental meetings and negotiations. Prior to joining the United Nations she worked in academia and management of international programmes on research, spatial planning and regional development in Brussels, Belgium; Tartu, Estonia; and St. Petersburg, Russia. She holds a Ph.D. in Human Geography and Environmental Sciences from Saint Petersburg State University.

**Claudio Acioly** is an architect and urban planner, a housing practitioner with more than 35 years of experience. During the period 2008-2012 he was chief Housing Policy of the United Nations Human Settlements Programme (UN-Habitat) and coordinator of the United Nations Housing Rights Programme. He led housing policy work for various agencies including UN-Habitat in countries such as Moldova, Bulgaria, Netherlands, Cuba, Ghana, Malawi, El-Salvador, Vietnam, Nepal, Ecuador and Mexico. He is currently the head of Capacity Development of UN-Habitat and coordinates training, capacity building, e-learning and knowledge-based initiatives like the online Global Urban Lectures Series.