



Annual Progress Report on the Implementation of the Medium-Term Strategic and Institutional Plan (MTSIP) 2008-2013



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UN HABITAT
FOR A BETTER URBAN FUTURE

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Acronyms

ACP	African, Caribbean and Pacific Group of States		Centers
AfDB	African Development Bank	MEKWATSAN	Mekong Water and Sanitation Initiatives
AGGI	Advisory Group on Gender issues	MOU	Memorandum of Understanding
AMCHUD	Africa Ministerial Conference on Housing and Urban Development	MTSIP	Medium-Term Strategic and Institutional Plan
ANEAS	National Association of Water Utilities	NUF	National Urban Forums
APMCHUD	Asia-Pacific Ministerial Conference on Housing and Urban Development	OHCHR	Office of the High Commissioner for Human Rights
AU	African Union	PAAS	Project Accrual Accounting System
CCCI	Cities and Climate Change Initiative	PAG	Programme Advisory Group
CLUVA	Climate Change and Urban Vulnerability in Africa	PRC	Programme Review Committee
CONAVM	National Commission for the Prevention and Eradication of Violence Against Women	RALGA	Local Authorities Association
EAA	Intergovernmental Agency for Water and Sanitation for Africa	RBM	Results-Based Management
ECA	United Nations Economic Commission for Africa	Rio + 20	The United Nations Conference on Sustainable Development
EGM	Expert Group Meeting	ROLAC	Regional Office for Latin America and the Caribbean
EMAPA	La Empresa de Apoyo a la Producción de Alimentos	RUSPS	Rapid Urban Sector Profiling for Sustainability
ENOF	Enhanced Normative and Operational Framework	Sida	Swedish International Development Cooperation Agency
ERSO	Experimental Reimbursable Seeding Operations	STDM	Social Tenure Domain Model
GEF	Global Environmental Facility	STWSSSP	Sanitation Committees of Small Town Water Supply and Sanitation Sector Project
GHS	Greenhouse Gas	SUDNet	Sustainable Urban Development Network
GLTN	Global Land Tool Network	SUF	Slum Upgrading Facility
GNSH	Global Network for Sustainable Housing	UNAM	National Autonomous University of Mexico
GUO	Global Urban Observatory	UNDAF	United Nations Development Assistance Framework
GWOPA	Global Water Operators Partnership Alliance	UNDAP	UN Development Assistance Plan
HAP	Habitat Agenda Partners	UNDG	United Nations Development Group
HCPD	Habitat Country Programme Document	UNHSF	UN-Habitat and Human Settlements Foundation
IFAD	International Fund for Agricultural Development	UNON	United Nations Office at Nairobi
LUOs	Local Urban Observatories	UNPFII	UN Permanent Forum on Indigenous Issues
LVWATSAN	Lake Victoria Water and Sanitation Programme	UPMG	Urban Planning, Management and Governance
MCEC	Multi-Functional Clean Energy	WHD	World Habitat Day
		WSTF	Water & Sanitation Trust Fund
		WUF	World Urban Forum

1.0: Executive Summary

1.1 Introduction

This is the 13th progress report on the implementation of the MTSIP, 2008-2013. It captures cumulative progress made towards achievement of the planned results of the MTSIP at country, regional and global levels in 2012. The report, which builds on the six monthly one for June 2012, also covers the reporting needs of the biennial work programme 2012-2013.

The report provides information on progress achieved through the contributions of UN-Habitat and its partners comprising governments, local authorities and other Habitat Agenda Partners, and with the support of donors. According to the Paris Declaration 2005, countries own results and UN-Habitat, like other development partners, contributes to the results.

This annual report presents progress made on organizational restructuring and other major transformational developments that took place up to December 2012. These are reported in detail in chapters 8 and 9 as well as in focus area 6. It reports on the progress made towards achieving planned MTSIP results by each focus area. It also describes on the utilization of allocated financial resources. The report facilitates learning on the basis of what is working and what is not working (therefore requires adjustment) thus providing a basis for accountability, management decision-making and performance improvement.

Information for the report was collected from all country and regional offices, as well as global programmes on the implementation of the six focus areas of the Plan and indicates performance at global, regional and country levels during the period January-December 2012. The report takes into account feedback on previous MTSIP progress reports from the Member States through the Committee of Permanent Representatives and donors, including Norway, Spain and Sweden. Additional information was obtained from various evaluation and review reports undertaken during 2012, including a major evaluation of the implementation of the MTSIP 2008-2013 that was carried out in 2012 and made significant and comprehensive observations. These will be referred to as appropriate throughout the report.

UN-Habitat has continued to improve its performance analysis to ensure that the assessment made in the report is based on progress made against set targets of the indicators of achievement, and that the changes taking place are articulated and demonstrated with verifiable evidence.

There have been some changes in the structure of the report, including a slightly longer but more informative executive summary, followed by a detailed analytical and results focused narrative on progress made in the expected accomplishments and indicators of the six focus areas. The last chapter is on the Enhanced Normative and Operational Framework and cross-cutting issues comprising the World Urban Campaign, disaster management, gender and youth. On the expected accomplishments, the report indicates whether change has or has not occurred. If change has occurred, the report looks at how this is manifested, and the status of progress against the indicator target. It also outlines what UN-Habitat and its partners did to contribute to the reported change. As social change is not neat and discreet, but occurs progressively in a continuum towards planned results, the narrative also includes the delivery of some key outputs and processes that are indicative of progress towards planned results. The report also presents a budget overview, expenditure summary and the rate of utilization against the allocated resources for each focus area.

1.2 Key Achievements

1.2.1 Organizational and Management Achievements

In 2012, UN-Habitat went through a major transformational change and achieved significant organizational milestones, including organizational and programmatic restructuring, completion of the draft six-year strategic plan 2014-2019, and establishment of new management systems, policy frameworks and delegations of authority.

The organization adopted a new organizational structure, whose core consists of seven thematic branches that are fully aligned with the seven focus areas of the Strategic Plan for 2014-2019. The new organizational structure comprises 7 thematic Branches; the Executive Office, four Regional Offices, the Office of External Relations, three Liaison Offices, the Project Office and the Office of Management. The seven thematic/focus areas are: (i) Urban Legislation, Land and Governance; (ii) Urban Planning and Design; (iii) Urban Economy; (iv) Urban Basic Services; (v) Housing and Slum Upgrading; (vi) Risk Reduction and Rehabilitation; and (vii) Research and Capacity Development. The reorganization process is almost complete and is now awaiting issuance of a new Secretary-General's Bulletin (ST/SGB) on the organization of UN-Habitat.

In order to achieve the principles of the organizational restructuring, which are improved efficiency, productivity, accountability and transparency, a Project Office was created to facilitate: closer collaboration between the thematic branches; effective project formulation and management; mainstreaming of cross-cutting areas in all projects; and mainstreaming of normative and operational work at country level. Along the same principles, a number of management systems and policies were developed, most important being the project-based management system, along with its policy framework, intended to ensure consistent quality management of the agency's project portfolio and improve the rate of project implementation through greater delegation of authority to regional offices and thematic branches. Also of notable importance is the Project Accrual and Accountability System, an important management tool that integrates data and information on financial, administrative, human resource, and programme and project management, as well as on planning, monitoring, reporting and knowledge management. It supports better decision-making, accountability, transparency, streamlined reporting and sound financial and project management.

