

IMPLEMENTATION OF THE MEDIUM-TERM STRATEGIC AND INSTITUTIONAL PLAN (MTSIP) 2012-2013



SIX-MONTHLY PROGRESS REPORT JANUARY - JUNE 2012

Implementation of the Medium-Term Strategic and Institutional Plan (MTSIP) 2012-2013

Six-Monthly Progress Report
January - June 2012

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Table of Contents

Acronyms.....	4
Executive Summary	5
1. Introduction	6
2. Purpose of the Report	6
3. Report Structure	6
4. Key Reporting Issues	6
5. Budget Performance Analysis	7
6. Highlights of Programme Achievements, Challenges and Remedial Actions	9
7. MTSIP Focus Areas Performance: Achievements, Challenges and Remedial Actions	12
7.1 FA1: Advocacy, monitoring and partnership	12
7.2 FA2: Urban Planning, Management and Governance (UPMG)	18
7.3 FA 3: Pro-poor land and housing	24
7.4 FA 4: Environmentally sound basic urban infrastructure and services	30
7.5 FA5: Strengthened human settlements finance systems	39
7.6 FA6: Excellence in management	41
8. The Enhanced Normative and Operational Framework and Cross-Cutting Issues	46
8.1 The Enhanced Normative and Operational Framework	46
8.2 Gender mainstreaming through the Gender Equality Action Plan	48
8.3 The Urban Youth Programme	49
8.4 Disaster management	52
9. Institutional Reforms and Organizational Transition Structure	53
10. Status of the Development of Strategic Plan 2014-2019	54

List of Box, Tables and Figures

Box 8.1: ENOF priority countries by region	47
Table 5.1: Resource requirement for the work programme by source of funding (USD '000')	7
Table 5.2: Resources distribution by MTSIP Focus Areas for 2012-2013 (USD '000')	8
Table 7.1: Trend on indicators of achievements for FA 1	12
Table 7.2: Trend on indicators of achievements for FA 2	18
Table 7.3: Progress on indicators of achievement for FA 3	24
Table 7.4: Trends on indicators of achievements for FA 4	30
Table 7.5: Trends on indicators of achievements for FA 5 "USD millions)	39
Table 7.6: FA6 trends on indicators of achievements for FA 6	42
Table 9.1: Reorganization of UN-Habitat – Thematic Branches and Units (June 2012)	53
Figure 5.1: Planned (estimated) budgets against allocated and expenditures as of 30 June 2012	8
Figure 2: Kimisagara Trainings and Services	51

Acronyms

AACRA	Addis Ababa City Roads Authority	MEKWATSAN	Mekong Water and Sanitation Initiatives
AfDB	African Development Bank	MOA	Memorandum of Agreement
AGGI	Advisory Group on Gender issues	MTSIP	Medium-Term Strategic and Institutional Plan
AMCHUD	Africa Ministerial Conference on Housing and Urban Development	NUF	National Urban Forums
ANEAS	National Association of Water Utilities	PAAS	Project Accrual Accounting System
AUA	African Union Architects	PAG	Programme Advisory Group
CCCI	Cities and Climate Change Initiative	PRC	Programme Review Committee
CLUVA	Climate Change and Urban Vulnerability in Africa	RALGA	Local Authorities Association
CONAVM	National Commission for the Prevention and Eradication of Violence Against Women	RBM	Results-Based Management
CPR	Committee of Permanent Representatives	RUSPS	Rapid Urban Sector Profiling for Sustainability
EAA	Intergovernmental Agency for Water and Sanitation for Africa	SIDA	Swedish International Development Agency
EGM	Expert Group Meeting	SPHSC	Strategic Policy on Human Settlements and Crisis
EMAPA	La Empresa de Apoyo a la Producción de Alimentos	STWSSSP	Sanitation Committees of Small Town Water Supply and Sanitation Sector Project
ENOF	Enhanced Normative and Operational Framework	SUDNet	Sustainable Urban Development Network
ERSO	Experimental Reimbursable Seeding Operations	UNACLA	United Nations Advisory Committee on Local Authorities
GEF	Global Environmental Facility	UNAM	National Autonomous University of Mexico
GHG	Greenhouse Gas	UNDAF	United Nations Development Assistance Framework
GC	Governing Council	UNDAP	United Nations Development Assistance Plan
GLTN	Global Land Tool Network	UNDP	United Nations Development Programme
GUO	Global Urban Observatory	UNFCCC	United Nations Framework Convention on Climate Change
GWOPA	Global Water Operators Partnership Alliance	UNHHSF	United Nations Habitat and Human Settlements Foundation
HAP	Habitat Agenda partners	UNON	United Nations Office at Nairobi
HCPD	Habitat Country Programme Document	UNPFII	United Nations Permanent Forum on Indigenous Issues
IFAD	International Fund for Agricultural Development	UPMG	Urban Planning, Management and Governance
LAC	Latin America and the Caribbean	WSTF	Water & Sanitation Trust Fund
LUO	Local Urban Observatories	WUF	World Urban Forum
LVWATSAN	Lake Victoria Water and Sanitation Programme		
MCEC	Multi-functional Clean Energy Centre		

Executive Summary

This report captures the performance of the United Nations Human Settlements Programme (UN-Habitat) during the first six months of the biennium 2012-2013. It provides an overview of progress in the implementation of the MTSIP through UN-Habitat's work programme, measured against results as formulated in the MTSIP Results Framework and the logical framework of the work programme. It is synthesized from reporting of implementation at country, regional and global levels during the period January-June 2012. Information from evaluations conducted during the reporting period is used as additional data source for reporting.

The reporting period (January-June 2012) continued to be a transitional phase for UN-Habitat, as the organization reforms and restructures to improve efficiency, effectiveness and accountability. This progress report also takes into account achievements of the reform processes.

The total biennial budget estimated to achieve the MTSIP results for 2012-2013 was USD339.2 million. The total allotment for 2012 was USD183.6 million. The expenditure as of 30 June 2012 was USD100.3 million, representing an average utilization rate of 55 per cent.

The previous annual progress report on the implementation of the MTSIP was prepared in December 2011. Since then, UN-Habitat has improved its performance analysis to ensure that performance rating in progress reports is firmly based on indicators of achievement, and the narrative information is for demonstrating results achieved.

Most of the expected accomplishments show satisfactory progress based on the trend and progress made on indicators of achievement and targets. Expected accomplishments that are unlikely to achieve planned results (red code) are observed for FA 5 and FA 6. Expected accomplishments in FA5 were heavily predicated on the assumption that donor support would be forthcoming for the two main programmes: Experimental Reimbursable Seeding Operation (ERSO) and Slum Upgrading Facility (SUF). Funding, however, has not been provided. For FA 6, targets on mobilizing general purpose resources are not likely to be met.

The Enhanced Normative and Operational Framework (ENOF) elements- World Urban Campaign, National Urban Forums and Partnerships - support governments and their development partners to raise the profile of urban issues. ENOF has also improved coordination within UN-Habitat. However, much more should be done to bridge the normative and operational divide of UN-Habitat work. The concept of flex teams, which is part of the reforms in the new organizational setting, is intended to enhance and formalize ENOF activities.

Cross-cutting issues (gender, youth and disaster) have achieved significant results in a number of areas. However, the Gender Action Plan is ambitious and efforts to monitor its implementation are still not sustainable. Despite intensive work, mobilizing resources for the Urban Youth Programme has been challenging, as operation of the programme is fully dependent on funding from the Government of Norway. Regarding disaster management, UN-Habitat needs to continue augmenting skills of its technical human resources for comparative advantage in the area.

Remedial actions for the remaining period of 2012 are highlighted under each Focus Area. They fall into four main categories:

- (a). Increasing efforts in mobilizing resources;
- (b). Strengthening results-based management within UN-Habitat;
- (c). Identifying ways of working efficiently with limited resources;
- (d). Identifying ways of improving partnership; and
- (e). Building capacity.

1. Introduction

UN-Habitat's six-year Medium-Term Strategic and Institutional Plan (MTSIP) for 2008-2013 was developed to sharpen the organization's focus and enhance coherence between the normative and operational elements of the programmes. The UN-Habitat Governing Council (GC) approved the MTSIP in April 2007 for implementation that started in 2008. Progress and challenges related to its implementation have been reported on a regular basis to the Committee of Permanent Representatives (CPR) in accordance with the GC resolution 21/2 paragraph 20 and as part of UN-Habitat's accountability to its stakeholders.

This report provides an overview of progress made and results achieved in the implementation of the MTSIP through UN-Habitat's work programme for 2012-2013. The report is synthesized from reporting of implementation at country, regional and global levels during the period January-June 2012. Information from evaluations conducted during the reporting period is used as an additional data source for reporting.

2. Purpose of the Report

Reporting on UN-Habitat work provides UN-Habitat management with valuable information on progress made towards achieving planned results and utilization of allocated resources. It offers an opportunity for learning from implementation, identifying areas where management emphasis should be placed and adjusted to improve programme delivery. The report will be used by the CPR and donors to appraise the performance of UN-Habitat in the implementation of the MTSIP and work programme for the biennium 2012-2013. It is also intended to form a basis for constructive discussions on how to improve the quality of UN-Habitat results reporting to stakeholders.

3. Report Structure

The report presents key reporting issues; a budget performance analysis; and highlights of achievements, challenges and required remedial actions at programmatic level and at each Focus Area level. It also includes progress on the implementation of the Enhanced Normative and Operational Framework (ENOF); cross-cutting issues (gender, youth and disaster management); institutional reforms and organizational transitional structure; and status of development of the new Strategic Plan for 2014-2019.

4. Key Reporting Issues

Building on previous progress reports and taking into account comments and suggestions by the CPR and donors, efforts have been made to make this report as concise and balanced as possible to enable readers to understand progress made and the results achieved given the time and resource constraints. Key issues taken into account in the preparation of this report include:

- The MTSIP has been implemented in three two-year phases corresponding to UN-Habitat's biennial work programmes. For the biennia 2008-2009 and 2010-2011, the work programmes and the MTSIP Results Framework were not fully aligned. This necessitated the preparation of two separate progress reports on UN-Habitat's performance. However, the work programme for 2012-2013 is now aligned with the MTSIP results, bringing to an end the issue of double reporting on the MTSIP and the work programme.
- In the spirit of streamlining reporting requirements to reduce the burden of producing multiple reports, the multiyear funding donors (Norway, Spain, and Sweden - SIDA) agreed, in 2011, to use the six-monthly progress reports and annual progress reports for their framework agreements reporting requirements. The timelines for consideration of the half-yearly and annual progress reports submitted to the CPR (and donors) are in September and March, respectively, for each year.
- The reporting period continued to be a transitional phase of organizational reform/restructuring in UN-Habitat, which has led to changes in the organizational structure of UN-Habitat, from four sub-programmes to seven, with corresponding seven new thematic branches.

- Indicators of achievement that have proved difficult to measure during the implementation of the first and second biennia of the MTSIP (2008-2011) have been dropped (i.e. not reported on) or supplemented with other relevant and available data for this reporting period.

5. Budget Performance Analysis

The approved estimated budget of the 2012-2013 programme of work was **USD 393.2 million**. Table 5.1 shows resource requirements for the work programme by source of funding. UN-Habitat's three main sources of funding are:

- UN regular budget allocations approved by the General Assembly.
- UN-Habitat and Human Settlements Foundation (UNHHSF) contribution which comprises: (i) general purpose voluntary contributions that are non-earmarked and (ii) special purpose voluntary contributions that are earmarked for specific activities.
- Technical cooperation contributions that are earmarked funding for the implementation of specific technical regional and country level activities.

TABLE 5.1: Resource requirement for the work programme by source of funding (USD '000')

Category	Resources required (Estimates) 2012-2013
Core resources	
Regular Budget	22,450
Foundation General Purpose	70,221.5
Foundation special purpose (overhead) programme	12,988.0
Technical cooperation (overhead) programme	15,929.4
Subtotal	121,589.7
Earmarked (including trust funds) resources	
Foundation special purpose	97,536.8
Technical cooperation	174,100.8
Subtotal	271,637.6
Grand total	393,227.3
Post resources	80,922.0
Non-post resources	312,305.3

Source: Proposed work programme and budget for biennium 2012-2013 (A/66/ sect 15)

The planned expenditure distribution by MTSIP Focus Areas is shown in Table 5.2. The total annual estimated resources required for 2012 is USD 196.6 million.

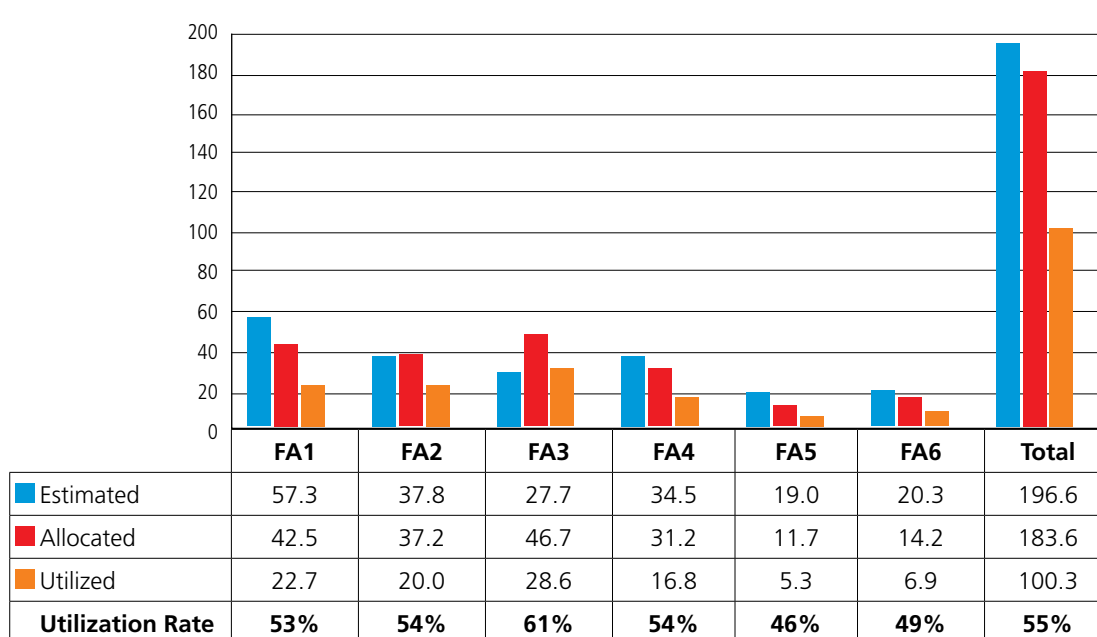
TABLE 5.2: Resources distribution by MTSIP Focus Areas for 2012-2013 (USD '000')

MTSIP Focus Areas							
	FA1	FA2	FA3	FA4	FA5	FA6	Total
	Advocacy, Monitoring and Partnerships	Participatory Urban Planning, Management and Governance	Pro-poor Land and Housing	Environmentally Sound and Affordable Urban Infrastructure and Services	Strengthening Human Settlements Finance Systems	Excellence in Management	
Source of funds							
Regular Budget	7,784.7	4,693.2	3,030.1	1,983.2	1,108.9	3,850.7	22,450.8
Foundation General Purpose	18,279.8	11,611.3	6,681.5	6,780.0	4,935.3	21,933.6	70,221.5
Foundation Special Purpose	17,414.3	19,541.8	8,170.7	21,682.3	32,130.3	11,585.4	110,524.8
Technical Cooperation	70,994.3	39,872.0	37,401.8	38,630.0	0	3,132.1	190,030.2
Total	114,473.1	75,718.3	55,284.1	69,075.5	38,174.5	40,501.8	393,227.3

Source: Proposed work programme and budget for biennium 202-2013 (A/66/ sect 15)

Figure 5.1 shows planned budgets against allotments and utilization by MTSIP Focus Areas. The total allotment for 2012 was USD 183.6 million. The expenditure by 30 June 2012 was USD 100.3 million. This represents an average utilization rate of 55 per cent of the allotment. It should be noted that financial data used are still preliminary and subject to further adjustment by the UNON accounting services.

FIGURE 5.1: Planned (estimated) budgets against allocated and expenditures as of 30 June 2012



Source: UN-Habitat IMIS data as of 30 June 2012

6. Highlights of Programme Achievements, Challenges and Remedial Actions

- UN-Habitat achieved full compliance with the planned schedule of work of CPR regular sessions and working group meetings. The services provided in terms of coordination and timely submission of the required documentation improved communication and working relationship for the development and endorsement of the draft Strategic Framework for 2014-2015 and the draft six-year strategic plan for 2014-2019.
- Guided by the Governing Council resolution 23/13, on the UN-Habitat Governance Review Process, the organization continued engagement with the CPR to further pursue UN-Habitat governance reform. Reports on governance challenges and proposals were endorsed by the 44th regular session of the CPR held in April 2012.
- The biennium work programme 2012-2013 being implemented within UN-Habitat's transitional organizational structure has emphasized a more holistic approach to the urban agenda, which includes Urban Legislation, Land and Governance, Urban Planning and Design, Urban Economy, and Urban Basic Services.
- The fourth Africa Ministerial Conference on Housing and Urban Development (AMCHUD), held in March 2012, in Nairobi, Kenya, increased public awareness and sharing of knowledge on sustainable urbanization issues. With the theme "Territorial Planning and Access to Basic Services", and a sub-theme on the implications of climate change in those areas, the AMCHUD Ministers made commitment to create national urban forums in their individual countries as a means to strengthen partnerships between governments and all stakeholders, and to build a consensus for responding effectively to the challenges of rapid urbanization..
- UN-Habitat registered significant achievements in preparations for the United Nations Conference on Sustainable Development (RIO +20), held 20-22 June 2012 in Rio de Janeiro, Brazil. The outcome document "The future we want" articulates substantive areas of importance to UN-Habitat's future work, including: (i) the need for a holistic approach to urban development and human settlements, (ii) promotion of an integrated approach to planning and building sustainable cities and urban settlements, (iii) the need to strengthen cooperation mechanisms, partnership arrangements and coordination for implementation of the Habitat Agenda, and (iv) the need for adequate and predictable financial contributions to UN-Habitat. The Conference raised the momentum for UN-Habitat's preparations for Habitat III which will review, update and adopt more relevant policy recommendations to deal with the issues of sustainable human settlements.
- Preparation for the sixth session of the World Urban Forum (WUF 6): "The urban future" to be held in Naples, Italy, in September 2012, has progressed well. By 30 June 2012, more than 4,000 participants from 149 countries had registered for the Forum. The WUF programme boosts more than 130 networking, 20 training, 20 side events, as well as 12 roundtables, 3 assemblies and 6 special sessions. Participants at the world's premier urban event will discuss emerging issues in urban planning, equity and prosperity, productive cities and urban mobility.
- Mainstreaming of youth and youth issues within UN-Habitat and in the United Nations system manifested in the endorsement of the United Nations Permanent Forum on Youth at the Rio+20 Conference. The endorsement was a result of follow-up to the proposal by the youth attending the "Youth 21 Global initiative" meeting in March 2012 in Nairobi. The meeting was organized by UN-Habitat and the United Nations Development Programme (UNDP) and attended by 300 youths, representing youth-led organizations worldwide as well as Member States, the private sector, civil society organizations, researchers and United Nations Agencies.
- UN-Habitat continued to support developing countries addressing the human settlements dimension of climate change. During the reporting period Fiji, passed its national climate change policy, which contains a housing and urban development component. UN-Habitat in collaboration with UNEP and the World Bank launched a Global Protocol for Community-scale Greenhouse Gas (GHG) emissions during UNFCCC meetings in Bonn, Germany, in May 2012. The protocol is a significant step

in harmonizing emission measurement and reporting processes for cities of all sizes and geographical diversity.

