

# Sao Paulo

## Urbis Preliminary Program Review



# CONTENTS

|   |           |
|---|-----------|
| <b>Executive Summary</b> .....  | <b>2</b>  |
| <b>Overview of Sao Paulo Program</b> .....                              | <b>3</b>  |
| <b>The Urbis Capacity Program in Sao Paulo</b> .....                    | <b>6</b>  |
| <b>Overview of Progress to Date</b> .....                               | <b>7</b>  |
| <b>Progress on Research Agenda</b> .....                                |           |
| <b>Exit Strategy</b> .....  | <b>11</b> |
| <b>Recommendations for the Continuation of Urbis in Sao Paulo</b> ..... | <b>12</b> |
| <b>Conclusion</b> .....   | <b>12</b> |

## Executive Summary

The Urbis program in Sao Paulo is providing insight into what is possible when major political, legislative and financial obstacles to pro-poor urban development are removed. Of the seven Urbis cities, Sao Paulo is, in many ways, the most inclusive city. The program aims to take advantage of Sao Paulo's unique opportunities, specifically, a relatively pro-poor municipal government, a correspondingly large number of community organizations, and an NGO training academy, *Espaço Público do Aprender Social* (Public Space for Social Learning, or ESPASO), which has been the Development Innovations Group's main benefitting partner thus far. Through ESPASO's extensive connections with the city's civil society sector, the Urbis program has improved the capacity of over 200 pro-poor organizations within the first year and a half of the program. We anticipate that Urbis will demonstrate how targeted institutional capacity building of urban poor organizations in such an environment can tangibly and sustainably improve the lives of the urban poor.

In Phase I of the Urbis program, the team identified the possibility of working with such a large number of the city's pro-poor organizations via ESPASO's wide reach as the program's

key opportunity. By providing targeted capacity building activities to hundreds of NGOs simultaneously, Urbis is pursuing what can be thought of as a wholesale approach. Preliminary findings indicate that this approach provides scale from the on-set of the program, which is particularly relevant when operating in a megacity (the population is estimated at 20 million people). The Urbis course work developed for this approach was designed to enable pro-poor NGOs to influence public policy by building their basic skills. A survey conducted by the Urbis team demonstrated a need for NGO capacity building in three areas: management, technical competence and understanding social policy. Using this tailored yet wide-ranging approach, DIG's vision for success in this phase was to achieve dramatic improvements in the ability of the 219 organizations (representing 515 individuals) that participated to work constructively with the municipality in order to pursue poverty alleviation projects (through accessing funds, changing policy or other methods). The program also seeks to help establish a platform for future classes in order to reach an even larger section of the city's civil society. Working with ESPASO provides an opportunity for large-scale, replicable capacity building in a way that has already provided positive results.

In Phase II of the Urbis project in Sao Paulo, Urbis will work to replicate a capacity building approach already used by a pro-poor organization in the city, and thereby build on a self-sufficient model of NGO capacity building. Specifically, Urbis aims to begin by leveraging NGO volunteer work with a youth-focused organization called the Nova Uniao de Arte (NUA), and developing a replicable model of NGO "incubation," whereby an established NGO facilitates the grassroots development of an incipient NGO. In a city the size of Sao Paulo, this peer-to-peer capacity building effort has the potential to expand organically and reach many more organizations than the efforts of the Urbis team alone could achieve.

Upon completion of Phase I, Urbis has already identified some successes. First, according to

follow-up interviews, a “fundamental change” occurred in many of the participant’s NGO management systems. The Urbis curriculum was successful in promoting a more systematic and professional approach to NGO management. A second outcome was in networking between organizations; whereas many organizations had previously worked independently of each other, the Urbis classes at ESPASO have served to create an informal network between the participants. Third, the combination of technical and managerial training has helped encourage participants to approach authorities about the needs of the poor.

This Mid-Term report serves as a snapshot of the program after the first year of work in Sao Paulo. It provides an overview of the Sao Paulo Program, including background information on the city and the opportunity for Urbis, the research agenda and the program’s vision for success. It also describes the program and its activities, programmatic strengths, challenges, and successes. Finally, it covers the broader questions of the program’s progress on its research agenda, exit strategy and the recommendations for the future of the program.