Three major delegations of authority were issued in 2012 to regional directors, heads of office, and branch coordinators to: i) sign off on budget reviews up to USD 500,000; ii) plan, sign off and directly implement all project funded travel, and to directly implement core funded pre-approved travel and iii) sign off on numerous commonly used legal agreements. These delegations of authority facilitate significant de-centralization and have improved ownership, accountability, and project delivery.

A draft six-year strategic plan for 2014-2019 was jointly developed by a CPR Open-Ended Contact Group and the UN-Habitat secretariat, in line with the recommendations of the MTSIP Peer Review of 2010 and GC resolution 23/11. As part of the roadmap of the strategic plan, a results framework was developed covering the seven focus areas of the plan and will form the basis of programme planning, monitoring, reporting and evaluation for the period 2014-2019. In accordance with GC resolution 23/11, the recently developed biennial work programme and budget for 2014-2015 is aligned to the results framework of the six-year strategic plan. This facilitates harmonized monitoring and reporting on the strategic plan and the biennial work programme and budget throughout the period 2014-2019 and greatly reduces the reporting burden, as recommended by the MTSIP Peer Review and other reviews and evaluations.

For the first time in its history, UN-Habitat has an independent evaluation function based in the Executive Office, while the management functions of programme planning, monitoring and reporting are integrated and located in the Office of Management, as recommended by several audit recommendations and reviews, including the MTSIP Peer Review of 2010.

1.2.2. Budget Performance and Status of implementation

The approved estimated budget of the 2012-2013 approved work programme was USD 393.2 million. Table 1 shows resource requirements for the approved work programme by source of funding. The total annual estimated resources for 2012 amounted to USD 196.6 million (half of the biennial total) while the total amount allocated for 2012 was USD 241.8 million.

TABLE 1: Resource requirement by source of funding (USD '000'):

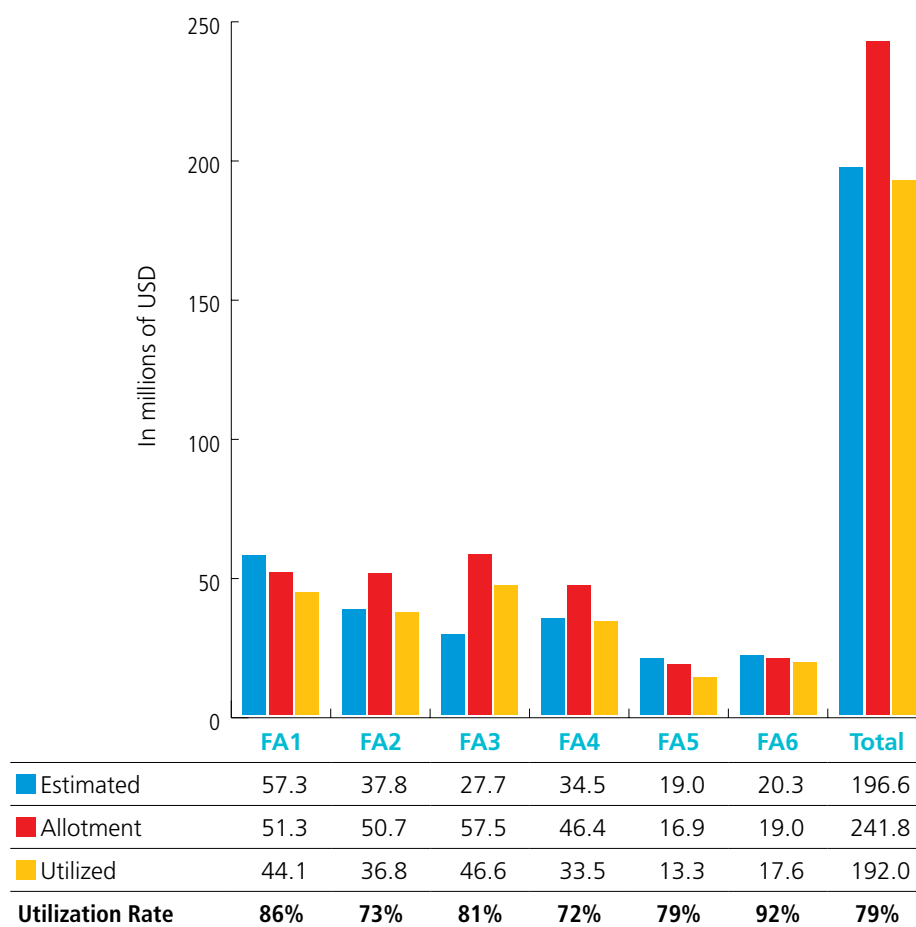
Category	Resources required (Estimates) 2012-2013
Core resources	
Regular Budget	22,450
Foundation General Purpose	70,221.5
Foundation special purpose (overhead) programme	12,988.0
Technical cooperation (overhead) programme	15,929.4
Subtotal	121,589.7
Earmarked (including trust funds) resources	
Foundation 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 202-2013 (A/66/sect 15)

Figure 1 below shows the planned budget against what was allocated and what was spent by MTSIP Focus Areas. The total amount of resources utilized by 31 December 2012 is USD 192.0 million - representing an average utilization rate of 79 per cent of the allotment.

There were clear variations in expenditure within focus areas. FA 1 utilized 86 per cent (or USD 44.1 million in expenditure) of the allotted funds, with some of the resources supporting the World Urban Forum, Rio+20 and World Urban Campaign. FA 5 had a high utilization rate of 79 per cent (or USD 13.3 million) despite having a relatively small portfolio, after the operational activities relating to ERSO loans were discontinued as decided by the Governing Council in 2011. The expenditure was still relatively high because FA5's portfolio also included a large project in Afghanistan. FA4 had the lowest implementation rate at 72 per cent due to the addition of 10 new multi-year projects created in 2012 with a total project amount of USD 16.8 million. FA6 had the highest utilization rate at 92 per cent or USD 17.6million attributed to the expenditures associated with the review and reorganization process as well as the development of new systems and policies. It also supported training in the other branches and offices.

FIGURE 1: Planned budgets against allocated resources and expenditures



1.2.3 Programmatic Achievements

Table 2 below provides the key to the system for rating the implementation progress made by Focus Areas while Table 3 shows the rating of progress made against the set indicator targets for each focus area.