- By June 2012, 37 countries were developing, implementing or completing land and housing reforms with the support of UN-Habitat. Sustainable approaches to land policy are being mainstreamed in Africa and the Eastern Caribbean regions with technical support from UN-Habitat. The establishment of a Global Network for Sustainable Housing (GNSH) has been recommended by an International Expert Group Meeting. The “Global Housing Strategy to the Year 2025” is being prepared based on the regional housing sector analyses of the implementation of the “Global Strategy for Shelter to the Year 2000”.
- In the first six months of 2012, the Global Land Tool Network (GLTN) partners increased from 47 to 50 since 2011. Significant progress is being made in fields of: knowledge management- through the publication and dissemination of papers and books on pro-poor land approaches; capacity development, especially in the use of gender-sensitive land tools and innovative approaches to land readjustment; and piloting security of tenure initiatives at the country level – such as the Social Tenure Domain Model (STDM), a pro-poor land management tool developed by UN-Habitat, which is being implemented in selected African countries.
- UN-Habitat’s urban legislation work has progressed through the conclusion of a number of country level research works, the re-thinking from the pro-poor perspectives of the land readjustment tool that is expected to have a major role in shaping sustainable urban interventions, and the provision of specific technical services to urban centres in a number of countries. The number of countries incorporating urbanization principles increased from 30 (in 2011) to 39.
- UN-Habitat continued to make progress in policy reforms and water and sanitation programmes. The number of people with access to environmentally - sound basic urban infrastructure services in partner countries stood at 1,531,000 at the end of June 2012, up from 1,280,000 in December 2011.
- Application of results-based management (RBM) principles in UN-Habitat’s planning, monitoring, reporting and evaluation has notably improved with most managers now equipped with RBM knowledge and skills, as observed in the Institutional Capacity scan report of March 2012.
- In the new proposed organizational structure, following the MTSIP Peer Review of 2010 and the Professional review of the Evaluation function (2012) the monitoring and evaluation functions have been separated. The monitoring function is under Quality Assurance Unit. An independent Evaluation Unit has been created to strengthen evaluation. The Project Office has assumed a key role in ensuring that the RBM approach provides a coherent framework for learning, performance improvement and accountability on all projects. Business processes continue to be reviewed to improve efficiency and effectiveness of operations. The newly adopted Project Accrual and Accounting System (PAAS) is integrating planning, monitoring and reporting. This facilitates aggregation of data to produce comprehensive information on project progress and use of resources. The PAAS is also impacting on improving transparency vis-a vis partner’s ability to monitor how resources are utilized.
- UN-Habitat continues to implement post-disaster, rehabilitation and reconstruction programmes in countries such as Afghanistan, Haiti, Iraq, the Occupied Palestinian Territory, Somalia and South Sudan, where working conditions for UN-Habitat staff are difficult. In Afghanistan, UN-Habitat has a portfolio of projects worth more than USD 200 million. In Iraq, a new project entitled “Initiating Durable Shelter solutions for Iraq IDPs and Returns” started during the reporting period while; the Urban Planning Support Programme for Palestinian Communities in Eastern Jerusalem was initiated in the Occupied Palestinian Territory.

Main Challenges

- The complexity of rapid and often chaotic urbanization and climate change presents fundamental global challenges which add to UN-Habitat’s work.
- UN-Habitat’s mandate, demands and spending needs are not matched by its financial and human

resource capacity. Demands are increasing while resources remain insufficient. The recent management and cost control measures, such as the temporary moratorium on recruitment is a result of the organization's current financial constraints.

- The governance structure of UN-Habitat is not optimal. At times, compliance with the United Nations Secretariat requirements conflicts with what the Governing Council requests UN-Habitat to deliver within its mandate.
- In terms of RBM, the results reflected in the MTSIP and the work programme framework are long-term and their achievement is a contribution of many actors. Often, these outcomes occur after a long time and can only adequately be reported on in programme reviews or evaluations. Six-monthly reporting focus on immediate outcomes.
- The work programme design/formulation has limitations. Indicators show that some targets are already met for the 2012-2013 work programme. There is a need to revise targets and further strengthen reporting to enable stakeholders to better understand, if the progress and results reported are reasonable, given time constraints, inputs and external circumstances.
- Timely implementation of UN-Habitat's activities, especially in the technical cooperation area (field projects), and humanitarian area are unnecessarily delayed by lengthy procurement procedures over which UN-Habitat has little control.
- A key challenge for the programme is to strengthen the coherence and delivery of UN-Habitat work at global, regional and country levels.

Remedial actions planned for 2012

- UN-Habitat will continue advocating and providing evidence of how cities that are well planned and managed cope with crisis, are more resilient and in general achieve better quality of life.
- UN-Habitat will continue with efforts to mobilize resources by consolidating and expanding the donor base to increase non-earmarked resources. UN-Habitat's resource mobilization strategy identifies a number of potential countries and donors to be targeted in the short and long terms. Fundraising information tools will be developed, or finalized including a catalogue of model projects, which is currently in advanced draft form.
- UN-Habitat governance and organizational reviews seek to meet several challenges mentioned above. The proposed organizational structure will promote alignment, coherence and coordination at the global, regional and country levels. UN-Habitat will continue reviewing and adjusting the geographic spread of its work, as well as balancing work programme obligations, country needs and capacity to deliver. This will require adequate human and financial resources.
- The adoption of the new project-based structure is a milestone. It is intended to improve accountability through accurate review of business and performance; greater transparency about use of resources and about liabilities; improve management and planning due to precise estimates of income and expenditure; better support of RBM and harmonization of financial statements and reports. The transition period will allow for identification of ways of working efficiently with limited resources. Streamlining of procedures and approval processes is ongoing.
- Revising/adjusting work programme targets, based on the achievements in 2011, is an urgent priority. It will improve progress reporting, thereby providing clear indication of whether or not UN-Habitat is on track to achieve its planned results.
- UN-Habitat will continue to build staff capacities in RBM to improve understanding of linkages and results-focused performance reporting.
- Efforts are ongoing to develop and strengthen strategic and operational partnerships for delivery of UN-Habitat work at global, regional and country levels, including development of capacity to monitor the implementation of UN-Habitat's partnership strategy.

7. MTSIP Focus Areas Performance: Achievements, Challenges and Remedial Actions

This section reviews progress, achievements, challenges and remedial actions in each MTSIP focus area. Trends, targets and traffic light colour codes are used to demonstrate where UN-Habitat has made satisfactory progress (green), moderate progress (yellow), and where high attention is needed (red) with qualitative information. The red rating does not imply poor performance of MTSIP focus areas. Rather, it points to areas where emphasis is needed to ensure planned results are achieved. The overall progress on implementation is supplemented by the qualitative information on each expected accomplishment and indicator of achievement. Achievements are reported at global, regional and country levels for each expected accomplishment.

CODE:

On track – satisfactory progress	Moderate progress - stay alert	High attention required
Greater than 75%	Greater than 50% but less than 75%	Less than 50%

7.1 FA1: Advocacy, monitoring and partnership

FA1 focuses on raising awareness on sustainable urbanization issues among governments, local authorities, and Habitat Agenda partners. The strategies of FA1 are based on three pillars: (i) effective advocacy; (ii) partnerships that will play a catalytic role in the achievement of sustainable urbanization; and (iii) monitoring of urbanization conditions and trends. Trend on indicators of achievements from the baseline 2009 to the end of 2013 are presented in Table 7.1.

TABLE 7.1: Trend on indicators of achievements for FA 1

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012	
EA1: Improved awareness of sustainable urbanization issues at local, national and global levels	(i) Upward trend in down-loads of the "State of the World's Cities Report", "the Global Report on Human Settlements"	7,910	15,000	25,000	22,000	55,749	
	(ii) Increased number of Governments and Habitat Agenda Partner institutions using the "Global Report on Human Settlements", the "State of the World's Cities Report" and the Best Practices in their education and training programmes.	N/A	N/A	62	350	80	
	(iii) Number of countries with National Urban Forums	14	19	35	22	35	

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012
EA2: Habitat Agenda partners (HAP) actively participate in the formulation of the sustainable urbanization policy	(i) Number of partnerships contributing to sustainable urbanization:	N/A	256	248	319	317
	- International organizations	25	35	73	48	76
	- National governments	45	45	40	52	55
	- Local authorities	38	45	48	55	43
	- Training institutions/ universities	25	32	20	37	35
	- Foundations	9	10	12	16	13
	- Private sector organizations	26	36	31	50	43
	- Civil society organizations	35	50	24	65	52
	(ii) Increased number of youth groups participating in policy formulation and implementation in human settlements programmes.	25	30	115	100	172
	(iii) Increased number of human settlements programmes that mainstream gender and promote women's empowerment.	37	40	62	45	36
	(iv) Increase number of partnerships promoting gender equality in sustainable urbanization issues	N/A	20	18	30	22
EA3: Monitoring of sustainable urbanization conditions and trends improved	(i) Number of local and national urban observatories producing evidence for policymaking and implementation with support of UN-Habitat	135	160	237	200	237
EA4: Improved awareness among Governments and other Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development.	Upward trends in request from Governments and other Government partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat.	9,000	15,000	112,029	25,000	147,500

EA1: Improved awareness of sustainable urbanization issues at national and global levels

Awareness on sustainable urban issues continued to be raised through the World Urban Campaign, with the theme **"Better City Better Life"**, global conferences and meetings and UN-Habitat's Global Flagship reports and Regional reports. UN-Habitat provided support for urbanization to be recognized as a priority for UN Conference on Sustainable Development (Rio+20). The outcome document **'The Future We Want'** commits Governments to a broad framework for sustainable development over the next decades. The document includes a section on Cities and Human Settlements (paragraphs 134-137), which highlights various sustainable urban development themes that are being promoted by UN-Habitat and its partner organizations.

UN-Habitat supported the 7th World urban campaign (WUC) steering Committee meeting in March 2011, which, among others, approved the campaign communication strategy, including a new branding and awareness raising components entitled 'I am a City Changer'.

The AMCHUD conference, held in March 2012, was a significant opportunity for strengthening partnerships between governments and all stakeholders, and to build a consensus for responding effectively to the challenges of rapid urbanization. To champion and support innovative urban development and land management in Africa, the Ministers established the African Ministerial Conference on Housing and Urban Development.

During the reporting period, UN-Habitat recorded 55,749 downloads of the global flagship reports, already exceeding the target of 22,000 for the biennium 2012-2013. These figures are partly due to enhanced awareness of the organization's products following effective launches and introduction of new initiatives such as newsletters, reaching a wide audience. There is growing interest in and demand for utilization of UN-Habitat Reports and Best Practices Database. Close to 80 institutions either sent communication - inviting, requesting details, recommending students, asking for teaching materials, and also seeking collaboration with UN-Habitat with the objective of using the information that the agency has developed. Some of these institutions are Cambridge University (UK), Lincoln Institute (USA), Institute for Housing and Urban Development Studies (Netherlands), Columbia University (USA), University of Toronto (Canada), University of Guadalajara (Mexico), University of Cape Town (South Africa).

Progress on preparations for producing the forthcoming issues of the **"State of the World's Cities"** Report, the **"Global Report on Human Settlements"** and the regional reports is encouraging. By end of June 2012, drafts of all the chapters of the **"State of World Cities Report 2011/12"** were complete; review and necessary amendment is being made. Different messages have been developed to feed into WUF 6 dialogues. Similar progress was made with respect to the preparation of the **Global Report on Human Settlements 2013**. Two rounds of revisions for most of the chapters were made and two chapters were finalized during the first round of revision.

To enhance awareness on sustainable mobility at the global level, UN-Habitat launched the **"I am a City Changer"** campaign on sustainable mobility in the city of Rio de Janeiro, Brazil with television and radio spots and articles in newspapers as well as posters in the city. A bicycle event was also held.

The **Regional Report on State of Arab Cities 2012** was launched, in May 2012. This publication generates a number of urban issues that will need to be addressed to ensure a more stable, equitable and sustainable future. The **State of Latin American and Caribbean Cities 2012** report is in the final stage of preparation (layout and printing). Launching is scheduled for August at the XXI General Assembly of Ministers and Maximum Authorities of Housing and the Urbanism of the Latin America and the Caribbean.

In **Colombia**, 25 urban workshops organized by UN-Habitat generated dialogue scenarios, involving different stakeholders, about the importance of building sustainable cities, with emphasis on local inclusive economy, urban legislation and governance, urban planning and environmental and risk management strategies.

The **Iberoamerican and Caribbean Forum on Best Practices** created an online interactive platform with direct link to UN-Habitat Best Practice Database (www.mayorespracticass.org) to promote exchange of information and dialogue on initiatives improving living conditions in cities.

As a result of participation in the Regional Cooperation Fair-Knowledge of the South (8-1-/05/2012), the Best Practices Project has selected Latin America and the Caribbean (LAC) experiences of the Habitat

Best Practice Database for exchange and promotion among LAC countries and cities, including agreements documented between representatives of Brazil, Peru, Chile and Cuba in the themes of literacy and development of self-employment initiatives for the youth.

In **Haiti**, the Government campaign on adequate housing reconstruction launched in March 2012, confirmed that UN-Habitat, through its mandate and through joint programmes with other UN agencies, strengthened the transformation from humanitarian aid to development.

In **Cuba**, activities and products emerging from the first National Urban Forum (NUF) organized by UN-Habitat and the National Habitat Committee, in February 2012, have increased awareness and generated debate on sustainable urbanization policies.

In **Burkina Faso**, partnership between UN-Habitat, UNDP and the Government has mobilized municipal police staff to raise awareness of 15,000 inhabitants on what to do/not to do to prevent physical assault in public space in Ouagadougou, the nation's capital.

In **Sudan**, UN-Habitat contributed to preparation of the county UNDAF (2013-2016), ensuring the principles of sustainable urbanization¹ are incorporated into i) poverty reduction, inclusive growth and sustainable livelihoods, ii) basic services, iii) governance and rule of law, and iv) social cohesion, peace consolidation and peace dividends.

EA2: Habitat Agenda partners (HAP) actively participate in the formulation of the sustainable urbanization policy

Cooperation agreements with UN-Habitat partners increased from 248 as of December 2011 to 317, an indication of increased participation of Habitat Agenda Partners in the formulation of policies and contribution to sustainable urbanization. These partnerships included 76 international organizations, 55 national governments, 43 local authorities, 13 foundations, 43 private sector organizations, 35 training institutions and 52 civil societies. By June 2012, 172 youth groups were implementing UN-Habitat sponsored projects.

In **Ecuador**, UN-Habitat Country Office has undertaken a baseline study for the formulation of the National Urban Development and Housing Policy. The respective ministry has commended UN-Habitat for this initiative.

UN-Habitat's **Cuba** office has expanded cooperation with the Swiss Agency for Development and Cooperation and the Spanish Agency for Development Cooperation, a move that has strengthened engagement of the National Assembly of the Popular Power and four municipalities in urban issues, and supported the creation of a training centre in Holguin and a centre for dialogue for disaster risk reduction in Havana.

In the Democratic Republic of Congo (**DRC**), a positive outcome of the UN-Habitat project on participatory budgeting was the development of non-governmental organization capacity, which in turn was used to empower municipal councils to engage in participatory budgeting approach.

In **Ghana**, inclusion of NGOs and Community Based Organizations in participatory slum upgrading programme (PSUP) has fostered a large platform, which enhances the sustainability of UN-Habitat activities, irrespective of the socioeconomic changes.

EA3: Monitoring of sustainable urbanization conditions and trends improved

There is evidence of improved global monitoring through national and local urban observatories. This has enabled countries and cities improve their capacity to design, access, manage and analyze their information to enhance policy, planning and decision-making. The Global Urban Observatory (GUO) is being used to update the urban indicator database and provide statistics for the flagship reports.

¹ Principles of sustainable urbanization include 'socially inclusive, gender sensitive, healthy and safe development; environmentally sound and carbon-efficient built environment; participatory planning and decision-making processes and empowering cities and communities to plan and effectively manage diversity and change to build resilience

The City Prosperity Index, which is the basis of the analysis of the State of the World's Cities Report (SWCR) 2012, is developed from national and local urban observatories. The SWCR 2012 will be launched at the WUF 6. Other newly developed indicators are the street connectivity composite index and the urban density index which are used to support monitoring of cities of the World. UN-Habitat has supported the following cities in implementation of these new developed indicators: Manila, Cairo, Mumbai, Nairobi, Milan, New York, etc.,

The Global Urban Observatory urban indicators guidelines have been largely used by national and local governments to set up national and local urban observatories to inform policies. For instance the government of India has launched a country wide-slum mapping campaign to identify the magnitude of slum in the country. The Millennium Challenge Cooperation has also called the Global Urban Observatory for support in the development of City indicators.

The Global Urban Indicators Guidelines are now internalized by many countries and cities to set up Local Urban Observatories (LUOs) although the increase in the number of LUOs is not yet enumerated and recorded at the last AMCHUD meeting, held in Nairobi, Kenya, in April 2012, a number of government interventions and submissions did confirm the utilization of data and information from the GUO. Data challenges were reported in South Africa, India and Iran. The African City Centre in South Africa has requested UN-Habitat to support methods for the preparation of city reports; the Government of India has requested technical support for the preparation of the *State of Indian Cities Report* while the municipality of Tehran has requested for UN-Habitat's assistance to establish a new local observatory.

Although, there has been no significant quantitative change in the number of new Local Urban Observatories (LUOs) during the reporting period, substantial qualitative changes were recorded. For instance, the local observatories of Vancouver and Toronto have developed tools and methodologies based on UN-Habitat's framework. In Mexico, about 35 LUOs have been supporting cities and federal states to formulate policies based on urban indicators designed by UN-Habitat. Among Arab States, the award winning observatory of Medina has used UN-Habitat methods and approaches to establish additional eight observatories.

In **Brazil**, observatories have been extended to the state of Maranhao, a move that has made the Brazilian Oil Company acknowledge the importance of observatory to regional planning. Now the experience is being shared with other oil companies in order to promote observatories as part of their Corporate Responsibility.

In **Mexico**, UN-Habitat jointly with the Ministry for Social Development (SEDESOL) has reviewed and updated the local urban observatories indicator database, which allows local authorities and SEDESOL policymakers to have relevant, accurate and reliable urban indicators.