## Overview of Sao Paulo Program

### Program Goals

The goal of the Urbis program in Sao Paulo is to improve pro-poor organizations’ ability to take advantage of the opportunities offered by the city’s governmental programs to reduce urban poverty. Sao Paulo has the largest population of the Urbis cities around the world (the other cities targeted by the Urbis program are Dhaka in Bangladesh, Phnom Penh in Cambodia, Abidjan in Ivory Coast, Mombasa in Kenya, Casablanca in Morocco and Luanda in Angola). The Development Innovations Group (DIG) selected Sao Paulo because of the relatively pro-poor federal and municipal policies created by the government and the opportunity to have a large-scale, positive impact on urban poverty issues in the city by implementing an urban-focused capacity building program for



pro-poor organizations. During a rapid city diagnostic DIG conducted in November of 2007, DIG learned that the government of Sao Paulo relies heavily upon non-governmental organizations (NGOs) to deliver the government’s social services. In fact, the government has a relatively sophisticated framework of services focused on alleviating the problems that directly and disproportionately affect Sao Paulo’s poorest citizens—such as employment, housing, land regularization, infrastructure, education, environment and crime. Yet the staff members working for these organizations often lack the knowledge they need to fully tap the resources the city has earmarked to such programs. DIG identified a partner to help NGOs reap the benefits of the city government’s pro-poor orientation, an NGO training academy, *Espaço Público do Aprender Social* (Public Space for Social Learning, or ESPASO).

Phase I of the Urbis program in Sao Paulo has aimed to leverage this local pro-poor orientation, primarily by collaborating with ESPASO. Through ESPASO, which reaches hundreds of pro-poor organizations, Urbis has sought to equip a number of pro-poor organizations with the tools they need to take advantage



of federal and municipal pro-poor policies. DIG, Diagonal Urbana (a Brazilian consulting firm), and ESPASO thus created an Urbis curriculum, lasting several months, and consisting of a range of courses, seminars and debates. The curriculum is unique in two ways: first, it was designed after a very thorough consultation process with the NGO community in Sao Paulo; the capacity building needs prioritized by NGO staff members drove the content of the curricula, which is described below. A. Secondly, because the Urbis program is an urban capacity building *laboratory*, the instructors selected to design the courses chose various delivery methods, which are also introduced below. Overall, these classes were designed to strengthen NGOs so that they could deliver services to socially excluded populations more efficiently and effectively, as well as bolster the voices of the socially excluded. In brief, the Urbis approach in Brazil can be thought of as a wholesale strategy. Rather than focusing first on one or two key pro-poor organizations to advance the agenda of the urban poor and scaling up in the third year of the program, the program targeted 219 NGOs from the very beginning, and will narrow its efforts on approximately 20 organizations to benefit from additional courses during the third year of the Urbis program (phase II).

In Phase II of the project, Urbis will also deliver peer-to-peer capacity building activities, and attempt to replicate the success of various models of NGO “incubation” that the program has found in Sao Paulo (as described below). The goal is to identify and support self-sustaining mechanisms by which the NGO community can build its own capacity.

### ***Rationale for Selection of Sao Paulo as an Inclusive City***

#### **Urban Profile Summary**

Officially, the city of Sao Paulo is home to eleven million residents, 35% of whom live in extreme poverty, with an additional 27% living in mid-level poverty. Another nine million persons live in the surrounding urbanized area, for a total metropolitan population of around twenty million. With a variety of government social services delivered through NGOs, pro-poor organizations are well positioned to help bridge the gap between the city’s admirable social policies and the reality of Sao Paulo’s traditionally socially excluded population. To play this role effectively, however, Sao Paulo’s pro-poor organizations must strengthen their capacities to deal with the scope of the problem.

While Brazil’s economy has grown solidly in the last few years and is currently the world’s eighth largest economy, it is also one of the world’s most socio-economically unequal countries. Brazil’s income disparity is also reflected in poverty rates, urban violence and unemployment. Related problems include growing social security debts and inefficient public services. These problems are felt acutely by the 81% of Brazilians living in cities, and the 37% of the urban population living in self-contained slums (favelas) and other forms of informal settlements.