TABLE 2: Key to the rating 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%

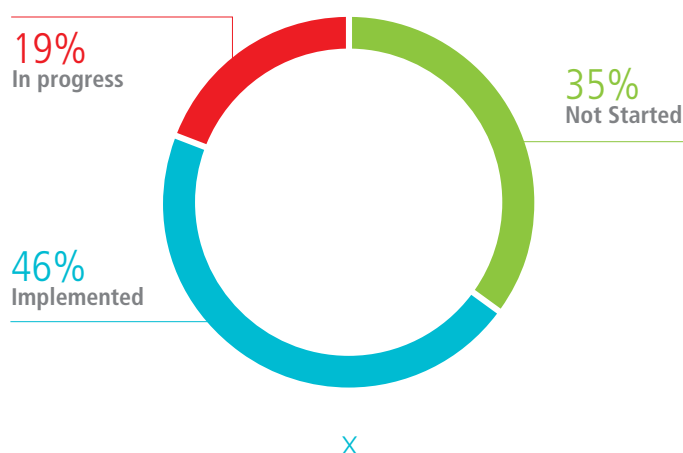
Analysis of the implementation rate of the work programme based on the UN secretariat's Integrated Monitoring and Documentation Information System (IMDIS) reflects an average implementation rate of 46 per cent of the 2012-2013 work programme for the biennium or 92 per cent for 2012 (see figure 2 below). About 19 per cent of the outputs are in progress while 35 per cent are yet to be started. The rate of implementation was partly affected by the restructuring process, delays in receiving some of the donor funds and Governing Council decisions on ERSO and SUF which meant that some of the planned outputs had to be cancelled. In comparison with the average budget utilization rate of 79 per cent, the rate of programme delivery was higher at 92 per cent.

UN-Habitat made good progress towards achievement of planned results of the MTSIP in 2012. Overall, most of the **expected accomplishments (EAs)** show satisfactory progress based on the trend and progress made on indicator targets showing green rating. FA 6 indicators targets on mobilizing general purpose or non-earmarked resources for the biennium are unlikely to be met the end of 2013 and is shown in red on the rating bar, see in Table.2. Indicators targets for FA 5 will not be achieved and is rated red. Planned results in FA 5 were heavily based on the assumption that donor support would be forthcoming for the two main programmes, the Experimental Reimbursable Seeding Operation (ERSO) and Slum Upgrading Facility (SUF).

TABLE 3: Progress towards indicator targets by Focus Areas

Focus Area		
FA 1 Advocacy, Monitoring and Partnerships	EA1: Improved awareness of sustainable urbanization issues at local, national and global levels	Yellow
	EA2: Habitat Agenda Partners (HAP) actively participate in the formulation of the sustainable urbanization policy	Green
	EA3: Monitoring of sustainable urbanization conditions and trends improved	Green
	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.	Green
FA 2 Urban Planning and Management	EA1: Improved policies, legislation and strategies support inclusive UPMG	Green
	EA2: Strengthened institutions promote inclusive UPMG	Green
	EA3: Cities implement inclusive UPMG	Green
FA 3 Pro-poor Land and Housing	EA1: Improved land and housing policies implemented	Green
	EA2: Security of tenure increased.	Green
	EA3: Slum improvement and prevention policies promoted.	Green
FA 4 Environmental sound basic infrastructure and services	EA1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services.	Green
	EA2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure and services.	Green
	EA3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services.	Green
FA 5 Strengthened Human Settlements Financing	EA1: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure	Red
	EA2: Increase in activities in municipal finance and affordable housing finance	Red
FA 6 Excellence in Management	EA1: Staff are empowered to achieve planned results	Green
	EA2: Institution aligned to deliver MTSIP results	Green
	EA3: RMB principles applied	Green
	EA4: Financial resources to deliver MTSIP results available	Red

FIGURE 2: Status of Programme Implementation, 2012-2013



FOCUS AREA 1: Advocacy, Monitoring and Partnership for Sustainable Urbanization

Satisfactory progress was made on all expected accomplishments except for one indicator target that is lower than expected but is likely to be met in 2013 as a result of the reforms undertaken in the relevant thematic branch. The level of awareness on sustainable urbanization among governments, local authorities and other Habitat Agenda Partners has significantly improved. Most indicator targets for this focus area have been met or exceeded. This has been confirmed by the MTSIP evaluation report (2012) which concluded that *“awareness creation and promotion of sustainable urbanization policies, programmes and practices have been significantly effective in terms of quantitative achievements. The monitoring of these policies and practices within the constraints of human and financial resources availability has also been effective”*.

The progress made is demonstrated by the increasing and active participation in UN-Habitat’s advocacy platforms comprising the World Urban Forum, the World Habitat Day, the World Urban Campaign, the growing number of national and local urban observatories; and the growing interest in UN-Habitat flagship publications and other knowledge products. In terms of financial resources for FA1, the estimated budget for 2012 was USD 57.3 million and allocated amount was USD 51.3 million. The total expenditure was USD 44.1 million, which gives a utilization rate of 86 per cent.

The Sixth Session of the World Urban Forum demonstrated that the forum has remained the premier global advocacy and learning platform on sustainable urbanization, with a growing and varied number of partners attending. The number of downloads of the Global Report on Human Settlements and the State of the World’s Cities rose to 87,701, far exceeding the target of 22,000 for the biennium 2012-2013. Close to 80 institutions, including top universities like Cambridge University (UK) are utilizing them for research and training. UN-Habitat significantly contributed to this growing awareness through its key advocacy platforms and products, i.e World Urban Forum, World Urban Campaign and World Habitat Day, flagship reports) as well as the monitoring tools that include national urban forums, national and urban observatories and databases.

Integration of the sustainable urbanization agenda as a priority area in the final outcome document of the United Nations Conference on Sustainable Development (Rio+20) Conference, *“The future we want”*, was a major achievement and a manifestation of the effectiveness of UN-Habitat’s awareness raising platforms and strategies. This document commits Governments to a broad framework for sustainable development over the next decades and 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, and (ii) promotion of an integrated approach to planning and building sustainable cities and urban settlements. The 4th Africa Ministerial Conference on Housing and Urban Development held in March 2012, in Nairobi and the 4th Asia-Pacific Ministerial Conference on Housing and Urban Development held in Amman in October 2012, were used to build consensus on how to effectively respond to the challenges of rapid urbanization.

FOCUS AREA 2: Urban Planning, Management and Governance (UPMG)

Steady progress was made towards the achievement of the planned results and all the indicators are on course to meet the target, with half of the indicators having surpassed the target for 2013. The estimated budget for FA 2 for 2012 was USD 37.8 million and the allocation was USD 50.7 million. The expenditure for the year was USD 36.8 million as of 31 December 2012, which gives a utilization rate of 73 per cent. This was an improvement compared to the 2011 utilization rate of 64 per cent.

The evaluation of the MTSIP (2012) notes that UN-Habitat has made significant achievements in Focus area 2 as reflected by the quantitative indicators but *“more is being achieved which is not being captured”*. During 2012, UN-Habitat continued to support governments to improve their policies, legislation and strategies aimed at addressing the human settlements dimension of climate change, with a number of them adopting national climate change policies that address the urban dimensions of housing and urban development. The number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk-and vulnerability-reduction measures increased from 11 in December 2011 to 34 in December 2012, the target for 2013. A mid-term evaluation of the Cities and Climate Change Initiative (2012: 86) concluded that, *“Over the past few years CCCI has very effectively developed into a leading project, with strong guiding and advocacy functions at all levels, in the field of cities and climate change in developing countries”*.

Notable progress has been made in promoting national urban policies as a key entry point for sustainable urban development. An important milestone was achieved with the completion of the *National Urban Policy Framework* which will be piloted in a number of countries in all the regions. UN-Habitat's work in public space is expanding and a number of partnerships have been established.

UN-Habitat's work on safer cities continues to gain recognition at global, national and city levels. The Global Network for Safer Cities was formed with 24 countries and more countries are seeking technical assistance to support police professionals. The number of strengthened institutions promoting urban planning, management and governance increased from 53 (in 2011) to 55 as of December 2012. Of these, 28 were local government training institutions, 14 universities and 13 local government associations and regional or global local government training institutions.