In **Nepal**, the Department of Water Supply and Sewerage (DWSS), in partnership with Joint Monitoring Programme (JMP) of WHO and UNICEF, organized a workshop on 10 April 2012 which increased understanding of MDG indicators and monitoring systems among WASH stakeholders in Nepal and, strengthened interaction between international experts from JMP and Nepali experts.

In **Cuba**, two municipal observatories (Municipality Manzanillo in Granma Province and the Popular Council's Vedado at Malecon in Havana) created specific indicators for targets 9, 10 and 11 of the MDG 7.

In **Cape Verde**, the national government is developing a national urban observatory using the UrbanInfo Software developed by the Global Urban Observatory. Cape Verde Info which is the adaptation of the UrbanInfo will be published by the end of this year. Cape Verde Info will help the government to develop urban development policies and programmes based on evidence. Similar initiative was taken by the Government of Chad.

Several Habitat partners are using urban indicators to better address issues relevant to sustainable cities, including:

- The Commonwealth Association of Planners, "Sustainable urbanisation : using indicators to measure progress");
- University of Toronto , Global City Indicators, Facility, Canada, 'Global Cities Panel: "Why Cities? Why Metrics?";
- Development Bank of Latin America, Panama ("Urban Inequality in Latin America: New findings and

analysis”;

- GEM Foundation, Italy, “The Global Earthquake Model: Exposure data for seismic risk assessment worldwide”
- Brazilian Ministry of Cities, Brazil, “Monitoring Impacts of urbanization and housing programs”
- Inter American Development Bank, US, “Enabling good housing policies informed by evidence-based research”
- European Commission, Joint Research Centre, Italy, “Collecting evidence from space for a better urban future”

The organizations will present initiatives on the use of urban indicators at WUF 6.

EA4: Improved awareness among Governments and other Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development

There has been significant progress on UN-Habitat providing information and publications on urban economic development and finance systems. Downloads of financial publications have increased from 112,029 in 2011 to 147,500 by June 2012. A total of 56,079 downloads of publications developed by UN-Habitat on issues related to urban economy, local economic development, youth empowerment and entrepreneurship and housing and municipal finance was recorded for the reporting period. As a result, a total of six requests for policy guidelines on local economic development and municipal revenue enhancement were received from national and local urban authorities.

UN-Habitat supported **Cape Verde** to review and advice on a roadmap to support local economic development. The aim is to select six municipalities of different sizes as pilots and provide them technical support to assess their potential and adopt inclusive development strategies.

Kenya: A rapid planning studio has developed an innovative guidance for Kisumu city which will inform the steering of the planning exercise supported by the French Development Cooperation (AFD). The same methodology is being documented for application in other contexts.

Colombia: The Government of Colombia requested UN-Habitat to advice on economic development strategies and international experiences relevant to its planned initiative in Bogota, Manizales and Santa Marta. The initiative, which benefits from UN-Habitat seed funding through a Spanish grant, integrates governance, planning and urban economy and finance. The urban economy and finance focus ranges from cluster development that targets the popular economy in Bogota to sustainable income generation and private sector engagement in infrastructure financing in Anizales and Santa Marta.

The Philippines: UN-Habitat has been asked to provide advice and technical support for the urban economy component of the country’s sustainable urban development project to be initiated with UN-Habitat seed funding.

Mozambique: In the context of the sustainable development project for Nacala and Nampula, UN-Habitat has been requested to provide strategic advice and support. The urban economy and finance is an integral part of the project. It focuses on enhancing municipal revenue and stimulating local job creation through infrastructure and public works, and developing strategies to maximize social and community benefits of the private sector investment flowing to the region.

Challenges

- Resource constraints, the team preparing the flagship reports has been working with 40 per cent of the required professional staff since 2010.
- Inadequate relevant and consistent data at national and local levels for advocating urban issues.

- Inadequate in-house knowledge and experience on practical approaches and tools for promoting urban economy, local economic development and municipal revenue enhancement.
- Inadequate funding for developing in-house capacity and the body of knowledge in the area of urban economy and finance systems.

Remedial actions planned for 2012

- The World Urban Campaign and the Urban Gateway are significantly enhancing information sharing on urban issues. The Iberoamerican and Caribbean Forum on Best Practices is also an online interactive platform useful and has direct link with Habitat Best Practices Database. It aims to promote exchange and dialogue among those interested in learning, and exchanging information and successful initiatives that have improved living conditions in cities and regions.
- FA1 is closely working with other UN-Habitat thematic areas, particularly the Urban Planning and Design as well as Basic Services Branches.
- UN-Habitat will continue to build capacity of national departments to monitor urban indicators and assess urban conditions and trends.

7.2 FA2: Urban Planning, Management and Governance (UPMG)

FA2 is on strengthening the capacity of national governments, local authorities and other stakeholders to develop more livable, productive and inclusive cities through improved policies, strengthened institutions and improved implementation in the areas of climate change, urban safety and urban economic development. The trend on indicators of achievements since 2009 is presented in table 7.2.

TABLE 7.2: Trend on indicators of achievements for FA 2

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012
EA1: Improved policies, legislation and strategies support inclusive UPMG*	(i) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles.	28	44	39	56	43
	(ii) Number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures.	9	32	11	34	22
EA2: Strengthened institutions promote inclusive UPMG	(i) Number of institutions in targeted countries that actively promote sustainable urbanization dimensions.	29	50	53	60	55
EA3: Cities implement inclusive UPMG	(i) Number of cities implementing inclusive UPMG.	112	139	147	209	166

* Inclusive urban planning, management and governance refer to an integrated system and process of policy making, strategy development and implementation of urban development programmes through broader participation and taking into account the needs and concerns of all stakeholders in a given urban setting.

EA1: Improved policies, legislation and strategies support inclusive urban planning, management and governance

Urban planning

UN-Habitat continued to support national governments to improve their policies, legislation and strategies. During the reporting period **Fiji** approved its national climate change policy and **Nepal** and **Sri Lanka** have also recently approved similar policies; all three policies address the urban aspects of climate change. **Ecuador** approved legislation on territorial planning. This increased the number of countries whose legislation, policies and strategies incorporate UPMG from 39 in 2011 to 43 by June 2012.

UN-Habitat in partnership with UN Advisory Committee of Local Authorities (UNACLA) facilitated a strategic platform for local authorities and their associations during the United Nations Conference on Sustainable Development (Rio+20). A set of recommendations of Local, Regional and Metropolitan Governments for a Sustainable Future was made at the conference targeting the participating countries and development organizations. More than 300 local governments attended the Rio+20 Conference.

UN-Habitat worked for urbanization to be recognized as a priority United Nations Commission on Sustainable Development (Rio+20) whose outcome reflects urban agenda and explicitly mentions UN-Habitat as lead agency for the United Nations family on sustainable urban development and calls for more predictable funding for the Habitat Foundation.

UN-Habitat and Network of Regional Governments for Sustainable Development (nrg4SD) co-organized an Expert Group Meeting on Landscape Fragmentation and the City-Region approach on 9-11 May 2012 in Barcelona, Spain. The meeting involving regional representatives from Belgium, Brazil, France, Mexico, the Philippines, Senegal, Spain, Uganda and Vietnam identified drivers of fragmentation, catalogued regional needs for addressing these drivers and brainstormed actions for fulfilling these needs. Further, an agreement was forged to take forward four concrete projects related to advocacy and practical regional planning guidelines.

African Ministerial Conference on Housing and Urban Development (AMCHUD) at its 4th Conference in Nairobi in March 2012 adopted a regional Declaration focusing on territorial planning and access to basic services with a sub theme of the implications of climate change in those areas. Information on urban planning systems and issues across the region were exchanged and analyzed during the conference.

UN-Habitat developed the first road map for National Urban Policy framework. This will be piloted in **Egypt**, **Malawi**, and **Rwanda**. In **Ecuador**, a new planning legislation was approved. Demand for support to improve the planning systems came from **Costa Rica**, **Jordan** and **Rwanda**, currently reviewing their urban planning policies.

In **Mexico**, through the Toreon Urban Planning Project, UN-Habitat contributed to improved urban policies, legislation and strategies. Exchange of local experience in the implementation of public space recovery strategies through the consolidated national Sustainable Urban Development Network (SUDNET) has improved policymaking and implementation as increased knowledge has eliminated mistakes and raised the level of local authorities' service to city dwellers.

Urban safety

Following the Governing Council resolution on safer cities and urban crime prevention, which led to the formation of the Global Network for Safer Cities, 24 countries in Africa and the Arab states endorsed a regional framework to foster international cooperation for better access to public safety services. A compendium on good urban safety practices has been developed that also includes slum areas.

In April 2012, a workshop held in Douala (**Cameroon**) brought together experts to present and analyze data and reports from police registry, victimization surveys, and safety inspection tours to map and understand safety trends. The workshop enhanced awareness of partnership in delivering safety and security services in poor communities.

Seven African countries (**Burkina Faso, Burundi, Cameroon, Central Africa Republic, Chad, DRC and Guinea**) worked under the technical assistance of UN-Habitat to improve analytical skills for police professionals in the areas of urban planning, crime and disorder prevention.

Burkina Faso, a municipal charter on stakeholder dialogue on cities and climate change has been finalized, and is intended to enhance preparedness of communities and city authorities to respond to natural disasters and work towards a resilient city of Bobo-Dioulasso.

Democratic Republic of Congo, UN-Habitat supported a restitution workshop on urban safety in the Limete Council, Kinshasa, whose recommendations focused on weaknesses and strengths of the institutional framework and appropriation of the initiative. An action plan was formulated.

In **Rwanda**, in line with capacity-building, UN-Habitat supported development of a cooperation agreement with Local Authorities Association (RALGA) to build capacity of decentralized entities of government in areas of strategic urban planning and good governance. The outcomes include training of sector staff.

In **Malawi**, UN-Habitat has supported improvement of capacity of local communities in Chikhwawa District "to live with floods" through construction of a safe haven, demonstration houses and improved pit latrines, and training community artisans in disaster risk reduction.

Climate change

A Global Protocol for Community-scale Greenhouse Gas (GHG) Emissions was launched during UNFCCC meetings in Bonn, Germany, in May 2012. The protocol is a significant step in harmonizing emissions measurement and reporting processes for cities of all sizes and geographies. The tool is the result of joint efforts of a number of partners including UN-Habitat. UN-Habitat's Cities and Climate Change Initiative (CCCI) is currently testing this Global Protocol in Kampala, Uganda, as part of a concerted effort amongst partners to test and improve it.

In March 2012, UN-Habitat and the European Commission signed an agreement for a project entitled "Promoting Low Emission Urban Development Strategies in Emerging Economy Countries". The project will assist cities in four countries (**Brazil, India, Indonesia and South Africa**) to develop such strategies and together with global partners develop an improved global reporting framework.

During the reporting period, CCCI produced three publications on Climate Change-related topics: (i) Developing Local Climate Change Plans, (ii) Making Carbon Markets Work for Your City, and (iii) Promising Practices on Climate Change in Urban sub-Saharan Africa. All these publications are available at the CCCI webpage on www.unhabitat.org/ccci and are tools to enhance the capacity of local government officials and urban professionals in addressing the growing problems of climate change.

The advocacy work of many partners in CCCI resulted in the announcement that under the Green Climate Fund member states will nominate competent sub-national entities including local governments to receive funding. However, access by cities to climate change finance is still limited. Further, during the reporting period, CCCI provided inputs to a review of urban planning, policy and legislation in Tanzania from a climatic change perspective.

Training and capacity building e-newsletter produced for increased advocacy on issues of climate change, urban economic development and urban safety (<http://www.unhabitat.org/newsletters/hpui/hpuinewsletter5.html>) outlines information for academia interested in engaging in this year's World Urban Forum in Naples, Italy.

EA2: Strengthened institutions promote inclusive UPMG

By June 2012, 55 institutions (up from 53 institutions as of December 2011) were promoting sustainable urbanization. Of these, 28 were local government training institutions, 14 universities and 13 local government associations and regional or global local government training institutions. The new added institutions are: Africa Union of Architects, which adopted basic plan methodology for its Continuous Professional Development Programme and the Government of **South Sudan** which adopted guidelines developed by UN-Habitat on settlement planning.

Cooperation with training institutions

The peer-reviewed quick guide series *Urban Patterns for a Green Economy* for urban practitioners was launched at Rio+20. It shows inspiring real-life examples of sustainable configuration along the themes of “Working with Nature, Leveraging Density, Optimizing Infrastructure and Clustering for Competitiveness”.

A practice note *Training for better Cities* has explored how to use training effectively for capacity development in the urban context. It provides best practices, tools and resources to support implementation and is available on the UN-Habitat website www.unhabitat.org.

Training partnerships on the *Quick Guide on Urban Planning for City leaders* initiated in February 2012 have been discussed and agreed upon with several partners (CityNet, University of Cape Town (UCT), Africities, etc.).

A training session with African Union of Architects (AUA) on planning, density and housing, and Basic Planning, held in June 2012, resulted in the Basic Planning Approach adopted by AUA. The approach is being field-tested in Abidjan, **Cote d’Ivoire**.

UN-Habitat supported a regional seminar on climate change under the programme of Climate Change and Urban Vulnerability in Africa – CLUVA. The seminar involved 12 universities that will support capacity and curriculum development on climate change.

The **Knowledge for Cities and Climate Change** (‘K4C’) website www.citiesandclimatechange.org, a global platform for knowledge sharing, was jointly launched by UNEP, the World Bank and UN-Habitat, under the auspices of their Cities Alliance-funded Joint Work Programme. This online repository of information on climate change advocates informed decision-making in local governance and provides access to a broad range of documents published on this thematic area.

In **Myanmar**, UN-Habitat is supporting institutional development of the Urban Research and Development Institute, specifically on a framework for training needs assessment, training strategy, resource centre development, networks and partnerships.

In **Haiti**, UN-Habitat in partnership with the Interior, Territorial Collectivism and National Defense Ministry launched the third component of the Support Programme for Housing and Neighborhoods.

In **Mexico**, UN-Habitat in collaboration with the National Commission for the Prevention and Eradication of Violence Against Women (CONAVIM) has promoted the “Women’s Justice Centre Implementation Guideline”, aimed at increasing local awareness on preventing, eradicating and providing appropriate services for women victims of violence.

In **Ecuador**, with UN-Habitat support, the National Association of Municipalities prepared a national management strategy for decentralized cooperation in order to exchange best practices and knowledge for sustainable development of cities and municipalities.

In **Namibia, Sri Lanka, Nigeria, South Sudan, Kenya and Jordan**, UN-Habitat has collaborated with local authorities to support assessment and improvement of local institutions for enhanced service delivery.

Cooperation with other UN agencies

The Territorial Approach to Climate Change (TACC) which works with local level governments (states, provinces, cities, municipalities) is benefiting developing countries and countries in transition to increase resilience to climate change impact and reduce their carbon footprint. The TACC is a partnership of five agencies that includes UNEP, UNDP, UNITAR, UN-Habitat and UNCDF. TACC has enhanced the impact of the CCCI.

In **Liberia**, UN-Habitat and UNDP entered into a partnership agreement to build capacities of national and local government officials for decentralization. They are collaborating with the Ministries of Internal Affairs, Planning and Economic Affairs as well as the Liberia Institute of Public Administration.

UN-Habitat, UNICEF and UN Women are implementing a joint programme : “Safe and Friendly Cities for all “ for building capacity of local authorities and partners in Metro-Manila, Nairobi, Dushanbe,

Greater Beirut, Marrakesh, San Jose, Tegucigalpa, Rio de Janeiro to create safer cities targeting women, children and the youth.

Cooperation with cities and municipalities

The issue of quality public space as a critical component to achieving inclusion and quality of life in cities has gained prominence in the work of UN-Habitat. UN-Habitat finalized cooperation agreements with public space experts: Gehl Architects of Copenhagen, Project for Public Spaces of New York, and White Architects of Stockholm on cities such as Buenos Aires, Mexico City, New York and Copenhagen. The city of Nairobi has also expressed interest to be part of a proposed global movement for quality public space in urban areas.

Draft Quick Guides on Urban Planning for City Leaders are in advanced stage of preparation. Participants at an experts meeting held in Kisumu (Kenya) in March 2012 agreed on the overall content. The draft was discussed with international organizations active in urban development and planning.

In **South Sudan** an "Introduction to Planning Urban Settlements" approach has been developed, tested and finalized. It incorporates new planning principles in a local context. The approach has been adapted for use in other post-conflict countries.

In **Senegal**, experiments on participatory budgeting processes were conducted in three municipalities. Courses were designed and held at the Cheikh Anta Diop University of Dakar and University of Gaston Berger of Saint Louis. The course modules are on governance approaches to participatory budgeting and gender equity.

In the **Democratic Republic of Congo** the participatory budget project is being implemented in the municipalities of Masina and Ndjili. In **Mozambique** the project is being implemented in the three municipalities of Chibuto, Nacala and Manica.

In the **LAC countries**, Habitat Agenda partner institutions signed Memorandum of Understanding (MoU) with Cooperation Andina de Fomento, Fundacion Corona (Colombia), Rede Nossa Sao Paulo (Brazil), Ministry of Cities and Ministry of Environment (Brazil), around WATSAN, social housing and urban mobility for an urban sustainable agenda.

UN-Habitat Internal capacity development

Documentation and extraction of lessons on urban expansion planning, citywide planning and city-region planning and the move to engage with cities and countries for testing and further learning started in 2012. Among other things, a plan to conduct an international evaluation of the site services experience and outcomes has been developed.

The shift from individual to institutional strengthening, education and learning is progressing and helping to build a consolidated network of partner institutions. The shift greatly supports EA2 on strengthened institutions with a primary focus on local government training institutions and universities.

25 UN-Habitat staff were trained on new urban planning. Of particular relevance was the linkage established between urban economy, urban legislation/governance and urban planning.

The German Ministry of Research supported UN-Habitat's involvement in the design of a five year research project on "Rapid Planning". The project concept as well as selection of cities are in progress and will be concluded by end of 2012. The new project will enhance UN-Habitat's influence on the research agenda.

EA3: Cities implement inclusive UPMG

Number of cities implementing inclusive UPMG: As of June 2012, up to 166 cities were implementing inclusive UPMG (up from 147 cities as of end of 2011), with support from UN-Habitat, through participatory action planning and implementation in the areas of governance, safety, environment, risks and crisis.

Urban planning

The city of St Louis in **Senegal** adopted Vision 2020 for development with a strong climate change and sustainability content. The Vision is enabling better coordination of efforts and inputs from external partners, including Arcadis and CLUVA (European Union research programme).

In **Kenya**, a Rapid Planning Studio has developed an innovative guidance for Kisumu City which will inform the steering of the incipient planning exercise supported by the African Development Bank (AfDB). The same methodology is being documented for replication in other contexts.

Rwanda and **Mozambique** have advanced the definition of specific demands to support planning of urban extensions (four secondary cities in Rwanda and in Nacala and Nampula, both in Mozambique).

In **Colombia** need for support to city extensions in Manizales and Santa Marta has been identified and project formulation is ongoing.