While poor families are located throughout Sao Paulo’s metropolitan region, they are concentrated away from the center in the city’s southern and eastern peripheries in favelas and other informal settlements, as well as in the

City's center, in slumlord-controlled tenements (cortiços).

Despite the scale of poverty, the city's depth and breadth of civil society organizations as well as its recent movement towards pro-poor social services and civic inclusion is remarkable. This implementing environment—one of great challenges but also of unprecedented civil society development and government support—has framed Urbis' work in Sao Paulo.

### **Key Focus Issues for Urbis Program in Sao Paulo**

Urbis' focus and theme first reflect the urban challenges mentioned above. Four key issues directly and disproportionately affect Sao Paulo's poorest citizens: (i) employment; (ii) housing land regularization, infrastructure, and the environment; (iii) education; and (iv) crime and insecurity. The federal and municipal governments' pro-poor urban agenda offers a positive environment for Urbis.

As mentioned above, the needs of organizations working directly with the urban poor further influenced the focus of the Urbis Program. After DIG's rapid city diagnostic, interviews conducted with staff members from a representative sample of pro-poor organizations revealed that the Urbis program in Sao Paulo should focus on building their management and technical capacity, as well as their knowledge of current social policy. The curriculum we designed in partnership with these organizations and with our partners reflected these needs. In the following sections, we present DIG's partners in Sao Paulo and the Urbis learning agenda, then the program itself, starting with the activities, timeframe and expected results, and ending with the mid-term results of Urbis in Sao Paulo.

### **Overview of Urbis Pro-Poor Urban Partners in Sao Paulo**

During the first phase of the program, DIG selected two partners. DIG's main implementing partner was Diagonal Urbana, a Brazilian consulting firm specialized in community development. Diagonal has domestic and

international programs and focuses on building the capacity of communities involved in slum upgrading or facing urban renewal. The *Prefeitura* of São Paulo has been the firm's principal client for over a decade; it has contracted Diagonal to work on programs involving 300,000 families living in 387 *favelas* and 58 tenements.

DIG's second key partner was the unique training facility called ESPASO, an acronym for "Public Space for Social Learning." ESPASO is part of the city government's Municipal Secretary of Social Assistance and Development (SMADS); the facility has over 800 agreements with 350 social organizations to carry out its progressive social policies. SMADS founded ESPASO in 2003 to reinforce the quality of the city's social services and to build the capacity of its partners. In its first four years of operation, ESPASO delivered 150 courses and seminars to personnel from over 300 organizations. Through this NGO training school, the city is able to provide various types of training for social workers employed by its partners, improving the overall quality of Sao Paulo's NGO personnel. The combined experience of Urbis' two partners has led to the highly tailored program described below.

### **Proposed Urbis Research Agenda in Sao Paulo**

The Urbis program in Sao Paulo is providing insight into what is possible when major political, legislative and financial obstacles to pro-poor urban development are removed. Of the several Urbis cities, Sao Paulo is, in many ways, the most "pro-poor;" this observation is based on the municipality's ample consultation with representatives of the urban poor as it develops policies, as well as its proactive stance in engaging pro-poor organizations in implementing those progressive policies. Specifically, the Urbis program is investigating how development resources can be deployed most effectively in a context where not only pro-poor policies and significant funding for poverty alleviation exist, but also where very capable pro-poor organizations are already active. We

anticipate that Urbis will demonstrate how targeted institutional capacity building of urban poor organizations in such an environment can tangibly and sustainably improve the lives of the urban poor.

At the same time, the program is attempting to determine how resources can be effectively deployed through an innovative, local, specialized training institution (ESPASO). The underlying assumption is that, where possible, resources used to help such a local institution develop and deliver a standardized urban training curriculum to pro-poor organizations at scale is a more cost-effective use of limited resources than would be an individual tailor-made capacity building plan for a *particular* pro-poor organization.

## **The Urbis Capacity Program in Sao Paulo**

### ***Description of Capacity Building Activities***

The Urbis curriculum was designed to enable pro-poor NGOs to acquire a responsible, self-confident voice and influence public policy by building basic skills. A survey of target NGOs demonstrated a need for capacity building in three areas: management, technical competence and social policy. The survey also pointed to a list of 13 priority subjects, including NGO management, resource mobilization, monitoring and evaluation, social exclusion and mapping, public policies and social change.