FOCUS AREA 3: Pro-poor Land and Housing

An assessment of progress made in 2012, based on targets of performance indicators of the three expected accomplishments, shows that all the targets were met and exceeded. Satisfactory progress was made in policy advocacy, tool development and application in land, housing and housing rights, security of tenure and slum improvement and prevention. The resource utilization rate in 2012 was 81 per cent. Changes in land and housing policies were implemented as part of reform, modernization and improvement of existing land policies, including those on access and tenure systems. UN-Habitat interventions contributed to the promotion of sustainable housing practices and impacted on the revision of national building codes and standards at global, regional and country levels.

The draft Global Housing Strategy to the Year 2025 was shared and discussed with Habitat partners at the Sixth Session of the World Urban Forum, at the Rabat Conference in Morocco: "Making Slums History: A World-wide Challenge for 2020", and at the AfriCities Conference in Dakar. These events contributed to a greater understanding of the current shifts in housing policy and practice in the world regions in the context of rapid urbanization. Ten countries (Ecuador, El Salvador, Uganda, Nepal, Ghana, Tunisia, Malawi, Senegal, Vietnam and Zambia) are using UN-Habitat adequate housing assessment tools to assess their housing delivery systems.

The Global Land Tool Network (GLTN) partners increased to 50, up from 47. Significant progress was made in 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 of security of tenure initiatives at country level. The MTSIP evaluation (2012) found the GLTN very effective in communicating technical and policy issues to different audiences, including through the UN Commission for Sustainable Development and its involvement in the African Union, the Economic Commission for Africa and the African Development Bank framework and guidelines on land policy in Africa.

UN-Habitat increased global awareness on land tenure security through high level and broad impact advocacy and networking initiatives, and international events at WUF 6, the Rabat Conference (with Ministries of Housing and Urban Development) and at AfriCities (with local authorities and municipalities). These events contributed to building of new partnerships, strengthening the existing ones and increasing partners and UN-Habitat's commitment to prevent slum formation, implement slum improvement policies and adequate housing alternatives.

FOCUS AREA 4: Environmentally sound basic urban infrastructure and services

Based on indicators of achievement and targets, as well as the findings of the evaluations and surveys conducted in 2012, satisfactory progress has been made on expected accomplishments 1 and 2, with the indicators either having exceeded the target for 2013 or being on track to do so. The number of countries adopting enabling institutional mechanisms that expand access to sound urban infrastructure and services met the target. In 2012, a baseline survey showed a 20 per cent increase in the number of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat, from a revised 50 per cent baseline to 70 per cent. As of 31 December 2012, the total number of people that gained access to environmentally sound basic urban infrastructure services with UN-Habitat support was approximately 1,581,800.

The MTSIP evaluation report (2012) concluded that the policy reforms and ongoing programmes in the water and sanitation sector improved access and increased affordable water and sanitation services coverage to low income groups at the municipal and community levels in several countries. UN-Habitat's GEF funded regional project '*Promoting Sustainable Transport Solutions for East African Cities*' 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. By the end of December 2012, UN-Habitat was providing advocacy and technical support to 36 partner countries. This support has a catalytic effect on national policy reforms for improved access to basic urban services. The MTSIP evaluation (2012: 59) concluded that '*Focus area 4 has made significant progress in strengthening the capacity of municipal service providers to deliver efficient and cost effective services.*'

FOCUS AREA 5: Strengthened human settlements financing

A review of the focus area shows that no progress has been made towards planned indicator targets. No funds have been raised for financing affordable social housing and related infrastructure. The GC decision during its twenty third session that UN-Habitat focuses on normative rather than operational activities in the ERSO project means that the related planned results for the focus area cannot be achieved. Work on normative research and on municipal finance and development aspects of the programme is ongoing. Apart from the USD 3,629,597 raised for the four-year ERSO field test, there have not been further fund-raising efforts for municipal finance activities. The five loans given to projects as part of ERSO are performing to schedule with 100 per cent repayment to date, with about USD 525,000 in loan repayment collected by December 2012.

FOCUS AREA 6: Excellence in management

Significant progress was achieved in 2012 on most of the planned results with several of the indicator targets on course to be achieved on time. Securing non-earmarked resources remained a serious challenge and the planned target was not met in 2012. Focus area 6 had the highest budget utilization rate, at 92 per cent and a high implementation rate, partly because of activities related to restructuring and policy development.

Significant organizational restructuring was undertaken and management policies were put in place, as noted under organizational management achievements above. New and more effective management systems and policies, including the project based management system and the Project Accrual and Accountability System were developed, leading to more efficient and effective business processes and empowerment of staff. Considerable progress was made in improving staff skills due to systematic training in administrative processes, thematic areas and a dialogue series attended by staff, including at regional and liaison offices.

For the first time, the biennial work programme and budget for 2012-2013 is fully aligned to the MTSIP and there is harmonized reporting on the MTSIP and the work programme and budget, as recommended by several reviews. There was notable improvement in the application of results-based management in planning, monitoring and evaluation at project and programme levels, as noted by a Results Based Management Capacity Scan (assessment) conducted by an independent consultant in 2012. Over 150 staff members received training in RBM in 2012. An MTSIP evaluation report (2012:3) concluded that "*There is an overall improvement in the programmatic alignment with the MTSIP focus areas and in adopting results-based management*". The establishment of an independent Evaluation Unit under the Office of the Executive Director was another major milestone which strengthened the evaluation function. During 2012, seven strategic and thematic evaluations as well as an independently administered staff survey were undertaken. The Project Office and the Project Advisory Group ensured programmatic coherence, alignment and results focus at project level.

The Enhanced Normative and Operational Framework (ENOF) and Cross-cutting Issues

Progress was made in the implementation of the Enhanced Normative and Operational Framework and Cross-cutting issues with human settlements issues integrated into 45 UN development assistance frameworks (UN-DAFs) and 40 national development plans. The World Urban Campaign made progress towards improved communication and saw the establishment of a World Urban Campaign Fund. The sixth session of the World Urban Forum witnessed a growing and diverse number of partners. UN-Habitat's work in humanitarian affairs is increasingly gaining recognition. The MTSIP evaluation report (2012:72), observed that, "*UN-Habitat is increasingly being seen as having specific competence in urban areas and humanitarian actors are seeking this expertise to improve the quality of their programmes*".

The **World Urban Campaign, National Urban Forums and Partnerships** and other UN-Habitat advocacy platforms seized several occasions to raise awareness on urbanization issues, including at the Rio+20 Conference, the WUF 6 and the AfriCities Summit held in Senegal where the '*I'm a City Changer in Africa*' campaign was launched. Also, the first National Urban Campaign was launched in Senegal during the Summit, with the support and participation of key World Urban Campaign partners in Africa.