In **China**, advisory services were provided to the city of Erguna (Inner **Mongolia**, the largest wetland in the World) to deal with expansion needs in a fragile environmental setting.

In **Jordan**, a letter of intent was signed with the Greater Amman Municipality for the review of the Master Plan. Resource mobilization has started.

Climate change

In the **Philippines**, Sorsogon City developed "Guidelines for housing design and site plans", with emphasis on adapting to climate change. A climate change assessment was completed for Sihanoukville in **Cambodia**, and an in-depth ecological and zoning study for an environmentally-fragile area of Maputo, **Mozambique** was undertaken.

The regional Global Environment Fund (GEF) supported a project on Promoting Energy Efficiency in Buildings in East Africa, which has contributed significantly to the increase of consumer demand on energy efficiency measures in buildings, including solar warm water systems, energy efficient lighting (e.g. CFL and LED based smart lighting).

In January 2012 at the end of a conference on "Making Cities Resilient" sponsored by UN-Habitat, 14 urban local authorities in **Rwanda** signed for the "Making Cities Resilient Campaign". The conference under the auspices of the Ministry of Disaster and Refugee Affairs, urged local leaders to put measures into action plans to ensure the resilience of their districts.

In **Namibia**, **Walvis Bay** has developed a ten year climate change strategy that is part of 'Promising practices on climate change in urban sub-Saharan Africa via a multi-stakeholder approach supported by UN-Habitat.

Urban safety: The security project of the Rio Regional Government, **Brazil**, achieved great international visibility because of its innovative approach, as well as the effective coordination among different sectors and stakeholders including UN-Habitat.

Challenges

- In the transition period valuable assets and partnerships have been neglected in view of internal restructuring and clarification of organizational mission, individual roles and responsibilities etc. It is urgent to resume a vigorous partnership strategy with key old and new partners.
- The UN-Habitat toolkit for planning at local level (city-wide, extension, public space) needs consolidation to have significant impact in urban planning at city level.
- The key opportunity represented by the new vision to integrate spatial, economic and legal aspects of urban development needs to be reflected in tool development. Policy development in the area of UPMG needs to be harmonized, addressing urban policy, legislation and planning systems (institutions and instruments) simultaneously and coherently given the present structure.
- Demand is increasing in planning at different scales. However, staffing levels are below the requirements to respond adequately. The risk of loss of opportunities is high.

- The Rio + 20 activities and results were initially not reflected in the work plan, yet they have absorbed large amount of resources (staff) and provided important results for the agency.

Remedial actions planned for 2012

- Focus on inter-Branch collaboration on policy issues to be introduced after an initial phase of defining issues and identifying UN-Habitat's niche.
- Plans are in place to reinvigorate efforts to implement the partnership strategy with linkages with the World Urban Campaign.
- In terms of tools development, the focus on scenario planning and plans assessment through "planning clinics" will address tools gaps in the course of the year.
- Staffing strategy will have to be developed to enable the Focus Area planning component in particular to respond to demand and lead normative reflection.

7.3 FA 3: Pro-poor land and housing

FA3 focuses on improved access to land and housing, security of tenure, and slum improvement and prevention. UN-Habitat's engagement in land and housing issues builds on governments' commitment to policy reforms and has a privileged entry point in countries undergoing post-disaster and post-conflict processes where assistance to housing- and land-related issues are at the top of the agenda. FA3 programmes and projects are being implemented in partnership with governments and other Habitat Agenda Partners. Trends on indicators of achievement are presented in Table 7.3.

TABLE 7.3: Progress on indicators of achievement for FA 3

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012
EA1: Improved land and housing policies implemented	(i) Extent to which targeted countries working with UN-Habitat are implementing land, housing and property policies as evidenced by the number of countries at different stages of implementing mentioned policies	28	30	37	32	37
EA2: Security of tenure increased.	(i) Increased number of countries and partners implementing policies to improve security of tenure and reduce forced evictions in collaboration with UN-Habitat	19	25	29	29	29
EA3: Slum improvement and prevention policies promoted.	(i) Degree to which slum prevention and improvement policies are implemented in targeted countries with support from UNHabitat, as evidenced by an increased number of countries at different stages of implementing slum prevention and improvement policies	24	26	33	28	34

EA 1: Improved land and housing policies implemented

UN-Habitat continued to mobilize and support governments and Habitat Agenda Partners to implement improved land and housing policies. By June 2012, **37 countries** were developing, implementing or completing **land and housing reforms** with the support of UN-Habitat. The establishment of a **Global Network for Sustainable Housing** has been recommended by an International Expert Group Meeting. The **Global Housing Strategy to the Year 2025** is being prepared based on the regional housing sector analyses of the implementation of the Global Strategy for Shelter to the Year 2000, by another group of experts.

Advocacy and Policy Development

Vulnerable groups in Africa are closer to gaining more equitable access to land as the Declaration on Land Issues and Challenges in Africa, signed in 2009 by the African heads of state, is being implemented in accordance with the **Framework and Guidelines on Land Policy** (2011) and according to the Implementation Plan (2012). UN-Habitat has provided technical support for this process since its inception. At the beginning of 2012, UN-Habitat was requested to lead the capacity development efforts that will enable Member States to reform and implement their pro-poor land policies and capacity development initiatives, of which some are ongoing.

UN-Habitat is supporting **Organization of Eastern Caribbean States** (Anguilla, Antigua and Barbuda, Commonwealth of Dominica, Grenada, Montserrat, Saint Lucia, St Christopher -St Kitts - and Nevis, St Vincent and the Grenadines) to develop **Land Policy guidelines** highlighting the crucial importance of land management to the achievement of economic development, poverty reduction, social stability and the protection of environmentally sensitive areas. In addition support to develop National Land Policies in Grenada, St Kitts & Nevis and St Lucia is in line with the guidelines and adapted to local conditions. This involves usage of UN-Habitat/GLTN tools such as "Social Tenure Domain Model", "How to Establish an Effective Land Sector", and "How to Develop a Pro-Poor Land Policy".

An international Expert Group Meeting (EGM) on the **Global Housing Strategy to year 2025** held on 21-22 March 2012 discussed and reflected on the six regional assessments of the housing sector and the regional analysis of the GSS 2000 implementation contributed to an understanding of the current shifts in housing policy and practice in the world regions in the context of a fast urbanization, high rates of slum formation, and with respect to the current challenges faced by countries regarding the provision of adequate housing, with special attention to low-income households and vulnerable groups.

Networking, tool development and capacity-building:

In **Ecuador, DRC, Ghana and Kenya**, sustainable housing and green building activities implemented contributed to the promotion of sustainable housing practices and impacted on the revision of national building codes and standards. Follow-up activities in **Ecuador** were part of the implementation of green housing prototypes for social housing.

In **Cuba**, UN-Habitat closely working with two International Cooperation Agencies: the Spanish and Swiss development agencies has supported the development of policy and national strategy for production of local housing materials in five provinces.

The **establishment of a Global Network for Sustainable Housing** has been recommended by the international Expert Group Meeting on Sustainable Housing held in Nairobi on 16-17 December 2011, where UN-Habitat's position paper and work programme in the field of green buildings for sustainable housing was presented and discussed. The EGM recommended, the formulation of an on-line knowledge sharing platform to mainstream sustainable housing practices globally. *A Policy Framework for Sustainable Housing in Developing Countries* and of a *Handbook of Sustainable Housing Practices* produced will be launched at the Sixth Session of the World Urban Forum, in Naples, Italy.

The effectiveness of pro-poor land policies and programmes is being boosted through the continuous work of the Global Land Tool Network (GLTN) in support of the global land monitoring mechanisms, including the World Bank-led Land Governance Assistance Framework, the Food and Agricultural Organization (FAO)-led Voluntary Guidelines on the Responsible Governance of Tenure of Land, the monitoring

mechanisms being developed by Land Policy Initiative for Africa, and the work towards the development of a security of tenure indicator, carried out in collaboration with different UN-Habitat departments. The outreach and impact of UN-Habitat land initiative has increased, as the number of the GLTN partners increased from 47, in 2011, to 50 in June 2012; the new partners are Habitat for Humanity, Urban Landmark and Action Aid

Specific Country achievements

During the reporting period, UN-Habitat continued to support the land sector coordination work in **Liberia** and **DRC**, enabling the consolidation of the country approaches to land interventions and maximizing the comparative advantages of each player in its field of expertise, including donors, development agencies, key land stakeholders and relevant government departments.

The 10-year support of UN-Habitat to **Kenya's land reforms** continued through SIDA funding. The Agency is chairing the Development Group on Land, which supported the country during the policy development stage and is now focusing on effective implementation, addressing issues of capacity-building, security of tenure, land rights, and land information management systems and aid effectiveness for the land sector. UN-Habitat is also supporting the Non-State Actors Group of the land sector, comprising civil society and private sector organizations. An ongoing evaluation of the non-state actors' mechanism is expected to contribute to the development of a global training package for the development of the land sector non-state actors.

UN-Habitat supported the development of **Urban Housing Sector Profile** studies in six countries. In **Ghana** and **Zambia** the profiles have been published and launched. In **Tunisia** and **Uganda**, the profiles have been published; while in **El-Salvador** and **Ecuador** profile formulation is in progress.

A report on a Policy dialogue and workshop held in **Brazil** examining the "My House My Life" social housing programme is under preparation, and has identified multiple functions of housing.

UN-Habitat provided direct technical support to the Ministry of Housing and Utilities in **Libya** as part of an ongoing engagement in the field of housing to reintegrate Internally Displaced Persons from the recent civil war.

The Millennium Development Goals funded project in **El Salvador (ELS)**, with UN-Habitat as the lead agency, was recognized by Spain and the ELS housing vice minister for its contribution in generating conditions and projects necessary for reducing housing deficit for the poor. The official recognition was presented by the Legislative Assembly of El Salvador. This project has triggered advocacy for legislation for housing and soil improvement changes in El Salvador, culminating in the approval of the national '*Ley Especial de Lotificaciones y Parcelaciones para Uso Habiracional*' which regulates housing legalization.

EA 2: Increased security of tenure

Advocacy and Policy Development

In 2011, the UN-Habitat Governing Council – through resolution 23/17 - **endorsed the continuum of land rights framework** (or pluralism of tenure systems) as the privileged way to approach security of tenure at scale for the poor. At the Annual Conference on Land and Poverty, held in Washington DC on 24-26 April 2012, the World Bank affirmed its full endorsement to the continuum of land rights framework to a large audience composed of high-level international land experts and practitioners. The same message came from the president of the International Federation of Surveyors at its working week in Rome on the 6-10 May 2012, where a global audience of over 1,200 land professionals was represented. These achievements are evidence of the leadership that UN-Habitat and the GLTN are exercising at the global level and the extent to which they are able to steer the global land agenda to the benefit of the poor.

Access to tenure security for the poor is being mainstreamed into a number of ongoing and already well developed land and natural resources' rights initiatives in **Eastern and Southern Africa**, through the collaboration of UN-Habitat with the International Fund for Agricultural Development. The knowledge sharing and development initiatives involved experts from governments, civil society and technical experts from 20 African countries. The partnership established between the two agencies is a first step towards the implementation of the GLTN tools at the country level in the two regions.

Advocacy/Partnership development resulted in the establishment of an urban legal knowledge network that is highlighting the role and improving the understanding on how urban legislation is key to urban development. Links have been established with the Africa Centre for Cities, the Global Land Tool Network, and the Global Forum on Law, Justice and Development while other organizations are being approached to be part of the Urban Legal Network.

In **Haiti**, UN-Habitat has provided technical support to Housing and Public Buildings Construction Unit since February 2012, for a programme on the reconstruction of housing and neighborhoods. A Policy on Housing, Habitat and Urban Development prepared and is being implemented.

In **Mexico**, the Law of Territorial Development and Land Management is ready to be presented for legislation. This law will support organization and establishment of improved land planning and land management on each municipality with the use of different normative tools.

In **Colombia**, joint support between UN-Habitat, ECOPETROL (the national petroleum company) and RED PRODEPAZ (a civil society organization) for resettlement has seen 91 families (337 persons) acquire security of tenure.

Tool development and piloting

The relevance and effectiveness of UN-Habitat's tools for addressing land and housing issues continued to be demonstrated through a wide range of initiatives, globally, through the first six months of 2012. The **Gender Evaluation Criteria**, developed by GLTN with UN-Habitat as secretariat was rolled out in **Brazil, Ghana, Nepal** and **Uganda** and used to assess the gender responsiveness of policies and practices within the land sector. In order to strengthen the critical mass of trainers who can build the capacity in this area UN-Habitat and the International Land Coalition co-hosted a training of trainers in the Gender Evaluation Criteria. The capacity-building event is being followed up by catalytic activities for the **promotion of women's land rights in the African region**.

Nine countries (**Ecuador, El Salvador, Uganda, Nepal, Ghana, Tunisia, Malawi, Vietnam and Zambia**) recognized UN-Habitat assessment tools for adequate housing and used it to assess their housing delivery system. In **Brazil**, extensive housing practice research and documentation has been carried out by UN-Habitat.

Significant advances were achieved in the areas of tenure security for vulnerable people through the UN-Habitat and GLTN Partners' work on the **Social Tenure Domain Model (STDM)**, a pro-poor land administration tool aiming at increasing security of tenure for vulnerable groups and women.

In **Uganda**, UN-Habitat and Slum/Shack Dwellers International with funds from Cities Alliance and technical and financial support from the International Federation of Surveyors are enhancing the information requirements of unplanned settlements through a STDM pilot project. Sensitization and data collection activities started in 2011. In 2012, an assessment of the enumeration and mapping results was conducted. A number of follow-up activities from the initiative are ongoing, including the establishment of a regional Learning Centre that will support the local communities and governments in the use of STDM in the region.

In **Kenya**, the Government requested the use of **STDM** for selected municipalities. In 2012, technicians from a local NGO undertook training on STDM to facilitate its implementation within the Kenya Informal Settlements Improvement Project (KISIP).

To pursue its pro-poor land tool development activities, UN-Habitat and GLTN published and disseminated four main tools. Access to land rights for the poor is being boosted by the development and dissemination

tion of a pro-poor land recordation tool, published at the beginning of 2012 under the title on "*Designing a land records system for the poor*". Another main achievement has been the publication of a book "*Innovative Land and Property Taxation*" that presents the ways in which land and property taxation policies, legal frameworks, tools and approaches to sustainable urban development have been experimented around the world. UN-Habitat work on grassroots' involvement on land policy implementation is collected in "*Tapping the potential – the role of grassroots in land policy implementation*", while "*Handling Land – Innovative tools for Land Governance and Secure Tenure*", ties all the links between the UN-Habitat land tools and the land work carried out by the agency in the past six years.

Access to land and property for youth is expected to improve as a result of the new focus of UN-Habitat land work, started in 2011 with the preparation of a scoping paper on land and youth and with the undertaking of an Expert Group Meeting at the beginning of 2012. Follow-up activities are being undertaken on further research, awareness raising, and tool development through collaboration between UN-Habitat and Slum Dweller International and two leading universities in this discipline.

Specific country achievements

Four country level case studies (**Angola, Colombia, India and Turkey**) demonstrated the potential role that **Land Readjustment** can play as a tool to deliver "at scale", serviced urban land that is inclusive. As a result of these studies, key lessons have been prepared for publication later in 2012.

Actions were taken towards the development of a methodology (legislation and planning components) to **deliver at scale serviced land**. Background papers have been developed and pilot study commenced in Colombia awaiting full-scale launch of land readjustment project proposed in the second half of 2012.

Urban expansion, migration and long-standing discriminations are preventing indigenous peoples and other vulnerable groups from enjoying their housing, land and property rights in cities as identified under the United Nations Declaration on the Rights of Indigenous Peoples, the Millennium Development Goals and the Habitat Agenda. To provide adequate guidance to policymakers to take a rights-based approach in securing such rights, GLTN and the UN-Habitat Housing Unit developed the "*Policy Guide to Secure Land and Property Rights for Indigenous Peoples in Cities*", which is expected to have a positive impact on the lives of hundreds of thousands indigenous people across the globe. The policy guide was very well received by the UN Permanent Forum on Indigenous Issues (UNPFII) and was acknowledged by the UNPFII Chairperson at the February 2012 annual meeting of Inter-Agency Support Group on Indigenous Issues.

In **DRC**, with funds from the United States and Canadian governments, UN-Habitat is continuing its land mediation initiative started in 2011 and based on an alternative land dispute resolution methodology. As a main result of the project, South-Kivu communities are resolving some of their conflicts over land-based resources and HLP rights issues through a participatory approach. The methodology tested is being institutionalized into the local land governance and administration measures, contributing to the stabilization of the region. Moreover, the central Government has shown appreciation for the work conducted by UN-Habitat and its technical expertise, and has requested further support for the revision and development of the country land policy.

In **Sudan**, UN-Habitat supported training modules on urban and regional planning and land conflict management have been used to train 119 staff of the Ministry of Physical Planning in Darfur.

Risk reduction in crisis-prone and post-crisis: By June 2012, UN-Habitat was supporting 22 countries in incorporating urban risk and vulnerability reduction measures.

UN-Habitat is supporting the full and progressive realization of the Right to Adequate Housing in five countries (**Bolivia, Colombia, Ecuador, Peru and Venezuela**) through their participation in a research project. This project will contribute to the formulation of adapted policies and responses to support the realization of the right to adequate housing for indigenous people in the sub-region.

Four countries (**Zambia, Ghana, Nepal and Vietnam**) have committed to assess the performance of their urban housing delivery system from the Human Right to Adequate Housing perspective, through the integration of a detailed checklist template (with questions specifically related to housing rights indicators) de-

veloped by UN-Habitat into their Housing Sector Profiles, and discussing and debating those issues publicly during national consultation workshops held around the results of their Housing Sector Profiles.

EA 3: Slum improvement and prevention policies under implementation

Thirty Countries from African, Caribbean and Pacific regions (ACP) have completed their National Urban Profiles and three city profiles on average per country through the **Participatory Slum Upgrading Programme (PSUP)**, launched in April 2008 and ended on 31 December 2011. PSUP built upon lessons learnt during the **Rapid Urban Sector Profiling for Sustainability (RUSPS)** project, financed by the governments of Belgium, Italy and Netherlands. Through the RUSPS, 12 African countries successfully completed urban profiles for national and local levels. The PSUP expanded both the scope and participation from this project. It added an action plan (Phase 2) for the original **12 African countries** (Burkina Faso, Cameroon, D.R. Congo, Eritrea, Ethiopia, Ghana, Kenya, Mozambique, Niger, Senegal, Tanzania and Zambia); and engaged with 18 new African, Caribbean and Pacific (ACP) countries (Phase 1) - including: **11 African countries:** Burundi, Cape Verde, Republic of the Congo, Cote d'Ivoire, The Gambia, Madagascar, Malawi, Mali, Mauritius, Nigeria, Uganda; **4 Caribbean countries:** Haiti, Jamaica, Antigua and Barbuda, Trinidad and Tobago; **and 3 Pacific countries:** Fiji, Papua New Guinea, Solomon Islands.