The Urbis team developed a curriculum around these priority topics. The team prepared a curriculum of two modular courses, four thematic courses, six seminars and six debates. These four approaches to capacity building were based on the nature of the information to be imparted and the characteristics of the participants, including their availability, as follows:

- Modular (40-hour) courses were used for broad, complex subjects receiving an in-depth treatment.

- Thematic (24-hour) courses were selected to provide a substantial understanding of priority subjects and competencies for NGO management.
- Seminars (8-hour) were used to provide a full introduction to secondary management topics or to introduce new concepts.
- Debates (4-hour evening events) were used for enrichment topics to provide a well-rounded program.

The design and implementation of these capacity building activities within the context of the work plan are described below.

### ***Expected Timeframe for Capacity Building Activities***

The first step in the Urbis program was the rapid city diagnostic completed in November 2007. Once the decision was made to proceed with an Urbis program in Sao Paulo, the team planned a series of activities for Year 1 of the project, culminating in a graduation event. These activities (with the schedule as implemented) are shown in Graphic 1. For a narrative discussion of these Year 1 activities, please refer to *Progress Overview* on page 7.

Activities in Year 2 thus far have focused on monitoring the lessons learned from the curriculum development process.

### ***Expected Results***

DIG expects to help increase the efficiency and effectiveness of pro-poor organizations both as service delivery organizations, and as representatives of the voice of the urban poor. We will observe the most significant changes in organizational behavior resulting from the training courses, or any signs that these organizations are now stronger and more capable to carry out their respective missions.

**Graphic 1. Activities Planned & Undertaken in Year 1 (2008)**

| Activities  | January | February | March | April | May | June | July | August | September | October | November | December |
|---|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Negotiation with partners   | ■       | ■        |       |       |     |      |      |        |           |         |          |          |
| Memorandum of Technical Cooperation signed by DIG, Diagonal Urbana and the Mayor of Sao Paulo |         |          |       | ■     |     |      |      |        |           |         |          |          |
| NGO Survey  |         |          | ■     | ■     |     |      |      |        |           |         |          |          |
| Course Design   |         |          |       |       | ■   | ■    | ■    |        |           |         |          |          |
| Selection of Instructors, Participant Registration  |         |          |       |       |     |      | ■    |        |           |         |          |          |
| Courses, Seminars and Debates   |         |          |       |       |     |      |      | ■      | ■         | ■       | ■        | ■        |
| Graduation  |         |          |       |       |     |      |      |        |           |         |          | ■        |

## Overview of Progress to Date

### Overview

As noted above, our partners delivered capacity building events to members of 219 NGOs over a period of five months. Participants attended the modular courses, thematic courses, seminars, and/or debates (which included a movie followed by a facilitated discussion). Additionally, we selected 22 organizations to participate in all courses in order to expose their members to the range of Urbis methodologies. We present the progress to date (after reviewing implementation of the Year 1 work plan) in more detail below.

### Progress Overview

As shown in Graphic 1, above, a first step was to establish the framework of the partnership between the *Prefeitura* of Sao Paulo (including

ESPASO), Diagonal Urbana and DIG. The next step was to survey pro-poor organizations. This survey provided an empirical basis for a demand driven curriculum. Ana Luisa Curty, who served as the team’s recruiter, says “this is the first time in ten years that I have seen a program for NGOs based on such a thorough analysis of their capacity building needs.”

A team made up of both Diagonal and ESPASO staff designed the program in coordination with the DIG technical director and program manager. Carefully selected instructors developed new training materials and were encouraged to be creative. Faithful to the core purpose of Urbis, which is to improve the voice of the urban poor, instructors looked for ways to make their courses highly interactive.

The team also focused on recruiting faculty and selecting training participants, and decided from the beginning to open enrollment to

organizations both affiliated with SMADS and to those that were not. The selection process built upon a list of the 500 organizations that attended the April 1 signing ceremony. In late July, the team emailed invitations to 2,176 organizations, and placed announcements in various publications. In total, ESPASO received 1,466 registrations representing 197 organizations.