Progress was made in institutionalizing gender in the work of UN-Habitat and that of its partners. The Gender Coordination and Support Unit located in the Project Office was created in 2012 in order to support mainstreaming of gender equality and empowerment of women within UN-Habitat, particularly in projects reviewed by the Programme Advisory Committees. The Unit supported the implementation of the Gender Equality Action Plan, thus ensuring that gender is integrated as a cross-cutting issue in all UN-Habitat projects, programmes and activities, and supports implementation of concrete initiatives on women's empowerment. One of the key achievements in 2012 was the establishment of an Advisory Group on Gender Issues during WUF 6, to advise the Executive Director on gender mainstreaming issues and in harmonizing the work of UN-Habitat with all key documents.

UN-Habitat continued to augment skills of its technical human resources for comparative advantage in **disaster management**. There has been progress in UN-Habitat's involvement in disaster management, as evidenced by the organization's increased role in humanitarian activities and through its engagement with the local authorities and other institutions in urban basic activities in crisis and post-crisis countries. UN-Habitat's disaster management projects and programmes now cover 22 countries globally. The new Emergency Response Fund policy is now operational, facilitating timely rapid response to post-crisis emergencies. The MTSIP evaluation report (2012:72) observed that neighbourhood approaches to reconstruction used in Haiti by UN-Habitat are "now being adopted by other United Nations agencies, including the International Organization for Migration and several NGOs"

UN-Habitat responded to humanitarian crises in the Philippines, Mozambique, El-Salvador, Libya and Cuba by deploying missions in support of humanitarian country teams and the Governments to coordinate housing and shelter rehabilitation response. UN-Habitat also designed long-term housing reconstruction programmes in these countries. In Sri Lanka the agency mobilized additional resources of over USD 7 million to further assist reconstruction of 4,000 damaged houses for the internally displaced persons, following the conflict in the northern part of the country. UN-Habitat is the lead technical and implementing agency in housing reconstruction in Sri Lanka.

Urban Youth Programme: Some youth programmes are making a difference in the lives of youth. In the words of one beneficiary of a One Stop Youth Resource Centre, "*I was a street boy; I was dirty in every way. Now I have self-respect, I have confidence, I am clean*" (a 29 year old ex-drug addict and beneficiary of apprenticeship training, in the publication *Giving Youth Their Space: A Case Study of the Kimisagara One Stop Youth Employment and Productive Centre*).

A youth report '*State of the Urban Youth Report 2012/2013*' has revealed that if young people are to realize their potential, they need innovative solutions that are anchored in local realities. A publication '*Youth Empowerment for Urban Development*' produced in 2012 is a showcase of UN-Habitat's support to cities and municipalities on how to give youth a social and physical space to participate in development. Another publication '*Urban youth and sports for development*' demonstrated sports as a potential tool for development and peace.

UN-Habitat continued to strengthen the role of youth in its governance and engagement in its programmes through the Youth Advisory Board and other youth groups. The new UN-Habitat Youth Advisory Board, elected in 2012, was inducted during WUF6 and is gender balanced comprising of 50 per cent young women and 50 per cent young men from the six regions of the globe. The World Urban Youth Assembly provided youth with the opportunity to discuss and deliberate on issues important to their future, including how they can make relevant contributions at the substantive dialogues at the main World Urban Forum.

Through the **One Stop Youth Resource Centre** model, UN-Habitat continued to work in partnership with local authorities, United Nations agencies and other stakeholders to support the four original Centres in Rwanda, Kenya, Tanzania and Uganda, and establishment of new ones 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. 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.

2.0 MTSIP Focus Area Assessment of Progress and Achievements

This section presents a detailed review of progress, achievements, challenges, next steps and lessons learned in each MTSIP focus area. It assesses trends on indicators of achievement against set targets to be achieved by the end of the MTSIP period in 2013. The report includes detailed qualitative statements of achievements for each expected accomplishment (EA) at global, regional and country levels.

Traffic light colour coding is used to demonstrate where UN-Habitat has made satisfactory progress (green), moderate progress (yellow), and where high attention is needed (red) based on the trends from quantitative indicator data (see table 4). As social change is not neat and discreet, but occurs progressively in a continuum towards planned results, the narrative also includes the delivery of some key outputs and other developments that are indicative of progress towards planned results for each of the six focus areas. The report also presents a budget overview, expenditure summary and the rate of utilization of resources against the allocated resources for each focus area.

2.1 FA 1: Advocacy, monitoring and partnership

The aim of FA1 is to raise awareness on sustainable urbanization issues among Governments, local authorities, and Habitat Agenda Partners and improve monitoring of urbanization trends and conditions. The strategies used in 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. Trends on indicators of achievements against the baselines and targets are presented in Table 4.



World Urban Forum 6, Naples, Italy. © Julius Mwelu/UN-Habitat

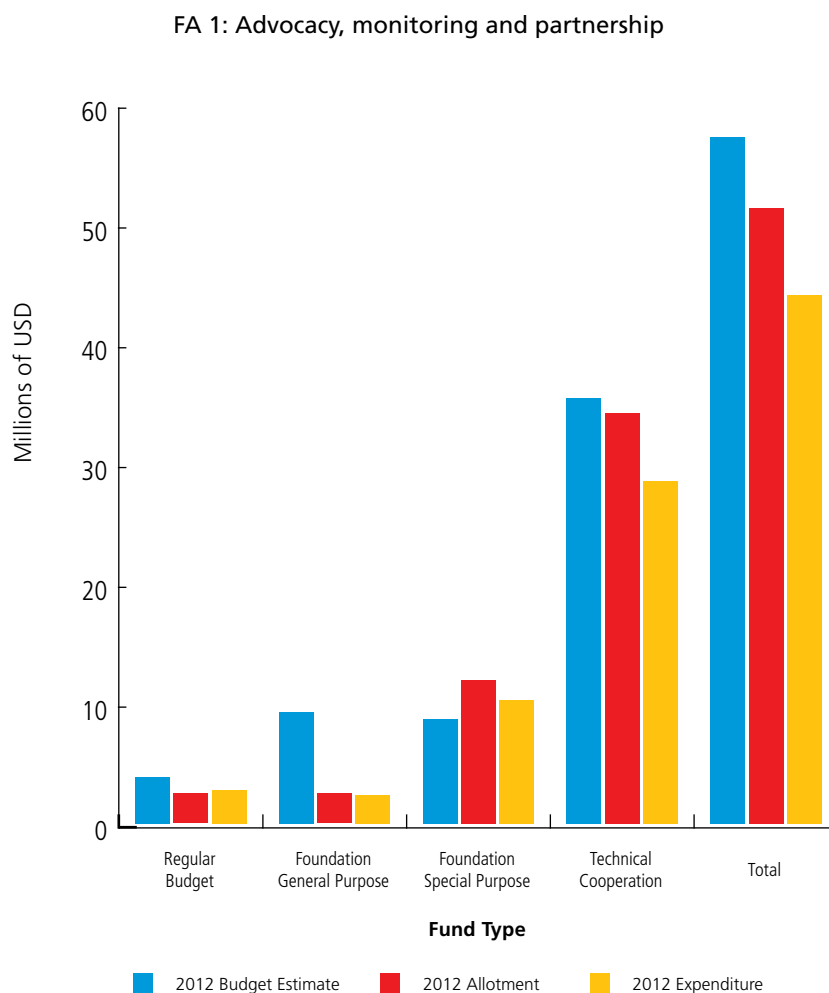
Overall Assessment: Satisfactory progress was made on some expected accomplishments with three out of four of them on track. Only one indicator of expected accomplishment 1 is rated yellow because the target for end of 2013 seem to be relatively far is still high although notable increase was recorded. In all the other indicators, targets have been either surpassed or are on track. In terms of gender mainstreaming into projects, this is being achieved at design stage through the Programme Advisory Group that ensures that all approved projects reflect gender responsiveness.