The overall goal of the PSUPs programme has been to improve the living conditions of the urban poor and contribute to **MDG 7** (ensure environmental sustainability), target of halving, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation and having achieved by 2020 a significant improvement in the lives of at least 100 million slum dwellers. The programme is structured in two phases: Phase 1; Urban Profiling, and Phase 2; Action Planning.

The PSUP has clearly given a number of entry points for **new cooperation opportunities**. Already, a number of PSUP countries have pledged support for up-scaling of the programme approach, and countries not included have decided to fund the programme activities at their own cost. In addition, apart from the continued support for the programme by the tripartite partnership, a second UN-Habitat programme on climate change, a PSUP focus area, has been financed by the 10th EDF.

25 EU Country Delegations in the ACP region were briefed and updated on the PSUP, and nearly half of them have since expressed interest in **co-financing urban development initiatives at country level** through the 11th EDF. In March 2012, the European Commission and UN-Habitat signed a Contribution Agreement for continuing the PSUP programme with an increased funding of 10 million Euros for **34 ACP Countries financed by the 10th EDF**.

Specific country achievements

In **Mexico**, UN-Habitat through the "Support to Urban Poverty Reduction" increased the country's attention towards slum improvement and prevention policies, focusing on the importance of national and local urban and territorial participatory planning.

In **Burkina Faso**, UN-Habitat in collaboration with partners from the European Commission, national and local governments has initiated Phase 3 of the PSUP in Bissighin, Watinoma and Noghin. This action has given confidence to the Intergovernmental Agency for Water and Sanitation for Africa (EAA) which is keen to build 200 housing units for the poor in informal settlements with the funding from Homes International.

In **Sudan**, 231 IDPs are benefiting from the construction of 22 housing units targeting vulnerable families in Sakali poor neighbourhood in Darfur. Construction has been through self-help concept, applying environmentally-friendly and low-cost construction technologies. This project has necessitated development of local capacity, benefiting over 200 people through on-the-job training.

In **Rwanda**, following a needs assessment undertaken to relocate households from Rubavu hillside down-town, UN-Habitat has supported construction of decent shelter for displaced families upgrade of the new site and small scale income generating activities.

Challenges

- Although adequate funding was secured by UN-Habitat to implement its land portfolio, the main challenge is how to upscale its interventions and impact at the country level through the implementation of its land tools. Significant progress towards this goal has been made in the last months by strengthening the partnerships with GLTN partners with extensive in-country presence. A country level strategy is being developed and will indicate ways of capitalizing on the GLTN partnership structure and on the collaboration with UN-Habitat regional and country offices.
- Funding for housing activities is limited and might impact on the final outcomes and results concerning this component.

Remedial actions planned for 2012

- In order to overcome funding constraints for implementing the Global Housing Strategy to the Year 2025, the Housing and Slum Upgrading Branch is endeavoring to utilize social/professional media to crowd-source data, case studies and relevant concepts to support countries in developing their Housing Strategies.
- To address funding shortages, the Housing and Slum Upgrading Branch, in collaboration with the Resource Mobilization Unit, will fundraise to better implement the mandate given by the GC-23.

7.4 FA 4: Environmentally sound basic urban infrastructure and services²

The strategic result of FA4 is expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations. The Focus Area builds on UN-Habitat's Water and Sanitation Trust Fund (WSTF) which has been supporting the Water for Cities Programme since 2002. Through WSTF, UN-Habitat has established strategic partnerships with multilateral organizations and regional development banks for capacity development and access to investment funding. The WSTF has provided a fast-track mechanism for cities and towns to reach the poor through different programmes. Table 7.4 shows trends on indicators of achievements for FA 4.

EA1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services

Global Achievements

By June 2012, UN-Habitat was providing advocacy and technical support to 36 partner countries through policy dialogue, sector reviews and strategic development. This support has a catalytic effect on national policy reforms for improved access to basic urban services, resulting in adoption of financing mechanisms targeting poor households.

131 institutions were progressively adopting institutional mechanisms that expand access to basic services. The total number of people with access to environmentally sound basic urban infrastructure services stood at 1,531,000 by the end of June 2012, up from 1,280,000; an increase of 251,000 since December 2011 - with support from UN-Habitat. This leaves some 469,000 people to achieve the 2013 target of 2,000,000.

In an effort to promote and support urban mobility in the face of rising global population and continuing urbanization and the emergence of megacities, UN-Habitat is collaborating with a Working Group established in preparation of the United Nation Secretary General's High Level Panel on Sustainable Transport. This resulted in "Sustainable Transport" being a priority of the Secretary General's five year Action Plan and is intended to enable UN-Habitat to take a greater lead on advocating increased awareness on sustainable urban mobility approaches, policies and investments, as well as implementing strategies and programmes for more transport and improved infrastructure.

² Environmentally sound basic urban infrastructure and services include water and sanitation, urban mobility, urban energy and urban waste management facilities that are implemented (right from the beginning to end) essentially in harmony with the environment and associated ecological factors

TABLE 7.4: Trends on indicators of achievements for FA 4

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012	
EA1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services.	(i). Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services.	28	30	36	37	36	
	(ii) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services.	81	105	126	120	131	
	(iii) Increased number of people in target communities with access to environmentally sound basic urban infrastructure services with support from UN-Habitat	825,000	1,500,000	1,280,000	2,000,000	1,531,000	
EA2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure and services.	(i) Percentage of service providers (water & sanitation utilities) supported by UN-Habitat recovering at least 95% of operation and maintenance costs of services.	33%	40%	50%	80%	70%	
	(ii) Percentage of consumers of UN-Habitat partner service provider organizations reporting satisfaction with services provided.	58%	62%	65%	90%	70%	
EA3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services.	(iii). Percentage of consumers ranking basic urban infrastructure services as the first three of their priority needs.	N/A	80%	80%	85%	80%	

UN-Habitat provided technical and advisory support for urbanization to be recognized as a priority for the United Nations Conference on Sustainable Development (Rio+20). The outcome document “*The Future We Want*” commits governments to a broad framework for sustainable development over the next decades. The document contains 283 paragraphs relevant to energy, transportation and mobility, water and sanitation, and waste management.

Preparation of the “*Global Report on the State of Water & Sanitation in the Worlds Cities 2012 – Looking ahead to 2050*” continued during the reporting period with a meeting held at the Sixth World Water Forum in Marseilles, France, to review the content and structure of the report. A partnership, of the PBL Netherlands Environmental Assessment Agency was identified for scenario analysis on future situations regarding water and sanitation, the main focus of the report.

The Pro-poor Accessibility Tool, used to assess the state of mobility of the poor at city level was developed during the reporting period. Stakeholders, including governments, donors and civil society can use the tool to identify accessibility needs of the urban poor that would improve equity in planning outcomes and, more substantively, operationalize poverty reduction through the transport sector. It also allows for specific articulation of strategies on how transport and land use planning can be integrated to better respond to the accessibility needs of the urban poor. The Tool has been piloted in Nampula (Mozambique), Kigali (Rwanda) and Manila (The Philippines).

Regional Achievements

Africa and the Arab States

Approximately 20,800 people gained access to water and sanitation under the Water for African Cities Programme. This is made up of 16,000 beneficiaries of schools and community water sanitation projects in the low-income unplanned settlement of Tandale Chakulabora in Dar es Salaam; 230 beneficiary households (total population of about 2,300) of a water purification system using solar UV project in Bamako, Mali; household water supply connections for 96 households benefitting about 1,000 people; and the provision of biogas facilities for the 1,500 inmates in Bamako's main prison.

Under the Lake Victoria Water and Sanitation Initiative (LVWATSAN), 15,000 people gained access to water and sanitation services due to expansion in the water network in the 10 project towns, as well as enhanced capacity of the service providers to extend coverage and additional sanitation facilities provided under the ongoing sanitation microcredit schemes.

UN-Habitat's partnership with the African Development Bank (AfDB) strengthened to improve access to water and sanitation in Africa. A strategic meeting was held during the 4th Africa Water Week held in Cairo, Egypt, in May 2012 to discuss renewal of the expired Memorandum of Understanding (MOU) between UN-Habitat and AfDB, and the preparation of the UN-Habitat Global report on cities for the future. Other issues discussed during the strategic meeting included: plans of funding support to Africa Water Operators Partnerships, cooperation between the UN-Habitat and Water Operators, access to the Global Environment Facility (GEF) funds to supplement the Lake Tanganyika Water, Sanitation and Environmental Management Programme and the ongoing UN-Habitat water supply projects for five small towns in southern Sudan.

Trainings on sustainable urban energy, including technical training on energy efficiency and green building design held in Kampala, Uganda in June 25-30, 2012 benefited 35 practitioners. The workshop laid a strategy for the green campaign of 1,500 housing units in all five East African Community countries that will increase access of inhabitants to urban basic services.

UN-Habitat supported the Pilot Renewable Technologies Project for Water and Sanitation Services in selected African cities in Cameroon, the Central African Republic, Kenya, Malawi, Sierra Leone and Uganda. The project contributed to increasing the eco-effectiveness of the WATSAN service delivery in terms of energy. It promoted the development of Multi-Functional Clean Energy Centers (MCEC) for provision of urban basic services in underserved, marginalized urban areas. MCEC combine biogas sanitation systems, water kiosks, solar lantern charging and basic energy services for cellular phone charging, secure perimeter lighting, information and communications technology and entertainment, all based on a solid business plan and run by community-based organizations. The project is in progress.

The *"Promoting Sustainable Transport Solutions for East African Cities"* project is benefiting the cities of Addis Ababa, Kampala and Nairobi to reduce growth in private motorized vehicles, thus reducing traffic congestion and greenhouse gas emissions. The GEF funded project is jointly implemented in partnership with GIZ, ITDP, TRL and the respective national and local governments of Ethiopia, Kenya and Uganda. The implementation phase started in November 2011 with completion expected in 2015.

Asia and the Pacific

Under the Water for Asian Cities Programme, approximately 116,000 people gained access to water and sanitation services in the last six months. Under the Mekong Water and Sanitation Initiative (MEKWAT-

SAN), 100,000 people have benefited from access to improved water supply and sanitation through the fast track and roll-out phase 1 of the programme.

UN-Habitat, in cooperation with the International Urban Training Centre in Gongwon (South Korea) conducted training on Urban Energy and Climate Change Mitigation with participation of representatives from local governments of eight countries from South, East and Central Asia.

Country Achievements

Burkina Faso: A pro-poor microcredit financing system for household water connection was completed for 96 homes in Dori, benefiting about 1,000 people. UN-Habitat facilitated an agreement between the municipality and the Water Company, ONEA, to provide the water connection at subsidized rate, slashing the cost by 32 per cent. In May 2012, Burkina Faso adopted the United Nations Guidelines on Decentralization and Urban Basic Services.

Rwanda: Forty ECO-SAN toilets constructed have increased access to Water and Sanitation facilities with emphasis on improving hygiene. Introduction of rainwater harvesting systems and urban hillside protection has been emphasized to mitigate negative impacts caused by human activity in peri-urban areas of Kigali City.

Mali: The biogas project implemented in Bamako's main prison has improved the urban environment significantly and supported vegetable gardening using the treated wastewater. This project has been recognized as a best practice by Association Melienne des Droits de l'Homme (The Malian Association of Human Rights) an international human rights organization, as was reported by the prison administration.

Tanzania: In Dar es Salaam, UN-Habitat is collaborating with the United Nations Children's Fund and the World Health Organization - under the One UN Development Assistance Plan (UNDAP) - to implement schools and community-based water supply and sanitation projects in the unplanned settlements of Tandale Chakulabora to benefit 16,000 students and vulnerable residents. The capacity of an Apex organization to manage the system upon completion has been build. The active involvement of UN-Habitat in the One United Nations System and the implementation of this project has helped to secure an additional USD560,000 from the second year programme of UNDAP.

Through partnership arrangement with the African Development Bank (AfDB), UN-Habitat technical aid has strengthened the Zanzibar Water Authority's procurement management function and contributed greatly to quicken implementation of the AfDB-financed Zanzibar Water and Sanitation Project components. Additionally, a review of the organizational structure of the Water Authority is being supported.

In Kenya, UN-Habitat and the Ministry of State for Development of Northern Kenya and other Arid Zones are supporting WATSAN projects in Mandera County targeting approximately 4,000 residents. UN-Habitat has mobilized funds to support this initiative. Preparatory activities for the implementation of a water supply and sanitation project in one of the congested settlements of Mandera town has been completed.

In the area of urban mobility, Nairobi is one of the cities participating in the GEF Sustainable Transport in East African Cities (SUSTRAN) project. An assessment of possible options for Mass Rapid Transit was conducted, recommending the prioritization of Bus Rapid Transit (BRT) systems. Currently different stakeholders, including the Government, transport operators and development partners, are selecting the pilot BRT corridors. The Project Management Unit established at the Kenya Urban Roads Authority is facilitating stakeholder participation in project activities, including establishing a metropolitan transport authority.

In Uganda, the Ministry of Works and Transport is partnering with UN-Habitat in the implementation of the GEF SUSTRAN project, and is currently supporting the detailed design of the first BRT corridor in Kampala. The project is also supporting the Kampala Capital City Authority non-motorized transport Pilot project, which includes pedestrian-friendly urban design and public awareness raising activities.

In Ethiopia, GEF SUSTRAN project is supporting the Addis Ababa public bus company, Anbessa, and Addis Ababa City Roads Authority in the improvement of bus operations, providing recommendations for the application of an Integrated Data Management System.

In **Vietnam**, substantial progress has been made to build the capacity of water utilities in pro-poor urban water and sanitation governance under the Mekong Region Water and Sanitation (MEK-WATSAN). The water utilities have prepared poverty maps and initial environmental examination (IEE) in four towns of the east-west economy corridor (Dong Ha, Lao Bao, Cua Viet and Quang Tri of Quang Tri Province) and a town in the south-central region (Cam Ranh of Khanh Hoa Province). As a result, the water utilities have developed urban water conservation demand management strategies, which are instrumental in reducing unaccounted for water in the participating towns.

In **Cambodia**, through intensive capacity-building integrated into the project activities, the implementing partners have been able to conduct their activities methodically and produce quality outputs and technical works. The staff of partner institutions have been engaged in a wide range of training courses (on water quality management, water demand management, Human Values based Water, operational management) which have improved their technical skills.

In **Laos**, pro-poor sanitation policies were adopted by nine towns in eight provinces resulting in increased water supply and sanitation coverage, particularly among the poor. IEE, gender mainstreaming and environmental strategy in nine towns provided a basis for pro-poor gender responsive urban governance. Water Users' Committees set up in two communities served as a pilot to demonstrate increased community involvement in water management issues along with local public service providers. A community-based solid waste management project benefitting some 2,100 people, established and overseen by the same Water Users' Committee, demonstrated increased awareness among the people to participate in sustainable environmental sanitation efforts. Water demand and conservation strategy developed in two towns has resulted in increased technical and social awareness on the issues related to lowering unaccounted for water.

In **Nepal**, as part of institutional strengthening support to Water and Sanitation Users' Committees (WSUC) of the Small Town Water Supply and Sanitation Sector Project, 10 WSUCs effectively promoted access to basic sanitation facilities and water supply to poor households through pro-poor financing mechanism (microcredit schemes). More than 100 poor households benefitted. Two community-managed water supply systems serving 200 poor households have been established as part of the project "Strengthening Water Sanitation and Hygiene Treasuring Health". This project is being implemented in partnership with Practical Action Nepal, the Municipal Association of Nepal, the Environment and Public Health Organization and Municipalities. In the cities of Hetauda, Kamalamai and Itahari, 7,000 urban poor have benefited from improved access to water and sanitation facilities.

The WSUCs have effectively continued to return credit provided. In some towns, which have achieved total sanitation and water supply coverage, this has been utilized for livelihood support focusing on income generation initiatives. In addition, all 10 WSUCs have been supported in the development of water safety plans.

In **India**, UN-Habitat, in association with BASF Social Foundation (BSF) and the implementing partner Leonard Cheshire Disability, launched the Disability Resource Centre at Saraswathi Nagar in Cuddalore District. The joint project initiative is targeting over 2,000 people with disabilities to lead a better life.

Impact assessment was completed of BSF-supported projects on "Post-Tsunami Water and Sanitation Reconstruction in Cuddalore District" and "Enabling Access to Quality Water and Improved Sanitation Facilities to Koshi Flood Affected People in Bihar, India and Sunsari District, Nepal". Other achievements include:

- Under the BSF-supported project on Promotion of water, sanitation and hygiene education and water quality monitoring in Mangalore city, science laboratories in eight schools were established and training on water testing for teachers and students were organized for 23 teachers and 88 students to launch the water quality monitoring programme in the city.
- Microfinancing of water and sanitation facilities is being expanded to various states of India in partnership with National Housing Bank of India. During the reporting period an estimated 2,931 households benefited over and above 4,500 households in December 2011, due to access to improved sanitation through microfinancing.

In **Pakistan**, a social and technical survey of two informal settlements (that is Soomer Goth and Kakapir) with a combined population of 3,000 was completed. In addition, a Water and Environmental Sanitation plan was finalized with the active participation of relevant stakeholders. A partnership between WWF Pakistan and the Karachi Water and Sewerage Development Board was established to maintain the sustainability of the introduced interventions in the community.

In **Cuba**, UN-Habitat supported implementation of four projects which have produced local materials for building houses, social facilities, water harvesting tanks and potable water storages. The projects are the sanitation of the Bayamo River, a tree for life in Holguin, urban reforestation and dignified life in Cienfuegos, and restoration of the River War and Cubanica in Santa Clara.

In **Ecuador**: The programme “Governance in the Water and Sanitation Sector in Ecuador–MDGs” enabled 11,000 persons (the equivalent of 2,750 families) to access water services and trained them to operate water systems. The families are living in four provinces where the programme is increasing provision of basic infrastructure service.

EA 2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services

Global Achievements

A customer satisfaction survey was conducted in UN-Habitat partner cities from October 2011 to January 2012 to reconstruct FA4 baseline data and reinforce its monitoring, evaluation and reporting framework. The survey showed a 5-percentage-point increase in the number of consumers of UN-Habitat partner service provider organizations reporting satisfaction with services provided, from a revised estimate of 65 per cent for 2010-2011 to 70 per cent in 2012.

Under the Global Water Operators’ Partnership Alliance (GWOPA), good practices were shared with water operators and other UN-Habitat partners in various high-level international events. These occasions included the 16th African Water Association Congress held in Marrakesh, Morocco, from 19 to 24 February 2012; the Sixth World Water Forum held in Marseille, France, from 12 to 17 March; and the 4th Africa Water Week held in Cairo, Egypt, from 14 to 18 May 2012. During the reporting period the WOPs profile database was launched, referencing more than 70 past and ongoing initiatives. The platform has gained good visibility as GWOPA is now being contacted by beneficiaries to post information online. Three Asian case studies on WOPs launched during the Sixth World Water Forum are available online.