In the end, 515 individuals representing 219 organizations participated in the Urbis capacity building program. Over a five-month period, participants visited, often weekly, the ESPASO training academy to attend courses. Each person was given the opportunity to participate in as many courses as desired.

The following table shows the list of classes provided in the Urbis curriculum, grouped by type of training. The table also shows the number of participants who attended and the number of organizations represented. Most thematic and modular courses and seminars filled 75% or better of available seats. Participation was lower (48%) for the debates, but these were evening events where transportation may have presented a greater obstacle.

Although training was compressed into a five-month period, the training modules proved to be highly effective. Interviews conducted right after the first phase of the training (in December 2008) consistently found that participants

| <b>Course Title</b>   | <b>Participants</b> | <b>Organizations</b> |
|---|---------------------|----------------------|
| <b>Modular and Thematic Courses</b>                         |                     |                      |
| Resource Mobilization section 1                             | 28                  | 23                   |
| Resource Mobilization section 2                             | 18                  | 14                   |
| Non-profit management                                       | 37                  | 30                   |
| Policy Formulation  | 26                  | 22                   |
| Project Management section 1                                | 29                  | 23                   |
| Project Management section 1                                | 13                  | 10                   |
| Monitoring and Evaluation                                   | 31                  | 20                   |
| Local Development   | 29                  | 26                   |
| <b>Seminars</b>   |                     |                      |
| Multi-sector approach to management of development programs | 50                  | 32                   |
| Social Exclusion, Indicators and Maps                       | 50                  | 29                   |
| Solidarity Economy and Productive Inclusion                 | 45                  | 33                   |
| Violence and Public Safety                                  | 35                  | 25                   |
| Social-Environmental Responsibility                         | 24                  | 19                   |
| Communication and Marketing to Corporations                 | 24                  | 20                   |
| <b>Debates</b>  |                     |                      |
| The image NGO's Project                                     | 11                  | 11                   |
| Social and Institutional Development in Brazil              | 16                  | 14                   |
| The Evolution of Children's Rights                          | 27                  | 19                   |
| Drug Addiction  | 21                  | 17                   |
| Sexual Diversity  | 7                   | 6                    |
| Abortion  | 9                   | 6                    |
| <b>TOTAL</b>  | <b>530</b>          | <b>399</b>           |

generally considered the Urbis training to be very effective, thanks to the quality of instructors, the relevance of materials, and the selected teaching methodologies.

DIG and its local partners convened a focus group with representatives from approximately 20 organizations after the end of Phase I training (March 2009). We learned that the Urbis classes led to three types of changes in the participants' organizations. The first outcome was a fundamental change in the participants' management systems. One NGO Director, Hermes de Souza of the Nova União de Arte (NUA) told us, "Now I can sleep at night, now I can say no." By this, he meant that he has come to understand that managing by "putting out fires" (crisis management and problem solving) is an ineffective way for an organization to meet its goals. Setting aside time for thinking, planning, and making sure information flows to key staff is more effective in the long-run. The management courses (e.g., financial management, administration of NGOs) appear to have helped beneficiaries shift away from ad hoc work to more long term planning. Participants said they have become "more systematic," and "more cautious about documentation" than before taking the courses. The Director of LIFE in Jardim Santa Fe said, "We completely revamped the way we manage the organizations [after taking the Urbis courses. Before], we had a very romantic, missionary vision. Now, we have a professional vision. Now, we are doing a better job documenting of the work and we have created evaluation tools. I expect a total transformation of my organization, a larger impact on the community we work in, especially (with regards to) public policies, which we learned about in one of the courses."

A second outcome lies in the networking between organizations. ESPASO staff commented on the instant network created among Urbis participants and how they observed participants exchanging phone numbers and discussing ways to keep in touch beyond the courses. Participants interviewed for this

mid-term review stated that they participate in networks and intended to share the information they had learned from the Urbis training program with members of their networks, even stating in one case, "We are 200% committed to sharing the knowledge." It will be interesting to see if, in the future, Urbis participants are still in communication with each other and whether they have been successful in sharing the knowledge gained through Urbis within their own networks.