TABLE 4: Trend on indicators of achievements for FA 1

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual Dec 2012
EA1: Improved awareness of sustainable urbanization issues at local, national and global levels	(i) Upward trend in downloads of the 'State of the World's Cities Report', 'the Global Report on Human Settlements'	7,910	15,000	25,000	22,000	87,701
	(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	120
	(iii) Number of countries with National Urban Forums	14	19	35	22	35
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	326
	- 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) Number of youth groups participating in policy formulation and implementation in human settlements programmes.	25	30	115	100	120
	(iii) Number of human settlements programmes that mainstream gender and promote women's empowerment.	37	40	62	45	46
(iv) 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	250
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.	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

In terms of financial resources, Figure 3 shows the 2012 estimated budget (USD 57.3 million) and allocated amount (USD 51.3 million) for FA1 as well as expenditure (USD 44.1 million) as of 31 December 2012, by type of funding. The utilization rate of all the funds (including allocation for country offices) for the year is 86 per cent.

FIGURE 3: FA 1: Planned budget, allocated resources and expenditure



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

There was improved awareness on sustainable urban issues in 2012 with satisfactory progress made towards achievement of planned targets on all but one indicator. As shown in table 1 above, a number of indicators exceeded the planned targets for 2013. The MTSIP Evaluation report (2012: 32) concluded that *'at both global and country levels, awareness creation and promotion of sustainable urbanization policies, programmes and practices have been significantly effective in terms of quantitative achievements'*.

Progress in the level of awareness is demonstrated in the increased demand and use of UN-Habitat flagship reports and best practice and other databases, especially by institutions of higher learning, the participation of more countries and other UN agencies at WUF, the increasing diversity of World Urban Campaign partners attending and the growing number of national urban forums established. The number of downloads of flagship reports rose to 87,701, exceeding the target of 22,000 for the biennium 2012-2013.

Improved awareness is a function of the strategic use of advocacy platforms, including the World Urban Forum (WUF), World Urban Campaign (WUC), World Habitat Day (WHD) and effective launching and publicity on flagship and other knowledge products. The interest in and demand for UN-Habitat Reports and Best Practices database and other knowledge products is growing. A recent survey on the use of the two flagship reports revealed that a high number of academic and training institutions were using the *Global Report on Human Settlements* (74 per cent) and 69 per cent for the *State of the World's Cities Report*. The reports were used for: training activities at postgraduate levels (90 per cent); capacity building of development partners (34 per cent); and policy formulation (27 per cent), to name a few. The MTSIP Evaluation report (2012) confirms that the WUF and WHD are increasingly becoming significant advocacy and global learning platforms. This was partly due to enhanced awareness of the organization's products reaching a wide audience following effective launches and publicity.

(i) Global achievements

The improved level of awareness is manifested through a number of advocacy events and developments. The sixth session of the World Urban Forum (WUF6) under the overall theme '*The Urban Future*' held in Naples (Italy) in September 2012 attracted a full range of Habitat Agenda Partners and demonstrated that WUF remains the premier advocacy platform on urbanization issues. It recorded the highest representation with 152 countries attending. For the first time, representatives from 31 UN agencies attended the Forum and 17 converged for a high level meeting to agree on a common coordinating mechanism for advancing work towards sustainable urban development. The forum discussed emerging issues in urban planning, equity and prosperity, productive cities and urban mobility. An evaluation of WUF 6 considered it a success. The vibrant discussions and exchanges of knowledge among the many different categories of participants enriched UN-Habitat's Work Programme for 2014-2015. The MTSIP evaluation report concludes that the WUF and WHD are increasingly becoming significant advocacy and global learning platforms. This was partly due to enhanced awareness of the organization's products reaching a wide audience following effective launches and publicity.

The flagship reports and other publications continue to contribute towards awareness raising globally. The launching of the '*State of World Cities Report 2012/13*' during WUF 6 occurred at a transitional juncture in the international agenda, in the wake of the Conference on sustainable development – the 'Rio+20', and ahead of a review of the Habitat Agenda in 2016 through Habitat III. Close to 80 institutions, including 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) and University of Cape Town (South Africa) requested the publications, making UN-Habitat reports recommended reading for students, requests for teaching materials or joint collaboration with UN-Habitat with the objective of using the information the agency has generated.

Rio+20 Summit provided UN-Habitat with a unique opportunity to mainstream the urban agenda into sustainable development platforms and UN-Habitat registered significant achievements during the Summit. 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 I'm a City Changer campaign was launched in June 2012, during Rio+20, when several companies joined the campaign and hundreds of professionals participated, providing broad coverage and direct impact on thousands of people. The theme was sustainable transportation and the campaign won the first prize in the category Environmental Responsibility – Urban Mobility Award 2012.

A key outcome of Rio+20 is that governments committed to integrate sustainable urban development policy as a key component of a national sustainable development policy and, thereby, empower local authorities to work more closely with national governments; commit them to promote an integrated and holistic approach to planning and building sustainable cities through support to local authorities, efficient transportation and communication networks, greener buildings and an efficient human settlements and service delivery system, improved air and water quality, reduced waste, improved disaster preparedness and response and increased climate resilience.

The year 2012 witnessed a positive trend in the growing number and diversity of the World Urban Campaign partners, and gave WUC a stronger voice in international forums and to mainstream the urban agenda. There are now over 50 partners in the Campaign, with new partners joining every month. The regional diversity of these organizations has also increased, with many partners from Africa, Asia, Europe, North and South America, and Australia. The Campaign is now working to achieve a globally balanced membership by pursuing cooperation with organizations in Africa, Asia, and Latin America in particular in order to collaborate in the launching of National Urban Campaigns around the world and in rapidly urbanizing regions. In 2012, the Campaign facilitated the launch of *I'm a City Changer* campaigns in several cities in order to raise awareness of urban issues and ways for citizens, cities, and organizations to work together to achieve a better and more sustainable urban future.

WUC and other UN-Habitat advocacy platforms seized several occasions to raise awareness on urbanization issues, including at the Rio+20, the WUF 6 and the AfriCities summit held in Senegal where the first National Urban Campaign was launched in December with the support and participation of key WUC partners in Africa.

A campaign “Manifesto for Cities: the Urban Future we Want” was prepared by WUC Partners through a consultative process in June and July 2012 featured in the WUF6 exhibition and the text was widely publicized. The Campaign to promote its cause and to build consensus and. The Manifesto serves as a concise and powerful document that provides an opportunity awareness globally, through a variety of networks and social media, such as Facebook, LinkedIn, and Twitter and the Urban Gateway

UN-Habitat’s planned increase in partnerships was achieved at WUF6 where partners of all categories gathered for one week. These included UN agencies, civil society organizations; the private sector, Governments, local authorities and other Habitat Agenda Partners. This gave the Urban Agenda a decisive space for discussion and promotion at all levels. Several Memorandums of Understanding were signed with different partners. To advance the urban agenda further, UN-Habitat organized follow up meetings with partners in Kenya that reviewed the WUF and charted the way forward with its partnerships.