Regional Achievements

Under the Lake Victoria WATSAN initiative, completion of an integrated programme of physical infrastructure improvements and capacity-building for water utilities and municipalities in 10 towns has resulted in a significant improvement in the reliability and quality of the water supply, sanitation and solid waste management services. The capacity-building programme incorporated specific training modules in customer care that has also helped the service providers to establish and maintain operational systems and activities aimed at enhancing customer satisfaction.

Under LVWATSAN, a recent assessment of the impact of the capacity-building programme for water utilities has shown that five of the eight utilities targeted are covering all their operation and maintenance expenses, while the other three are on track to achieve cost recovery after completing ongoing investments in network expansion.

UN-Habitat provided significant inputs on infrastructure-led upgrading and capacity-building of water and sewerage operators for the formulation study for water and sanitation improvements in Mwanza, Bukoba and Musoma (in Tanzania) and Kisumu (Kenya). As a follow up, UN-Habitat contributed to a May 2012 joint appraisal mission with the European investment Bank (EIB) and Agence Francaise de Development (AFD) to Tanzania. At the end of the appraisal mission, the EIB and AFD agreed with the Government of Tanzania to provide funds for an estimated EUR 70 million water and sanitation improvement interventions. As a result, UN-Habitat is preparing to lead the process for an estimated EUR 3.5 million immediate

phase intervention for sanitation service improvements for low-income areas (including school sanitation improvements) in Mwanza and design of wastewater systems in the city.

Under the MEKWATSAN and Water for Asian Cities initiatives, 400 water utility staff from the participating towns trained in project management, logistics, procurement, gender mainstreaming, HIV/AIDS awareness, water demand management, operations and maintenance.

Under the Mekong-WATSAN initiative, the ongoing projects in 17 towns have successfully engaged with local authorities and communities, resulting in increased demand for services and participation from the communities. It is estimated that by December 2012, 210,000 people will have benefitted from access to improved sanitation and 100,000 people from improved water supply.

Under the GWOPA, a benchmarking effort between Serbian water operators was launched under the umbrella of WOP-SEE (South Eastern Europe), in collaboration with IBNet and the World Bank. The effort will involve assessing the performance of the local water sector and can also be used as a baseline to measure consumer satisfaction and quality of service, in the perspective of developing performance improvement plans within Water Operators Partnerships (WOP)s.

Country Achievements

In **Nepal**, as a part of Institutional strengthening, UN-Habitat provided support to Water Users' and Sanitation Committees (WUSC) of Small Town Water Supply and Sanitation Sector Project (STWSSSP) institutional assessment of five Water and Sanitation Users' Committees of STWSSSP. The assessments brought vital issues into notice of authorities for policy concerns and WUSCs' dual role as users and as service providers. The Department of Water Supply and Sewerage has already initiated actions for strategic planning of respective WUSCs.

Under the Strengthening Water Sanitation and Hygiene Treasuring Health in partnership with Practical Action Nepal, Municipal Association of Nepal and Environment and Public Health Organization, Baagbazar of Sharadanagar VDC in Chitwan District declared itself a SWASTHA community (fulfilling all five elements of the project – drinking water, sanitation, indoor air, hygiene and SWM). Similarly, to strengthen the local authorities on pro-poor WATSAN governance, the WATSAN plan of seven municipalities and three small towns have been prepared. Two municipalities incorporated it in their respective periodic plans. With regards to access to basic water and sanitation facilities to urban poor - in partnership with Hetauda, Kamalamai and Itahari municipalities - the approach has been institutionalized with remarkable initiatives in these three municipalities.

Under the Global Sanitation Fund, the WASH strategic plan of two districts and the plan of action of 15 Village Development Committees were prepared with technical support of the GSF programme, in coordination with district and village level WASH committees. Similarly, the GSF intervention extended to three more districts in 2012.

In **Tanzania**, a water operators' partnership was established jointly by Mwanza Water Authority (Tanzania) and the DUNE Water Company (the Netherlands). GWOPA brokered and contributed to the European Union proposal amounting to EUR 1.3 million. There has been a significant achievement in capacity-building of the Mwanza Water Authority during the past six months, including the replacement of 4,000 meters of pipeline and training on non-revenue water.

In **Morocco**, Water Safety Plan (WSP) training was organized in collaboration with the United Nations Economic and Social Commission for Western Asia, the Arab Countries Water Utilities Association and the National Office for Drinking Water Supply of Morocco for 10 operators. During the reporting period, a WSP-focused WOP was initiated between Bethlehem and Morocco.

In **Malawi**, UN-Habitat has promoted the ECO SAN technology as a sustainable sanitation tool in densely populated areas where room to dig new pit latrines, when the old are full, is hardly available. Initially targeting just the settlement of Mtandile in Lilongwe, the nation's capital, community members from 10 other low-income settlements, after a trip to Mtandile, are now promoting this technology in their communities.

In **Sudan**, appropriate designs, execution plans and bills of quantities were prepared for construction of 12 health facilities in poor rural areas of Darfur using environmentally-friendly and low-cost construction technologies. 120 unemployed youth have been trained on production of building materials resulting in the construction of four health facilities in southern and western Darfur.

In **Pakistan**, a Pakistan Water Operators Partnership (P-WOPs) was launched at the Pakistan Urban Forum 2011 of which 10 water utilities are member. UN-Habitat is supporting P-WOPs with a national coordinator and four associates working in four provinces.

In **Bolivia**, the capacity-building programme has been completed in two water utilities - La Empresa de Apoyo a la Producción de Alimentos in Patatamaya, and the Municipal de Agua Potable y Alcantarillado (EMAPAS) in Sacaba, Cochabamba. In EMAPAS, a new billing system has been implemented increasing the percentage of revenue as of June 2012.

In **Mexico**, UN-Habitat has launched a distance learning diploma for water and sanitation operators in partnership with the National Association of Water Utilities and the Distance Learning Division of the Faculty of Engineering of the National Autonomous University of Mexico. A first group is training, in technical, managerial, legal-regulatory matters, as well as billing and accountancy systems improvement.

In **Ecuador**, with the provision of infrastructure, local communities have developed and agreed to have a rate or fee to pay. The social component that accompanies the building process had led them to define the minimum rate to be paid. All these processes are participatory. Besides, the programme is empowering women and men to be more persistent with their demands and to work together and protect the environment and water resources. The regional workshop on water and gender held developed tools for project implementation. The workshop was held jointly with Gender Water Alliance (GWA).

EA3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services

The percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs is increasing. However, a number of processes and outputs in the reporting period have contributed positively to increased consumer awareness and knowledge of their rights to basic urban infrastructure services. However, it has been impossible to measure the percentage difference in the price of basic infrastructure services the poor have paid vis-à-vis the rest of consumers in selected communities working with UN-Habitat.

Global Achievements

The Monitoring Services to Inform and Empower Initiative continued with a revision of the website and significant new datasets made available through the UN-Habitat website. The new website has significantly increased functionality and enabled higher levels of interactions with partners and users.

As part of the development of management toolkits for water operators, GWOPA designed a manual for low-cost remote urban analysis, including classification of neighborhoods according to socio-economic status. This was piloted in Nairobi, Kenya, during the reporting period.

Regional Achievements

Africa and the Arab States, as the incoming Chair of UN-Water Africa UN-Habitat participated in the African Ministers Council on Water (AMCOW) at the Fourth Africa Water Week, and led the organization on the theme II session on: *Infrastructure for Growth and Climate Resilience in Africa*. The deliberations of the session highlighted the continued uncertainty of future impacts of climate change on the water resources of Africa. There was agreement that AMCOW needed to focus on measures for consistent interaction and communication on the theme with researchers and policymakers to facilitate better understanding of the underlying science of climate change and how change impacts on water infrastructure development in Africa; and approaches to deal with climate uncertainty. The session also recommended key messages for AMCOW and its partners for the Rio+20 Conference. The session provided a way forward on the agreed areas that would help to inform future investment decisions and avoid locking Africa in a pattern of climate-

vulnerable infrastructure development.

Under LVWATSAN, the establishment of Multi-stakeholder Forums in the 10 pilot towns has provided a platform to raise awareness on the importance of basic urban services in poverty alleviation and local economic development.

In the Mekong region (**Laos, Cambodia, Vietnam**), human Values-based Water, Sanitation and Hygiene Education (HVWSHE) has been established as an important tool to generate positive behavioural change. Staff from 17 water utilities under the MEKWATSAN programme participated in HVWSHE training. Water classrooms have been constructed in all the Mekong countries, thus enabling active participation of schoolchildren and local communities. Currently, discussions are ongoing with UNICEF for possible regional partnership in this area. Further work on development of knowledge products and an expert group meeting on HVWSHE are scheduled for late November 2012.

Country achievements

In **Nepal's** three municipalities, community-managed water supply system has introduced the graded tariff system to build affordable services to poor households. In 15 Water Users and Sanitation Committees, of the Small Town Water Supply and Sanitation Sector Project, the payment in installments type of system for the water supply connection has been introduced specifically for poor households to make payment easier, ensuring the access of services to all.

In **Mali**, the Solvatten Project –water purification using solar UV - in Bamako has provided safe drinking water kits to 230 households numbering 2,300 individuals. This has contributed to reducing by 52 per cent per household, the cost of energy used to boil water. Before the project, the cost of energy per household was XOF 3,585; this has reduced to XOF 1,708 after the project. A survey conducted indicated that 99 per cent of beneficiaries reported the project had helped them to improve their hygiene and health conditions. Replication of the project is foreseen using the networks of local businessmen.

In **Senegal** and **Burkina Faso**, an assessment of the Water Demand Management (WDM) strategy developed and implemented in the cities of Dakar and Ouagadougou, respectively, has shown positive results on reduced water consumption in public buildings and increased revenue for the water company. In Senegal, the WDM interventions have helped to reduce the water bill in public buildings and enabled the Government to pay its outstanding debt to the water company. In Burkina Faso, the intervention has led to a saving of 35 per cent on water consumption in five pilot areas of Ouagadougou since February 2012.

In **Tanzania**, a proposal was formulated for a research study in Mwanza to assess the validity of two low-cost water testing technologies against standardized methods. The study, to be implemented in July 2012, will facilitate future studies on verification of the effects of community access to water quality information on their disease status and strengthen the profile of innovative and low-cost alternatives to water quality surveillance.

In **Ecuador**, with provision of the basic urban infrastructure, local communities through consultation have developed a mechanism and agreed to pay for water services.

In **Mexico**, the right to water regional document produced in partnership with the Inter-American Development Bank has been officially distributed to relevant partners in Mexico so that awareness on the subject matter can continue to be raised. Timing is positive because Congress has accepted the right to water.

Challenges

- Progressive reduction in funding for the Urban Services Branch, in the face of increasing demands for UN-Habitat's intervention.
- The low-level of institutional and human resources capacity in many urban centres (especially small towns) call for long-term programmes of technical aid and capacity-building. These are difficult to achieve without the assurance of predictable funding.
- Weak institutional arrangements at the country level to address the delivery of sanitation and solid waste management services and slow progress by governments in reforming the waste management

sector.

- Political transition (in countries such as Nepal) and sensitive security (in north-eastern Kenya) are potential risks to the implementation of the project.

Remedial actions planned for 2012

- An aggressive fund-raising drive is already ongoing to expand the project portfolio of the Urban Services Branch.
- Sanitation and solid waste management interventions will increasingly focus on technical aid and policy advice to national and municipal governments to tackle institutional bottlenecks and policy deficiencies in the waste management sector.
- As a mitigation measure to disturbances caused by political transition and insecurity situation, UN-Habitat is exploring partnership with local organizations while local staff is stationed for technical backstopping.

7.5 FA5: Strengthened human settlements finance systems

FA5 focuses on increasing sustainable financing for affordable and social housing and infrastructure. The two expected accomplishments of FA 5 are to be achieved mainly through the Experimental Reimbursable Seeding Operations (ERSO), a revolving loan fund programme, and the Slum Upgrading Facility (SUF), a grant programme. Table 7.5 shows trends on indicators of achievements for Focus Area 5.

TABLE 7.5: Trends on indicators of achievements for FA 5 “USD millions)

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012
EA1: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure	a) Value of commercial loans, government subsidies, and donor grants made available for projects financing affordable housing, upgrading, and basic infrastructure in targeted countries and communities	1.84m	114.4 m	22.8 m	202.6 m	22.8m
	b) Percentage housing loans by domestic banks and micro-finance institutions going to lower-income deciles and/or people with informal incomes.	N/A ²	5%	N/A	10%	N/A
EA2: Increase in activities in municipal finance and affordable housing finance	a) Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure	0 m	6.8 m	3.7m	10.0 m	3.7m

EA1: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure

ERSO programme

The donor grants for ERSO totalled USD 3.7 million and came from the governments of Spain and Bahrain and the Rockefeller Foundation. UN-Habitat disbursed five loans amounting USD 2.75 million for projects in Nepal, the Occupied Palestinian Territory, Nicaragua, Tanzania and Uganda. All five loans are performing

to schedule (100% repayment to date). Approximately USD 435,000 in loan repayment has been collected. Two projects (Nepal and Nicaragua) are in the implementing stage while implementation of the remaining three projects is delayed. However, loan repayment to UN-Habitat is ongoing, irrespective of project implementation status.

In **Nepal**, a loan of USD 250,000 was given to Habitat for Humanity International Nepal. The target population earns approximately USD 2 to 3 per day. As a result of these loans, 962 families have acquired 673 new homes and/or improved 289 others. This is approximately 5,000 beneficiaries. Women (the project target) own 97 per cent of the houses.

In **Nicaragua**, a loan of USD 500,000 was given to Prodel. The seed funding leveraged a further USD 3 million for two specific issues: (i) incremental housing improvement loans programme, of which 2,606 families have received this loan, benefiting approximately 13,000 individuals; and (ii) municipal infrastructure improvements, of which nine such projects have been financed and concluded successfully, including street paving, new sewerage and street lighting. Some 5,200 families have benefitted.

In **Cuba**, as a result of ERSO Programme, UN-Habitat has acquired USD 180,000 from the Swiss Agency for Cooperation and Development to invest in building housing in four provinces of Cuba. Further, UN-Habitat managed to negotiate USD 220,000 from the same agency to carry out the national profile of the housing sector for development, starting July 2012.

SUF Programme

Donor grants for SUF amounted to USD 19.2 million. Of the amount, agreements worth USD 6,524,684 were concluded in **Ghana, Indonesia, Sri Lanka** and **Tanzania** through local finance facilities for building new homes or for commercial stalls and stores.

In **Ghana**, two local finance facilities, TAMSUF and STMA-CSUF, were set up.

TAMSUF:

- The completed Amui Djor Project, a new apartment building with 31 residential units, 15 commercial units for shops and public toilet and bath facility, within the Amui Djor slum area in Ashaiman.
- Residential and commercial units fully occupied and approximately 600 to 700 local residents pay to use the toilet and bath facilities every day.
- Commercial unit rental and toilet facility royalties provide income to TAMSUF.
- TAMSUF is now planning new mixed use building of approximately 72 residential units and 20 commercial units next to the Amui Djor Building (Amui Djor Phase II).

STMA-CSUF:

The Kojokrom Market Stalls Project is complete, with 60 new stalls built and leased to members of Kojokrom Market Women Association. STMA-CSUF guaranteed a five-year loan from Bank of Africa for this project. Repayment of loan is ongoing with no reported defaults.

The Effiakuma 16-seater Toilet Facility to improve sanitation in this densely populated slum area is complete. STMA guaranteed the loan for construction of the facilities. Loan repayment started in January 2012 with no reported defaults, so far.

In **Indonesia**, two local finance facilities, Solo BLUD and Yogyakarta KotaKITA, were set up.

Both facilities have implemented home upgrading, affordable rental homes and water provision projects. The facilities have also provided technical aid to slum communities.

Achievements, so far, include 56 new housing units built, 239 housing units improved, and 560 families have benefitted from new or improved homes and/or local finance facility technical aid.

In **Sri Lanka**, LFSUS has one completed project and nine ongoing. To date LFSUS has provided guarantees to facilitate loans from banks for the construction of 4 new homes and the upgrading of 130 others. A further 30 new homes are being built and a further 594 are being improved.

In Tanzania for TAFSUS two local finance facilities projects have been started: the UDETFU Pit Latrine Emptying Project and the JUWAMAKO Improved Access to Potable Water. Projects are at very early stages. Three new projects were approved by the TAFSUS Board in the first quarter of 2012 for improvement of sanitation and access to water.

EA2: Increase in activities in municipal finance and affordable housing finance

Apart from the USD 3,629,597 raised for the four-year ERSO field test, there have not been many fund-raising efforts for municipal finance activities. Much of the work done on municipal finance has been on normative research and development aspects of the programme. ERSO worked with a number of key partners including local banks, the Overseas Private Investment Corporation, and the Middle East Investment Initiative in various municipal activities. Countries under UN-Habitat's Regional Office for Latin America and the Caribbean have initiated partnerships with finance institutions such as the Corporacion Andina de Fomento. A MoU was signed and negotiations started for future cooperation, including sustainable financing for housing and infrastructure.

Expected accomplishments were partially achieved. However, in view of UN-Habitat's decision to terminate its engagement in the programmes, the expected accomplishments are, logically, not expected to be fully achieved.

The evaluation of ERSO conducted in 2011 proposed options for the future of the programme and recommended the need, based on the lessons learned, to shift the focus of the work of UN-Habitat in the area of human settlement financing towards normative approaches to the urban economy and the promotion of finance for urban upgrading, housing and basic services. Exploration of suitable partners to take over the lending operations is being sought. The SUF programme ended on 31 December 2011.

Recommendations from the ERSO and SUF evaluations have informed the management decisions with regard to shift in strategy and future areas of focus which are in line with UN-Habitat's areas of strength.

7.6 FA6: Excellence in management

The main objective of FA6 is to ensure UN-Habitat delivers MTSIP planned results, effectively and efficiently. It is intended to support the achievement of the objectives of the other focus areas by ensuring that staff is empowered to achieve planned results; the organization is aligned to deliver the results; results-based management principles are applied; and financial resources are mobilized. Table 7.6 indicates progress/trends on the indicators of achievements for FA 6 from the baseline in 2009.

EA1: Staff are empowered to achieve planned results

(i) *Percentage of staff whose skills set is aligned with their MTSIP compliant job description:* The skills inventory was introduced in 2009 to reflect UN-Habitat's skills priorities. This tool is routinely used to identify staff with necessary skills for vacancies that arise. In 2011, a self-assessment survey found that 99 per cent of the staff had skills aligned to MTSIP, up from 60 per cent in 2009. The alignment of staff skills remained at 99 per cent by June 2012. With new thematic areas and a new transitional organization chart released in May 2012, the skills inventory tool is being reviewed to further improve its usefulness in understanding the skill profile and existing gaps. In addition, new recruitments are reviewed to ensure compliance with MTSIP requirements in the new reform context. During the reporting period, staff empowerment was enhanced through skills development and training programmes. Substantive thematic training which commenced in 2011 continued in 2012 within key thematic areas. In addition, training in project management and e-performance management training courses were held in May and June 2012.