Third, the combination of technical and managerial training significantly boosted the self-confidence of participants, which ultimately made them feel empowered to talk to authorities about the needs of the poor. A participant from the NGO PROMOVER explained that she started taking youths in her organization to public forums after attending the Urbis training. "I have less of a beneficiary approach now. I see youths as protagonists, not just recipients of a service. I was so happy when the kids picked up the microphone themselves and expressed a need for more funding, which led to an increase in budget."

Finally, although not a result of Urbis, the implementation of Phase I elucidated a practice of NGO mentoring or incubation that already exists in Sao Paulo. The Urbis team examined two exchange models: (i) NGO-to-NGO, and (ii) the private business-to-NGO incubation.



In the NGO to NGO model, an experienced, well-established NGO will take a fledgling NGO under its wing and help build its capacity by sharing knowledge and information. The established NGO will “lend” its legal status so that the fledgling NGO can obtain resources and execute projects. For example, a fledgling NGO may develop a concept, and with assistance write a proposal that is submitted by the mentor NGO. When the project is approved, it is executed by the fledgling NGO under the supervision of the mentor NGO.

In the private business-to-NGO model, a private business and an NGO pair up to work together. The NGO's projects provide a suitable and satisfactory outlet for the business' corporate social responsibility projects, and the skills and expertise of the private business are made available to build the capacity of the NGO. In the next phase of the program, the Urbis team will seek to investigate, document, and, where appropriate, promote these innovative forms of capacity building.

### ***Program Strengths***

According to participants' evaluations of the Urbis program and to the ESPASO staff members that managed the program day-to-day, the Urbis capacity building efforts in Brazil have been extremely successful. The strengths of the Urbis program after a year of implementation include:

- Using a demand-driven approach;
- Focusing on improving NGO's core competencies, through well-designed courses delivered by excellent instructors;
- Achieving enthusiastic buy-in from the NGO community;
- Helping change NGO day-to-day management practices;

- Forming institutional relationship with the City of Sao Paulo and establishing the potential for program sustainability;
- Finding potential for future co-financing (see below).

### ***Current Challenges***

Roughly halfway through implementation, valuable lessons have already been learned that will help the team address future challenges. For example, the burden of commuting time for participants strongly suggests pursuing a decentralized program next time, so that the program is more accessible and thereby reaches more of Sao Paulo's NGOs. Attributing results at the community level to training courses is difficult at best, however, and virtually impossible so close to the completion of the classes. Planned monitoring and evaluation activities (see below) should shed some light on results.

Perhaps the greatest challenge in implementing the program has been the frequent changes in leadership in the City Government. There have been three Directors of ESPASO since the beginning of the program; likewise, there have been three Secretaries (the executives responsible for Urbis) within the City Government. These changes have not allowed continuity of association with and effective championship of Urbis activities and successes. This has created a need to sell and re-sell the program as new officials assume their duties.

Finally, over the next several months, it is essential that an alternative to the current financial structure be found. Otherwise, any continuation of the initiative following the end of the Urbis Program will not be financially feasible. (For further discussion, see Exit Strategy below.)

## Progress on Research Agenda

### Research Question 1.

**How can development resources be deployed most effectively in a context where: (i) pro-poor policies exist, (ii) significant funding for poverty alleviation exists, and (iii) very capable pro-poor organizations are already active?**

Preliminary information indicates that Urbis resources have indeed been used effectively to train pro-poor organizations in this positive enabling environment. Focus groups and anonymous evaluations with Urbis participants revealed that Urbis has been the first opportunity they have had for capacity building of this type. The fact that many participants endured over four hours of travel time for each session they attended speaks to the perceived value participants had of the program. One organization stated that attending the Urbis program without a subsidy would have cost them over R\$8,000. The Program Coordinator described Urbis as state of the art, since she had never seen a similar demand-driven capacity building program tailored to the needs of urban NGOs.