The indicator of achievement (ii) which appears yellow in table 4 has been given special attention by the ongoing reforms, basically by establishing a critical connection between the production of data and information, the production of the two flagship reports, and the training and capacity development activities which can be derived from the reports. More specifically, the former Training and Capacity Development Branch has been transformed into the capacity development unit and in order to ensure that the main findings of the reports and methodological issues can be transformed into training tools, as well as educational programmes. It is expected therefore that the seemingly high target will be achieved by 2013. UN-Habitat has also developed the Habitat Partner University initiative that today has more than 200 affiliated institutions. It is anticipated that a strong and critical connection will be established between the two reports as well as the curricula and training programmes of these universities.

(ii) Regional achievements

Various awareness raising products and events at Regional level contributed to increased awareness on urban issues at that level. The *Regional Report on the State of Arab Cities 2012* was launched in May 2012. This publication presents a number of urban issues which if addressed will ensure a more stable, equitable and sustainable future. The publication of the *State of the Latin American and Caribbean Cities Report* in August 2012 increased awareness on sustainable urbanization issues. Up to 15,194 Downloads of this report have been made directly from ROLAC and, from the UN-Habitat digital library.

There was considerable change in the level of awareness in the Pacific Region, with the active commitment of countries especially Solomon Islands and Vanuatu to engage regionally, nationally and locally within the Pacific on sustainable urbanization issues. There was a further commitment to identify a lead agency for urban issues and start inclusive participatory policy dialogue. UN-Habitat was recognized as the ‘Urban Agency’ in the Pacific.

Regional ministerial conferences for housing and urban development remained critical platforms for engaging governments of sustainable urbanization. The 4th African Ministers of Housing and Urban Development (AMCHUD) conference held in March 2012, gave UN-Habitat the opportunity to advocate sustainable urbanization issues at global and regional levels. AMCHUD committed governments to create national urban forums so as to strengthen partnerships between governments and all stakeholders, and to build consensus for responding ef-

fectively to the challenges of rapid urbanization. To champion and support innovative urban development and land management in Africa, the meeting established the African Ministerial Conference on Housing and Urban Development. The 4th Asia-Pacific Ministerial Conference on Housing and Urban Development concluded in Amman (Jordan) in 10-12 December 2012, adopted the Amman Declaration and Implementation Plan. The State of Urban Youth Report 2012-2013 launched during this conference crowned the theme of the Conference 'Youth and Information Technology in Sustainable Urban Development'.

Different countries in the Asia-Pacific region such as the Solomon Islands and Vanuatu committed to improve awareness of sustainable urbanization issues and to identify lead urban agencies and commence inclusive, participatory policy dialogue for urban development and housing through partnerships and effective advocacy with development partners.

In the Latin American and the Caribbean region, the *Iberoamerican and Caribbean Forum on Best Practices* created an online interactive platform with direct link to UN-Habitat Best Practice Database (www.majorespracticass.org). The platform promoted exchange and dialogue between all partners interested in learning more about successful initiatives that have improved living conditions in cities and regions. This site showcases a series of publications including books and documents, case studies, downloads, catalogs and two databases that gather detailed information about the step-by-step implementation of best practices, its objectives and results achieved. In addition, as a result of participation in the Regional Cooperation Fair-Knowledge of the South in May, 2012, the Best Practices Project selected Latin America and the Caribbean (ROLAC) experiences of the Habitat Best Practice Database for exchange and promotion among ROLAC countries and cities, including agreements signed between Brazil, Peru, Chile and Cuba in the themes of literacy and development of self-employment initiatives for the youth. ROLAC region also achieved significant participation in the Dubai Award in 2012, with 170 out of the 391 submissions to the Best Practices Award.

(iii) Country Achievements

Improved awareness at country level was manifested in increased participation in sustainable urbanization events, such as the World Habitat Day (WHD). In **Thailand**, some 7,000 slum dwellers marched during the WHD in October 2012 and submitted petitions to the UN on the need for all governments in Asia to have pro-poor national housing policies and, to mandate local participation in disaster mitigation measures. The national Government of **Nepal**, UN-Habitat and other Habitat Agenda Partners organized a number of activities to mark the WHD 2012 with the theme 'Changing Cities, Building Opportunities'. The media publicized the agenda in favour of good urban development: the Government led in organizing events at both central and municipal levels. WHD celebrations helped politicians to recognize the significance of urban issues in **Sri Lanka** due to participation by the wider community, including women and school children who made an effective awareness programme on the theme. It was realized that localizing WHD thematic literature is effective in reaching wider audience in awareness programmes when commenced well in advance to the WHD.

UN-Habitat held WHD celebrations in Embu in **Kenya**, and reflected on the state of towns and cities and the basic rights to all, including adequate shelter. In cooperation with the Urban Poor Development Fund in **Cambodia**, UN-Habitat raised awareness on urban issues in 10 provinces through exhibitions and publications, and 'I'm a city changer' materials. The WHD celebration in Cuba was attended by 500 people and was used by a network of community leaders in Agenda 21 to increase its membership from 80 in 2011 to 160 members. Further, activities and products emerging from the first National Urban Forum organized by UN-Habitat and the National Habitat Committee, in February 2012, increased awareness and generated debate on sustainable urbanization policies. In **Costa Rica**, the highest-level representatives of the main entities of urban sector attending the WHD constituted the Habitat National Committee of directors and managers of 11 entities representing the private sector, academy, housing and urban institutional sector and municipalities, an important evidence of the awareness on urbanization achieved.

In **Mexico**, awareness of sustainable urbanization increased through the consolidation of strategic partnerships with the Mexico State Governor, the Federal District Mayor and the national office that organized an inclusive WHD. UN-Habitat jointly with the Ministry of Road, Transport, Construction and Urban Development of **Mongolia** facilitated the first National Urban Forum in May 2012 and the forum resolved how to address challenging issues in Mongolian urban development. The MTSIP evaluation report (2012) noted that NUFs play an important role and are more active where there is a Habitat programme manager.

UN-Habitat continued to support National Urban Forums in 13 countries (**Burkina Faso, Cuba, Fiji, Ghana, Lebanon, Malawi, Mozambique, Nepal, Nigeria, the Philippines, Rwanda, Senegal, and Viet Nam**).

Following the AfriCities Summit held in December 2012 in Dakar, **Senegal** became the first country to initiate a National Urban Campaign and to launch UN-Habitat's *'I'm a City Changer'* campaign in Africa. The meeting was organized by the United Cities and Local Governments of Africa, the City of Dakar and the association of Mayors of Senegal.

EA2: Habitat Agenda Partners actively participate in the formulation of the sustainable urbanization policy

There has been an increase in the participation of Habitat Agenda Partners in the formulation of sustainable urbanization policies. The increase in partnerships is an indication of increased participation in the formulation and promotion of sustainable urbanization policies through the joint initiatives implemented. Most of the indicators are on course or even exceeded the planned target by 2012. Cooperation agreements with UN-Habitat partners increased from 248 as of December 2011 to 326 by the end of 2012, exceeding the target of 319 for 2013. 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. UN-Habitat strengthened its collaboration with UN Agencies, thus contributing to coherence on urbanization issues within the UN. By the end of 2012, close to 123 youth groups participated in policy formulation and implementation, exceeding a target of 100 groups for the end of the biennium 2012-2013. This was primarily a result of increased engagement with youth through the Youth Fund projects, Youth 21 process, at the Youth Assembly at WUF6 and at the existing One Stop Youth Centres.