(ii) *Percentage of staff reporting improved information and knowledge sharing:* There has been improvement in internal information and knowledge sharing through use of the Intranet (Habnet); the redesigned website (www.unhabitat.org); meetings of directors and senior managers; as well as divisional and focus area retreats. Implementation of the Knowledge Management Strategy (KMS) began in 2012 to support results based management. A communication strategy is being finalized to supplement the KMS. The adoption of the Project Accrual and Accounting System (PAAS) will further improve sharing of information and

TABLE 7.6: FA6 trends on indicators of achievements for FA 6

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual June 2012	
EA1: Staff are empowered to achieve planned results	(i) Percentage of staff whose skills set are aligned with their MT-SIP compliant job description	60%	100%	99%	100%	99%	
	(ii) Percentage of staff reporting improved information and knowledge sharing (scale on 1-5, where 5 is the highest)	2.5	2.6	N/A ⁵	4	Survey ongoing	
	(iii) Reduction in time spent compiling selected business processes complying with rules and quality standards (days)						
	• Average time PRC review (days)	9	8	8	8	8	
	• Average time for information communications technology procurement (days)	67	40	21	35	14	
	• Average time for approval of cooperation agreements	11.6	10	8	8	8	
	• Average selection time on UN-Habitat recruitments	274	150	170	130	150	
EA2: Institution aligned to deliver MTSIP results	(i) Percentage of staff reporting increased horizontal collaboration (inter-divisional, inter-focus area) ⁵	2.5	2.7	N/A ⁵	4	Survey ongoing	
	(ii) Number of key restructuring decisions implemented as recommended by the organizational review	N/A	100%	50%	100%	70%	
EA3: RMB principles applied	(i) Percentage of programmes and projects that are contributing to focus area results	95%	98%	98%	100%	98%	
	(ii) Willingness to be held accountable for MTSIP results (1-5 scale, where 5 is the highest ¹)	2.8	2.9	N/A ⁶	3.0	Survey ongoing	
EA4: Financial resources to deliver MTSIP results available	(i) Degree to which resource targets for non-earmarked and earmarked funding are met:						
	• Non-earmarked (USD million)	19.1	27.8	16.9	30.1	6.1	
	• Earmarked (USD m)	99.5	126.0	182.3	143.1	72	
	(ii) Percentage of non-earmarked and earmarked resources allocated to MTSIP focus areas:						
	• Non-earmarked	80%	100%	100%	100%	100%	
	• Earmarked	61%	74%	100%	100%	100%	

knowledge through business processes and performance; improve transparency about use of resources and precise estimates of income and expenditure; and better support of results-based management through the provision of comprehensive reports. The Urban Gateway continues to improve the sharing of information with Habitat Agenda partners. By June 2012, there were over 1,000 users on the Gateway.

(iii) ***Reduction in time spent completing selected business processes complying with rules and quality standards:*** Initiatives introduced have continued to improve business processes by reducing transaction costs and time. Lessons learned from the “organizational review” were harnessed in redefining ongoing business processes. For instance, approval of cooperation agreements now takes eight days, down from 11.6 days in 2009; average recruitment time is 150 days down from 274 in 2009, and time for information communication technology procurement was 14 days by June 2012, down from 67 days in 2009.

The establishment of the Programme Advisory Group (PAG) and the Regional Project Review Committees standardized operating procedures and delegation of authority. This has reduced the transaction costs in approval processes and reinforced programme alignment and cohesion with MTSIP results. Policies relating to the establishment and use of an Internal Development Fund and an Emergency Fund have simplified processes of acquiring new development and emergency projects and their implementation.

EA2: Institution aligned to deliver MTSIP results

(i) *Percentage of staff reporting increased horizontal collaboration:* The ongoing organizational staff survey will give trends on the indicator in the next progress reporting. However, staff collaboration across the agency was strengthened through the extensive consultative organizational review process and the participatory planning process of the new Work Programme 2014-2015 and MTSIP 2014-2019 (Strategic Plans). Regular updates by the Executive Director through town hall meetings contributed to horizontal collaboration. As observed by the MTSIP report 2012, the New Project Advisory Group and review mechanisms have brought staff from different branches together to provide input and add value to formulation of project proposals.

(ii) *Number of key restructuring decisions implemented as recommended by the organizational review:* The ongoing organizational review took the MTSIP Peer Review's seven key recommendations into account:

- Establishment of an organizational structure to better achieve results within priority areas
- Establishment of a unified planning, monitoring and reporting function
- Transparent definition of programme priorities
- Establishment of an independent evaluation function
- Establishment of cooperation mechanisms at all levels
- Strengthening of the programmatic aspects while continuing with the institutional reform
- Intensification of efforts to raise the organizations profile

Most elements of the Peer Review have been implemented and a new transitional organizational structure is in place, expected to achieve improved transparency, accountability, efficiency and effectiveness of the delivery of the organization's mandate.

EA3: RBM principles applied

(i) *Percentage of programmes and projects that are contributing to focus area results:* There is an overall improvement in institutionalizing RBM in terms of planning, monitoring, evaluation, reporting, coherence and results focus. This is evident from the quality of the Strategic Plan 2014-2019 and the Strategic Framework for 2014-2015 and project documents. All projects are designed with a logical framework to align project activities and outputs with MTSIP expected accomplishments. Project templates were revised to make them more results focused and to capture activities, outputs and expected accomplishments in a results chain. Individual performance appraisal systems are linked to annual plans of units and branches. There has been improvement in participatory budgeting and transparent allocation of resources. The RBM CapScan undertaken by an independent consultant in March 2012 revealed that UN-Habitat is on level 3 on a scale of 1-5.

For the first time, during the implementation of the MTSIP, the biennial work programme and budget for 2012-2013 is fully aligned to the MTSIP Results Framework, which has strengthened the organizational results focus and programmatic coherence and alignment. Results focused annual work plans developed for 2012 are aligned with the MTSIP and work programme objectives. The MTSIP reporting includes resource allocation and utilization.

The alignment of the MTSIP with the work programme has reduced the burden of preparing separate period reports (MTSIP and work programme) on UN-Habitat performance. All future progress reporting will be through one progress report as the multi-year donors agreed in 2011 to adopt the reports submitted to the CPR for their cooperation agreements reporting requirements starting 2012.

In 2012, the independent Evaluation Unit was established as part of organizational restructuring to underpin the importance of the evaluation function. The Evaluation Plan for the biennium 2012-2013, already approved by the United Nations General Assembly, was revised to have full representation of UN-Habitat's work. Twenty-seven evaluations are included in the evaluation plan. Six evaluations were completed during the period January-June 2012. An evaluation recommendation tracking database is under development to follow how well evaluation recommendations are implemented. Creation of the Evaluation Unit was in response to the recommendations of the Professional Peer review of the evaluation function of UN-Habitat, 2012.

The external evaluation website www.unhabitat.org/evaluations has been updated. It facilitates knowledge sharing (containing evaluation briefs, reports, guidelines, recommendations database and external links) and is integrated with the PAAS.

Evaluations are informing decision making. A Peer Review of UN-Habitat's Evaluation Function, in January 2012, indicated that (a) evaluations conducted by UN-Habitat are credible, balanced, producing reports of good quality, and that the evaluations have been found to be useful; and (b) that UN-Habitat's evaluations were used to influence decision-making and often feed into planning of new interventions.

Staff capacity development in RBM is a continuous process to ensure RBM is effectively internalized throughout the organization. In March 2012, UN-Habitat programme managers and chief technical advisers trained in results-based planning, monitoring, evaluation and reporting.

(ii) Willingness to be held accountable for MTSIP results: Staff are increasingly willing to be held accountable for MTSIP results. Structures have been created, including the MTSIP Steering Committee, task forces on all MTSIP thematic areas, programme review committees at Headquarters and at the Regional Offices, and focal points for MTSIP reporting.

EA4: Financial resources to deliver MTSIP results available

(i) Degree to which resource targets for non-earmarked and earmarked funding are met

Targets for the 2012-2013 biennium are USD 60.4 million for non-earmarked funds and USD 283 million for earmarked funds. As of 30 June 2012, USD 6.1 million was received for non-earmarked funds, which is 20 per cent of the target for the year 2012. For earmarked resources, USD 72 million had been received by 30 June 2012, which is 51 per cent of the target for 2012.

Resource mobilization efforts are ongoing. A Resource Mobilization Strategy is under preparation. It focuses on putting systems in place and providing required information to support diversification and increase in funding. The strategy sets out a number of countries (both traditional donors and emerging donors) which are to be addressed in the short and long term. The strategy also emphasizes project acquisition and expansion of project portfolio. In this regard, detailed donor profiles and mapping of potential countries has been accomplished.

A profiling and reporting tool ("UN-Habitat in Partnership with the Arab States") has been developed to support discussions and bilateral meetings with potential Arab Partners. This document was actively used in bilateral meetings with **Bahrain, Kuwait** and **Saudi Arabia**. Screening of EU financing facilities and submission of proposals is ongoing.

The Donor Information System has been enhanced and is updated and maintained regularly. Consultations with development partners have proved to be a valuable approach that contributes to alignment of delivery of resources. Cooperation agreements with Norway and Sweden for 2012-2013 were finalized in April 2012. Despite the various efforts, evaluation of the Iraq programme (2012) has demonstrated a downward trend in funding attributed variously to the economic downturn, loss of interest in big infrastructure projects and attention of donors shifting elsewhere.

(ii) Percentage of non-earmarked and earmarked resources allocated to MTSIP focus areas: The following steps were undertaken to improve efficiency and accountability in the management of the agency's financial resources: introduction of the Project Accrual and Accountability System (PAAS); enhancement of the Grant Management Information System (GMIS); and development of a cost allocation and recovery policy. The PAAS will support the project-based organizational structure, bring disjointed corporate systems together, provide a solid basis for RBM, and improve financial management and accountability. Non-earmarked and earmarked resources are 100 per cent allocated to MTSIP Focus Areas.

Challenges

- There is a need to increase systematic use of lessons learned from monitoring and evaluations to strengthen a culture of information use in order to fine tune current interventions and inform future programming in the organization.
- Demonstrating and attributing the results of UN-Habitat's intervention is a challenge, especially for higher level results where there are multiple contributors.
- There is need to continue to build on the relationship with UNON so as to reap maximum benefits from the newly re-opened relationship with service level Chiefs and their staff.
- Implementing the Service Level Benchmarks and ensuring that they are measured and reported on openly and transparently and that bottlenecks are dealt with in a timely and effective manner, this is another challenge.
- Securing non-earmarked voluntary contributions from Member States continues to be a challenge.

Remedial actions planned for 2012

- A mechanism is being established to synthesize and extract lessons learned from evaluations and performance reports. These will then be fed into new programmes, projects and policy formulation to influence decision-making.
- UN-Habitat is developing a results-based biennial work programme and budget for 2014-2015 that is derived from the strategic plan for 2014-2019. This will ensure alignment and reduce the burden of multiple reporting on both Work Programme and MTSIP.
- Development of a comprehensive results framework for the biennial work programme and budget for 2014-2015 will be one of the most important tasks during the next six months. This will also include definition of the performance measures and setting of baselines.
- Two streams of reporting will be considered: (i) Internal management reporting - by limiting the number of indicators tracked. This will facilitate more focused performance measurement and assist in identifying bottlenecks and obstacles to a more efficient and streamlined service and; (ii) external results reporting on accountability and demonstration of results achieved.
- Establishment of sharing mechanisms for findings and lessons learned from evaluations and periodically assessing the effect of such mechanism.
- Training in RBM and associated efforts in resource mobilization to continue. There is need of enhancing monitoring systems in line with the new organization structure and reforms.
- More consistent and active approach for securing non-earmarked funding.

8. The Enhanced Normative and Operational Framework and Cross-Cutting Issues

8.1 The Enhanced Normative and Operational Framework

The Enhanced Normative and Operational Framework (ENOF) was developed to enhance the effectiveness of UN-Habitat's support to partner countries in the implementation of the MTSIP 2008-2013. The Framework focuses on internal harmonization and better coordination between normative and operational work, policy integration and programmatic coherence at the country level. The framework is on two tracks.

The first track has four components: (i) integrated normative and operational work at country level through Habitat Country Programme Documents (HCPDs); (ii) advocacy platforms such as the World Urban Campaign and National Urban Forums; (iii) policy and strategy papers that link global, regional and country support; and (iv) strategic partnerships.

The second track focuses on UN-Habitat internal collaboration. It consists of an integrated programme of activities at the global, regional, and national levels.

Achievements

UN-Habitat Country Programme Documents were developed, as a means through which the normative and operational divide would be integrated at country level, and, therefore, are useful for strategizing, planning, coordinating and monitoring of programme activities at the country level. They also link with other formal strategies and frameworks such as the UN Development Assistance Frameworks (UNDAFs) to ensure UN-Habitat priorities are taken into consideration in country level programming processes. As of June 2012, human settlements issues had been integrated into 45 UNDAFs and 40 national development plans.

In 2008, 33 Habitat Country Programme Documents were prepared. During the reporting period, UN-Habitat supported the design and updating of the second generation of the HCPDs in **Afghanistan, Burkina Faso, Cambodia, China, Colombia, Costa Rica, Vietnam, Cuba, Democratic Republic of Congo, Ecuador, Indonesia, Kenya, Lao PDR, Malawi, Mexico, Nepal, Pakistan, Senegal and Sri Lanka**.

The World Urban Campaign is a global partnership designed to promote a positive vision for sustainable urbanization and place the Urban Agenda in development policies. During the first half of 2012, the Campaign made significant progress in the improvement of internal and external communication. The Secretariat established two web platforms (worldurbancampaign.org and imacitychanger.org). It has produced a new communication brochure in three United Nations languages, and guidelines for joining the Campaign.

A World Urban Campaign Fund was established as a common resource mobilization and funding facility to enable the Campaign to deliver its objectives and activities. Different levels of partnership and sponsorship have been prepared by the Secretariat and approved by the Campaign's Steering Committee.

The Campaign has expanded its partners and membership base from 26 in 2011 to 42 members by June 2012. These include political, civil society, business community, experts and media partners. Campaign activities that develop knowledge, promote learning and dialogue on cities were carried out. The catalogue of tools and methods, the global observatory on good policies and enabling legislations were also developed. A new working group on "City Futures and Innovation" was established.

Preparation by partners is ongoing of a World Urban Campaign Manifesto for Cities towards Habitat III. The document is, to convey clear and compelling messages to decisions-makers and stakeholders of the need for change in urban matters, based on the Campaign's principles.

The establishment or the revival of the **National Urban Forums** (NUFs) was supported by UN-Habitat in several countries across Africa, Asia and the Pacific, Latin America and the Caribbean. These forums are used for campaigns and other public debates on national urban issues. They are also used to promote the World Urban Campaign at the national level as well as contributing to preparations of the World Urban Forum by mobilizing concerned national stakeholders. As of June 2012, there were 40 National Urban Forums, up from 35 of 2011. Countries where NUFs have been established or revived are: **Afghanistan,**

Bangladesh, Burkina Faso, Cambodia, China, Colombia, Costa Rica, Cuba, Democratic Republic of Congo, Ecuador, Fiji, Ghana, Haiti, Indonesia, Kenya, Kiribati, Lao PDR, Lebanon, Malawi, Mexico, Mozambique, Nepal, Nicaragua, Nigeria, Pakistan, Papua New Guinea, Philippines, Rwanda, Samoa, Senegal, Solomon Islands, Sri Lanka, Tanzania, Tonga, Tuvalu, Uganda, Vanuatu and Vietnam.

In May 2012, the first Regional Urban Forum of five East African Countries, which was held in Kigali, adopted the East Africa Urban Pact. This agreement establishes the East Africa Regional Urban Forum as a platform for sharing views and experiences on urbanization challenges.

The agency has developed guidelines aiming at standardizing the National Urban Forum practice in order to increase their impact. The guidelines also provide a framework for harmonization and alignment of the National Urban Forum practice with the new strategic priorities following the agency's current reform process.

UN-Habitat Partnerships continue to be strengthened. Using the new strategy of May 2011, UN-Habitat has revived some partner networks, including researchers, universities and professionals, private sector and civil society, within the context of the growing prominence of the World Urban Campaign.

UN-Habitat's country level support is based on its work in 26 pilot ENOF priority countries (Box 8.1) – of which most belong to the least developed countries – to support the efforts of national governments, local authorities and other stakeholders. In the context of new reform, **Colombia, Egypt, Mozambique, Philippines and Rwanda** were prioritized as pilot countries for achieving sustainable urban development.

Box 8.1: ENOF priority countries by region

Africa States:	Burkina Faso, Democratic Republic of Congo, Ghana, Kenya, Liberia, Mozambique, Nigeria, Senegal, Tanzania, and Uganda
Arab States:	Egypt, Iraq, Libya and Sudan
Asia-Pacific States:	Bangladesh, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Vanuatu and Vietnam
Latin America and the Caribbean States:	Colombia, Ecuador, Haiti and Nicaragua

All pilot countries are moving forward with the national level partner consultations and development of the actual project documents. Draft concept notes/position papers have been prepared for all pilot countries. More detailed conceptualization and preparation of project documents have been taken through various methods. Each pilot country applies the approach most appropriate to its context. UN-Habitat will put more focus in these countries on normative and operational activities, to ensure development results are achieved.

A draft report (2012) on the evaluation has demonstrated that UN Habitat Iraq programme – as seen through the HCPD - is well aligned with the focus areas of UN-Habitat's MTSIP. UN-Habitat's Iraq programme is also an outcome of complex negotiation through the undg process and available funding through the Iraq Trust Fund (ITF).

In the new transitional organization structure, the Portfolio Strategy Unit was created and tasked to provide support, and collaboration among organizational branches and regional offices to ensure improved integration of programme activities at global, regional and country levels.

Challenges

- Limited financial and institutional support provided to ENOF activities.
- Lack of effective collaboration by the normative branches to carry out activities taking into account the country-level processes and programmes.
- Inadequate clarity on the complementary roles of the agency's normative and operational activities, in the project based approach.

Remedial actions planned for 2012

- Mobilize resources for strengthening the Project Office in its overall coordination role in the development and implementation of the project's portfolio.
- Expand the National Urban Forums and HCPDs frameworks and increase the number of beneficiary countries.
- Make inter-divisional collaboration a mandatory corporate responsibility.
- Implementation of the recommendations that resulted from the Delivering as One evaluation as well as dissemination of the guidelines on the National Urban Forums.

8.2 Gender mainstreaming through the Gender Equality Action Plan



Locals of Chamazi reviewing housing plan, Ghana. © UN-Habitat/Ruth McLeod

The Gender Equality Programme is intended to deal with gender as a cross-cutting issue in all UN-Habitat projects, programmes and activities; and to support implementation of concrete initiatives on women empowerment. During the reporting period, gender was systematically and effectively integrated into all 36 programmes and projects. The template for developing projects was revised in March 2012 to ensure that gender perspectives are captured in projects and programmes. The Programme Advisory Group and the Regional Programme Review Committees validated programme/project documents to ensure that gender issues are explicitly captured in the projects proposals before approval.