### Research Question 2.

**Is the following hypothesis correct: helping a local training institution like ESPASO develop and deliver a standardized training curriculum to a number of pro-poor organizations is a more cost-effective use of limited resources than would be a tailor-made capacity building plan for a particular pro-poor organization?**

Preliminary information also suggests that resources can be deployed effectively through the “wholesale” approach that the Urbis program in Sao Paulo has adopted. This view would certainly be echoed by organizations that normally would not have the resources of ESPASO available to them, as ESPASO normally only provides training to the staff of NGOs that have a contract with the *Prefeitura* to

deliver services. The commonality of need, and since all of the organizations interviewed found the NGO management courses to be valuable, suggests the benefits of this “wholesale” approach.

## Exit Strategy

The goal of the Urbis program is to be able to withdraw funding from Sao Paulo with no effect on the organizations with whom the program has worked. In Brazil, the exit strategy differs for both phases of the program. In Phase I, the first step is to ensure consistent local support for providing the courses through ESPASO. Specifically, Urbis will be pursuing relationships with local NGOs that can work with ESPASO on managing the curricula, which is a cheaper and more sustainable model than continued Urbis involvement. In the first quarter of 2009, DIG, Espaso and Diagonal Urbana met with the new *Prefeitura* director to request counterpart funding in order to ensure continuity of the program after it ends, and will continue to advocate for the local management of the Urbis program. Second, the legacy of the Urbis work on the ESPASO curriculum allows the potential for Urbis to remove itself without unduly negative consequences on the broader success of the program. Even after Urbis concludes funding, ESPASO will retain the research conducted on the needs of the city’s organizations, the contacts with those organizations and the professors who taught the courses, as well as the course material itself. Since many of the costs and activities related to developing the curricula do not need to be replicated, the classes can be easily and cheaply duplicated.

The exit strategy of Phase II of Urbis’s program in Sao Paulo relates to the identification and perfection of a model of capacity building for community-based organizations to be spread citywide. Since the “NGO incubator” model relies on volunteer efforts of other community-based organizations, there are no direct

costs associated with it; therefore, the Urbis program is facilitating a potentially self-sustaining model. Urbis' legacy in Phase II is two-fold: on the one hand the program will allow the benefiting organization NUA to replicate the NGO incubation model successfully on its own; on the other hand, the program will demonstrate how an urban capacity building program can positively affect community-based organizations.

## Recommendations for the Continuation of Urbis in Sao Paulo

As noted above, in the second year, DIG is planning to monitor and evaluate training carried out in Phase I of the program. In order to detect results, DIG is currently planning monitoring and evaluation activities that will include:

Post-training monitoring activities including site visits, management workshops, and participant questionnaires to reveal the short- to medium-term impact of the program.

Planned focus groups of community members and beneficiaries of Urbis participants that will directly ask the affected population about any changes in the "voice of the poor." If change is apparent, the team will try to determine what part of that change can be attributed to Urbis activities.

Given the apparent success of the program, DIG is exploring the possibility of another round of courses. Following the recent elections, the leadership in the City Government and ESPASO has changed once again. DIG believes that another round of courses working with the new leadership will increase the likelihood that the Urbis model will be adopted permanently by the City. To that end, DIG is looking for another partner, a non-profit, with which to collaborate. Likewise, DIG is also seeking greater counterpart involvement by the *Prefeitura*.

The third year of Urbis will also see the implementation of Phase II, where the program will support and expand the "NGO incubation" model that was already found to be successful on a small-scale in Sao Paulo. By working with Nova União de Arte (NUA) and leveraging its experience, Urbis can serve as a catalyst for change by supporting and expanding a self-sustaining mechanism by which the NGO community can build its own capacity.

## Conclusion

After the first year of Urbis implementation, the program can already count some exciting achievements. The design of the curricula based on the needs expressed by the targeted NGOs led not only to strong buy-in from the beneficiaries, but also tangible results: NGOs shifted their management approaches from purely "ad hoc" to more strategic and long-term planning, and increased their technical knowledge of key issues affecting the poor, which endowed them with the self-confidence they lacked to approach government representatives as advocates of the urban poor. By increasing their understanding of Brazil's pro-poor laws and programs, as well as their resource mobilization skills, the targeted NGOs have written and submitted proposals that are more likely to be funded by the city. As a result of the Urbis program, some NGOs have become aware of the need to register formally with the city (and have started the registration procedure), which should enable them to tap new financial resources for their programs. Finally, two NGO incubation models were explored and will be supported during the third year of the Urbis program.