Partnerships promoting gender equality in sustainable urbanization issues increased to 22 as of June 2012, up from 18 in December 2011. The new partners were three civil society organizations and one academic institution. UN-Habitat also renewed its partnership with UN Women through a new broad Memorandum of Understanding (MoU) that will be signed during Sixth session of the World Urban Forum in Naples.

A gender audit of UN-Habitat's programmes and projects was commissioned in May 2012 and two independent consultants hired to assess how gender has been mainstreamed into projects and programmes at headquarters and field offices, including assessment of internal procedures and processes. The audit will provide perspectives on best practices of mainstreaming gender in other United Nations agencies.

The UN-Habitat Governing Council resolution 23/1 of April 2011 requested UN-Habitat to strengthen the Gender Mainstreaming Unit to manage a unified system of focal points and a gender task force, and setting

up an Advisory Group on Gender Issues. UN-Habitat, in collaboration with the Huairou Commission, set up a Partners Working Group to prepare for the establishment of the Advisory Group on Gender Issues. The Partners Working Group met on 19 November 2011 and on 24 February 2012, in Nairobi and New York, respectively. It developed the Terms of Reference, determined the selection process and criteria for the Advisory Group on Gender Issues. This group will be officially launched at the Gender Assembly at WUF 6 in Naples, Italy, in September 2012. In addition, UN-Habitat has organized gender equity and women empowerment-specific side events at WUF 6.

A unified gender focal points and gender task force have been formally established in the new transitional organizational structure.

Challenges

- The organization restructuring brought about movement and relocation of staff. The human resource for the Gender Unit is still inadequate (two professionals and one consultant).

Remedial actions for 2012

- Gender retreat for gender focal points and the task force to deliberate on mainstreaming gender.
- Preparation of training and learning materials based on needs and skill gaps. WUF 6 will be used as an opportunity for advocating gender equality through participation in substantive sessions and discussions on gender issues.

8.3 The Urban Youth Programme

The Youth Empowerment Programme seeks to ensure youth mainstreaming as a cross-cutting issue, and dedicated programmes to empower the youth.

Youth mainstreaming as a cross-cutting issue

During the last six months, the Youth Empowerment Programme improved mainstreaming of youth issues within UN-Habitat and the United Nations System as a whole. The Youth 21 Initiative (recently launched by UN-Habitat) is supporting youth to take leadership in the 21st century. It focuses on bringing young people in contact with the United Nations so that their leadership towards democratic governance and sustainable development can be nurtured. In March 2012, UN-Habitat in collaboration with the United Nations Development Programme hosted a major youth conference in Nairobi, Kenya. The conference brought together 300 youth leaders, governments and civil society organizations and resulted in the Nairobi Declaration. The Declaration celebrated the announcement by the Secretary General Ban Ki-Moon of a Special Advisor for Youth, a proposal put forward by UN-Habitat within the Youth 21 Initiative: Building an Architecture for Youth Engagement in the UN System, and supported the further engagement of youth through the creation of a Permanent Forum on Youth. In June 2012, a high-level panel of governments was held in conjunction with the Rio +20 summit and the governments at the meeting called for the creation of the Permanent Forum.

Within UN-Habitat, the Youth Empowerment Programme has collaborated with other branches and programmes of the organization, with an emphasis on enhancing normative activities to better engage youth in policy formulation and implementation. The mainstreaming strategy paper has been prepared and published as well as joint activities undertaken. For example, through the 'Cities and Climate Change Initiative' (CCCI) approximately 500 youth were trained in climate change mitigation and adaptation. A concrete proposal has been developed with a USA based university to engage youth in green jobs in the One Stop centres over the next 12 months under the CCCI. Water and sanitation and youth units contributed to the development of the youth water strategy for the African Ministers Council on Water (AMCOW). The Youth Programme continues to engage stakeholders globally through Global Youth Help Desk (GYHD) and the Urban Youth Research Network. The GYHD offers opportunities for interaction among youth-led organizations in developing countries. Youth are also engaged through Facebook, (<13,000) and Twitter (<500).

For State of the Urban Youth Report and 2012 – 2013, four city reports have been developed covering Accra in Ghana, Cairo in Egypt, Bangalore in India and Sao Paulo in Brazil and a draft abridged version of the youth report has been developed and will be launched at the World Urban Youth Assembly September 2012.

Dedicated youth programmes



Youth 21 Conference, “Global Youth Leadership Forum on Inclusive Governance”, on 18th March, 2012, Nairobi, Kenya. © UN-Habitat

The Urban Youth Fund: The fund provides financial support for youth-led development initiatives in developing countries. By June 2012, 172 youth groups globally benefited from the fund. About USD 2.7 million was supporting youth initiatives. In 2012, 59 new organizations were granted about USD 1 million across 43 developing countries.

The 2012 grantees, the youth fund’s fourth call of proposals, will be announced on Habitat day, 1 October 2012. Already, 5,975 applications are in the grant’s system. Over 1,100 applicants have passed the eligibility check and the Secretariat is conducting quality assessment of these applications. There are emerging urban fund windows for youth groups in Mauritius to be funded by the private sector.

Discussions are being held with the Kenya Rotary Club. The Club window is aimed at assisting youth-led organizations in designing and implementing projects that will contribute to sustainable urbanization in **Kenya**. The Fund will target projects mainly dealing with recycling and income generation. A Middle East and North Africa window is planned. The target is to fund several youth projects in the region through the UN-Habitat Office in Cairo.

The One Stop Youth Resource Centre model: has been a key UN-Habitat implementation model since 2003. Currently UN-Habitat works in partnership with local authorities, United Nations agencies and other stakeholders to support the four original Centres in **Rwanda, Kenya, Tanzania and Uganda** (Kampala and Arua), and newly planned Centres in **Burkina Faso, Burundi, Democratic Republic of Congo, India Mauritius, Nigeria and South Sudan**. The One Stop Centres are being scaled up because they provide safe spaces for youth engagement and participation in decision-making.

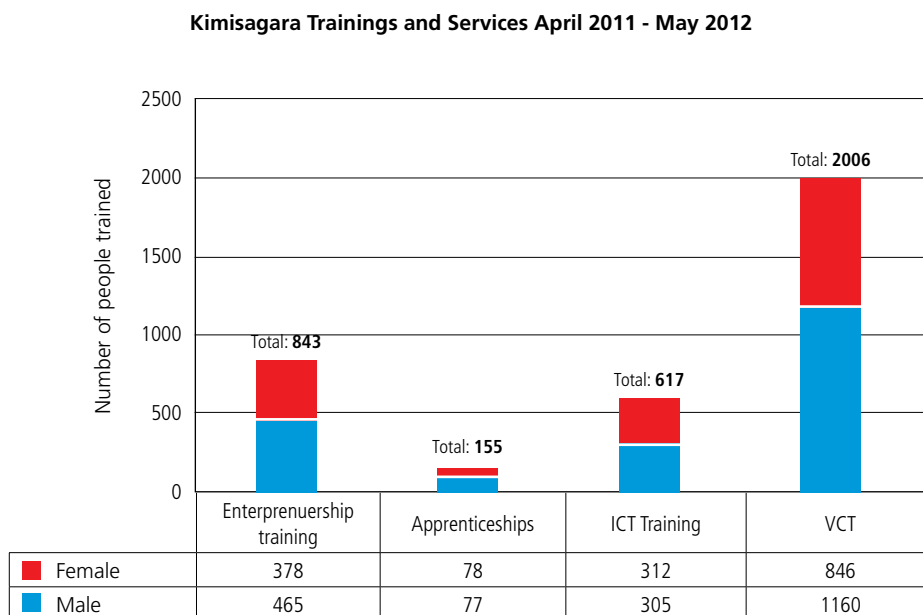
In **Kigali**, Rwanda, approximately 1,000 youth visited the Kimisagara One Stop Youth Centre daily (sample trainings undertaken between April 2011 to May 2012 in figure 2 below). In the last six months, about 10,000 young people in all the One Stop centres and satellites trained in fields related to information communications technology (ICT), entrepreneurship, drug and substance abuse, music, dance and sports. In Dar es Salaam, the centre is a platform for young people; about 1,000 youth visit it daily.

One Stop Youth Centre training has enabled youth to access funding from financial institutions, gain knowledge and information on employment opportunities, as well as participate in decision-making processes at various levels. Interviews with some trainees indicate that the training has enabled them to keep books, make savings, improve clientele relations, time keeping and add value to their products or services. One trainee, who was a tout soliciting passengers at bus stops, started a fish business and employed other youth after the entrepreneurship training. A trainee who owned a kiosk (small shop) managed to buy two motorcycles to provide transport. He has employed other youth after training in book keeping.

The One Stop centre in Arua District, northern Uganda, fifty young people (half of them women) involved in small businesses trained in entrepreneurship. An agreement with the Arua municipality and a local bank is under way to build a new One Stop centre.

A satellite centre in Nairobi's Korogocho slum trained some 50 young people in community asset mapping, a tool aimed at assisting youth take stock of their assets and contribute towards decision-making at the city level. Linked to the satellite is the Mwamko Youth Centre in Mombasa. It aims at training up to 900 young

FIGURE 2: Kimisagara Trainings and Services



Source: Kimisagara One Stop Youth Employment and Productive Centre

people in entrepreneurship and ICT. Another youth Centre in Banana slums (Nairobi) linked to the Nairobi One Stop Centre and has trained 30 youth in Entrepreneurship skills facilitated by UN-Habitat and the African Youth Trust. The Trust, a key partner of UN-Habitat, which has secured two years of funding from the Government of Denmark, aims to train 4,000 youth in the entrepreneurship in 2012.

Challenges

The youth programme is mainly funded by Norway. Mobilizing additional resources from other donors continues to be a challenge.

- Numbers of youth trained are not gaining meaningful employment for improved livelihoods; yet their expectations are high. There is a need for supportive policies on youth at national and local levels.
- Lack of involvement of private sector in the implementation of youth projects.
- Ability to match the skills needs *vis-à-vis* market needed for youth being trained.
- Improving mainstreaming of youth issues in UN-Habitat programmes and other UN agencies.

- Mainstreaming youth and youth issues in United Nations agencies is still a challenge.
- The number of applications to the Urban Youth Fund is projected to increase in the upcoming calls. Although this is a positive aspect on the popularity of the programme, it will nevertheless pose a few challenges for the Secretariat and the entire programme. More people using the system during the closing hours of the deadline tend to overwhelm it and crash the online portal as experienced several times.
- Monitoring and evaluating impact of the envoys as well as keeping them interested in the issues of youth and urbanization is a challenge. One youth envoy – Mr. Wolfgang E. Riegelsberge, is developing and setting up the World Youth Exchange project. It is being implemented in cooperation with German Association for Post, Telecommunications and Information Technology, and working with the Germany Federal Ministry for Economic Cooperation and Development on urban youth issues.

Remedial actions in 2012

- The Secretariat is to continue its efforts to increase the funding base in order to accommodate the demands of the Urban Youth Fund.

8.4 Disaster management

UN-Habitat launched a new four-year Urban Resilience Indexing Programme (URIP) under its risk reduction and rehabilitation branch during the Rio+20 Conference. The primary justification for this indexing programme is to develop an integrated forward planning urban systems approach in partnership with cities, local governments, private sector and research organizations founded on the principles of resilience that dynamically underpin improved capacity to protect urban citizens and their assets, and recover from all hazards. The indexing programme will set up indicators and global standards for calibrating urban systems' ability to withstand and recover from crises. The indexing programme fills a large gap; providing a forward-looking, integrated, multi-hazard multi-stakeholder, urban systems approach to planning and developing urban settlements.

Key outcomes of the Rio+20 summit for UN-Habitat include improved focus on disaster risk reduction and building resilience in urban areas through joint advocacy efforts with UNISDR. During the reporting period, the agency embarked on an agreement with USAID within the Global Shelter Cluster on improving collaboration in post crisis shelter responses through coordination, lessons learning and assessing the impact on the lives of affected populations.

In line with its IASC responsibility, UN-Habitat launched the Emergency Fund policy. This aims to deliver on the agency's Strategic Policy on Human Settlements and Crisis, and to make the agency's humanitarian response more predictable, systematic and timely. This policy will enable the organization to play a stronger role in inter-agency coordination and emergency response in the initial emergency response phases, and help to build foundations for sustainable recovery and reconstruction by providing initial resources for rapid emergency response and programme formulation based on needs.

Over the past six months, UN-Habitat responded to humanitarian crises in the **Philippines, El-Salvador and Libya** by deploying missions in support of humanitarian country teams and the Government to coordinate housing and shelter rehabilitation response. UN-Habitat also designed long-term housing reconstruction programmes in these countries. In **Sri Lanka**, UN-Habitat has mobilized additional resources of over USD 7 million to further assist reconstruction of 4,000 damaged houses for the IDPs, following conflicts in the northern part of the country. UN-Habitat is the lead technical and implementing agency in housing reconstruction in Sri Lanka.

The Government of Norway and UN-Habitat embarked on a third phase of disaster response and preparedness interventions in **Myanmar**. Utilizing a multi-hazard approach, they will deal with vulnerabilities in coastal and urban areas. UN-Habitat also fielded a mission to **Cote d'Ivoire** to attend to post-conflict land and property issues and devise recommendations for promoting land conflict prevention and peacebuilding within the stabilization and reconciliation framework. Dealing with land and property rights issues in post-crisis countries is one of key areas of engagement for UN-Habitat. The agency further consolidated its position in providing such help in **Afghanistan, Democratic Republic of Congo, Iraq and Liberia**, through

technical assistance to humanitarian agencies, governments and communities. This includes support to UN-HCR to develop lease certificates for IDPs and refugees receiving housing assistance in Iraq and Kyrgyzstan.

9. Institutional Reforms and Organizational Transition Structure

The Governing Council requested the Executive Director at its 21st session (April 2007, resolution 21/2 paragraph 10) “to give immediate priority to the proposed institutional reforms, including the further implementation of the results-based management, and robust knowledge management.

This restructuring process began late 2011 and continued through the first half of 2012, resulting in a transitional structure. The third and last biennial work programme 2012-2013 of the MTSIP is implemented within the new structure of seven thematic branches. The aim of the new structure is to ensure a more effective and efficient delivery of UN-Habitat’s mandate at the country, regional and global levels.

The 2010 Peer Review recommendations on organizational review and restructuring formed a major source of reference. Both the organizational and governance structures were reviewed and options for improvement proposed. The reviews involved stakeholders, including UN-Habitat staff, the Committee of Permanent Representatives and donors.

Options for improvement of the governance structure were presented to the 23rd Session of the Governing Council and resulted in the Council adopting resolution 23/13. This resolution requested the Executive Director, jointly with the Committee of Permanent Representatives, to further examine governance structure options. As of December 2011, about 80 per cent of the 47 interventions suggested to improve governance, had been accomplished.

The organizational review led to the proposed project-based structure, bringing together normative and operational work under each project. The new transitional organizational structure became operational by January 2012.

The main characteristics of the new organizational structure are: i) a horizontal flatter matrix organization; ii) a project-based organization, which brings together the normative and operational work under each project; iii) a flexible organization working through flex teams; iv) an organization with clear delegation of authority down to the project level; and v) existing field projects and normative policy work managed through a project-based accountability approach. The new proposed organizational structure consists of seven substantive branches, as outlined in table 9.1

TABLE 9.1: Reorganization of UN-Habitat – Thematic Branches and Units (June 2012)

Urban Legislation, Land and Governance Branch	Urban Planning and Design Branch	Urban Economy Branch	Urban Basic Services Branch	Housing & Slum Upgrading Branch	Risk Reduction and Rehabilitation Branch	Research & Capacity Development Branch
Urban Legislation Unit	Regional and Metropolitan Planning Unit	Local Economic Development Unit	Solid Waste Unit	Slum Upgrading Unit	Settlements Recovery Unit	Research Unit
Land & GLTN Unit	City Planning, Extension & Design Unit	Municipal Finance Unit	Energy Unit	Housing Unit	Shelter Rehabilitation Unit	Capacity Development Unit
Local Government & Decentralization Unit	Climate Change Planning Unit	Youth & Job Creation Unit	Urban Mobility Unit	-	Urban Risk Reduction Unit	Global Urban Observatory Unit
-	-	-	Water & Sanitation Unit	-	-	-

Source: UN-Habitat, 14 June 2012

- **Office of Executive Director: which consists of** Strategic Planning, Legal Unit Scientific Advisory, Governing Council Secretariat, Liaison Offices and the Evaluation Unit;
- **Management Office: which consists of** Quality Assurance, Finance and Budget, Office Management, ICT Support, and Knowledge Management Support, HR Liaison, HQ's Project Administrators, and Field Project Administrators;
- **Project Office:** which consists of Project Implementation and Monitoring, Portfolio Strategy; and
- **Regional Offices** continue contributing to project identification, formulation and implementation functions, and identifying regional resources and funding opportunities.

The envisaged final organizational structure will incorporate the transitional measures, whilst also strengthening the External Relations Office (a part of the Office of the Executive Director during the transitional period) as a separate organizational unit. External Relations Office consists of Partner and Inter-Agency Branch; Advocacy, Outreach and Communications Branch: Production Unit, Outreach and Events, Press and Media, Editorial Unit, World Urban Forum, and World Urban Campaign.

UN-Habitat's work will continue to be guided by the MTSIP until the end of 2013. A matrix has been developed that shows how the 2012-2013 work programme's sub-expected accomplishments relate to UN-Habitat's new organizational structure and constitutes the framework for the work programme and budget of branches' and their units'. It is expected that the organizational transition will be concluded by December 2012.

10. Status of the Development of Strategic Plan 2014-2019

The Governing Council of UN-Habitat requested at its 23rd session (15 April 2011, resolution 23/11) the Executive Director in consultation with the Committee of Permanent Representatives to develop the Strategic Plan for 2014-2019, taking into account the recommendations of the 2009/10 Peer Review and other reviews of the MTSIP for presentation and approval by the Governing Council at its 24th session in 2013.

During the reporting period, UN-Habitat made significant progress with the preparation of its Draft Strategic Plan for 2014-2019. The Plan was prepared jointly by the UN-Habitat Secretariat and the Committee of Permanent Representatives, through an Open-ended Contact Group, established in June 2011 specifically for this purpose.

From the beginning of its work in August 2011 to its last meeting on 13 June 2012, the Open-ended Contact Group held 14 meetings and a three-day workshop to develop the results framework of the draft strategic plan. The document was endorsed by the Committee of Permanent Representatives and will be presented, for approval, to the 24th Session of the UN-Habitat Governing Council, in April 2013.

The formulation of the Strategic Plan 2014-2019 has taken into account UN-Habitat's new strategic priorities; UN-Habitat's official mandate; the need for continuity between the MTSIP 2008-2013 and the Strategic Plan 2014-2019; and issues of alignment with the biennial strategic framework and programme budget. The Draft Strategic Plan for 2014-2019 has formed the basis for the preparation of the two-year Strategic Plan for 2014-2015. The two plans are fully aligned to simplify and streamline the reporting process on the implementation of the MTSIP through the work programmes.



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