Gender is now mainstreamed in all projects reviewed by the Programme Advisory Group and its regional counterparts. The drop in the performance indicator could be a reflection of the number of documents reviewed by the committees during 2012 as a result of the consolidation of programmes into larger budgets for efficiency. There was some improvement in the number of projects collecting of sex-disaggregated data on UN-Habitat projects and programmes. Since the development of the gender checklist, more and more projects presented are ensuring that gender is mainstreamed and, good progress has been made towards this direction in 2012.

(i) Global Achievements

There is an increase in the number of partners actively participating in urbanization issues. Out of the total of 10 partners measured by the indicator, all are either on course or exceed the target. WUF 6 strengthened relationships with various international institutions such as UN Women and University of Naples through the signing of formal MoU's. Other MoU's signed at WUF6 were with: Politecnico di Milano, Government of Spain, EMBARQ, Government of Comoros, Government of Rwanda, Government of Guinea, University of South Florida, Tehran Municipality, Mojang AB Sweden, Intergovernmental Council for Cooperation in Construction activities of member states of the Commonwealth of independent states, Government of the Kingdom of Bahrain. New partnerships have been created with Arab Women's Union, Yemen Women's Union and FORAM in Mali. Through an MoU, the University of Naples, a member of UN-Habitat Advisory Group on Gender Issues (AGGI), has offered to carry out research on gender equality across the whole of Europe.

(ii) Regional Achievements

UN-Habitat signed MoUs with new Habitat Agenda Partners: Corporación Andina de Fomento (CAF); Fundación Corona (**Colombia**); Rede Nossa São Paulo (**Brazil**); Ministry of Cities and Ministry of Environment in Brazil, around WATSAN, social housing and urban mobility, for an urban sustainable agenda in Brazil; Bacabeira municipality in Northeast Brazil; Brazilian Cooperation Agency; São Luis Municipality in Brazil; Maranhão Government in Brazil; Swiss Development Cooperation and Mexico State Government.

(iii) Country Achievements

There is active participation in urbanization issues at country level, with evidence of high level utilization of UN-Habitat urbanization products and services. The First Vice President of the **Republic of Costa Rica** used UN-Habitat advisory services on spatial planning to facilitate the reconciliation of two sectors, PRUGAM and POTGAM. UN-Habitat provided guidelines for a PLANGAM 2012 proposal to be considered by the General Comptroller, the first time that urban issues are handled at that governmental decision level. Further, the Na-

tional Chamber of Construction invited UN-Habitat to participate in the comprehensive revision of the National Financial System for Housing Law. In **El Salvador**, knowledge of the strengths and weaknesses affecting access to adequate housing has improved following a series of workshops conducted in 2012, involving UN-Habitat Partners and attended by over 100 people.

UN-Habitat supported the Ministry of Housing and Urban Development of **Colombia**, to conduct a baseline for the formulation of the National Urban Development and Housing Policy to be completed in 2013. The President of **Ecuador** has directed that national institutions and the local authorities to work with UN-Habitat for the Urban Revolution (www.elciudadano.gob.ec). Non-governmental organization whose capacity was strengthened through a UN-Habitat participatory budgeting training in the **Democratic Republic of Congo (DRC)** are using the newly acquired capacity in participatory budgeting in municipal councils.

The inclusion of NGOs and Community Based Organizations in participatory slum upgrading programme in **Ghana** has fostered a large platform, which enhances the sustainability of UN-Habitat activities, irrespective of the socioeconomic changes. In **Nigeria**, after extensive consultations with key stakeholders and partners, the Government adopted a revised National Housing Policy and National Urban Development Policy in June 2012. The two policy documents have since been adopted by the Federal Executive Council after being approved by the National Council on Lands, Housing and Urban Development, the highest policy making body in this area.

The government of **Cuba** approved municipal zoning and urban plans in different cities (Santa Clara, Cienfuegos, Holguin and Bayamo) as instruments for local planning and management. Further, expanded cooperation with SIDA and the Spanish Agency for Development Cooperation has strengthened engagement with the National Assembly 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.

EA3: Monitoring of sustainable urbanization conditions and trends improved

There was considerable improvement in the monitoring of sustainable urbanization conditions and trends as demonstrated by the number of local and national urban observatories producing evidence for policymaking and implementation with support of UN-Habitat increased from 237 (in 2011) to 250 as of December 2012. The performance exceeded the planned target of 200 for 2013. The MTSIP evaluation report (2012) concluded that, *‘The monitoring of these policies and practices within the constraints of human and financial resources availability has been effective.*

(i) Global Achievements

There was improvement in the capacity of Habitat Agenda Partners to monitor sustainable urbanization trends at different levels. Improved global monitoring through national and local urban observatories has enabled countries and cities improve their capacity to design, access, manage and analyze their information to enhance policy, planning and decision-making. The MTSIP evaluation report (2012:33) concludes that, *“There is evidence of improved global monitoring and awareness among governments, local authorities and other Habitat Agenda Partners of human settlements conditions and trends”*. The Global Urban Observatory is being used to update the urban indicator database and provide statistics for the flagship reports. The number of national urban observatories rose from 237 in 2011 to 250 in 2012.

The City Prosperity Index, which is the basis of the analysis of the State of the World’s Cities Report 2012, has been developed from national and local urban observatories. The State of the World’s Cities Report 2012 was 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 different cities (Manila, Cairo, Mumbai, Nairobi, Milan, New York, etc.) in the implementation of these new developed indicators.

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 slums in the country. The Millennium Challenge Cooperation has also requested the Global Urban Observatory for support in the development of city indicators.

Although quantitative change in the number of new Local Urban Observatories during the reporting period was relatively small, 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. The Global Urban Indicators Guidelines are now internalized by many countries and cities that have set up Local Urban Observatories although the increase in the number of Local Urban Observatories is not yet enumerated and recorded.

(ii) Regional Achievements

There is increasing evidence that governments and Habitat Agenda Partners at regional level are utilizing UN-Habitat data and others have requested support for preparation of their reports. At the last AMCHUD meeting, held in Nairobi, Kenya, in March 2012, a number of government interventions and submissions confirmed the utilization of data and information from the Global Urban Observatory. Support for city indicators was requested by South Africa, India and Iran. The African City Centre in South Africa has requested UN-Habitat to support the defining of methodology 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.

Application of the urban indicator in different contexts is increasing. UN-Habitat provided technical support to several partners on the application of urban indicators to better address issues relevant to sustainable urbanization, including: The Commonwealth Association of Planners, 'Sustainable urbanization: using indicators to measure progress'; the University of Toronto, Global City Indicators, Facility, Canada, 'Global Cities Panel: 'Why Cities? Why Metrics?'; the 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'; and the Inter-American Development Bank, US, 'Enabling good housing policies informed by evidence-based research'

(iii) Country Achievements

There are improvements in city monitoring activities at country level. In **Cuba**, monitoring of urban conditions was extended to two municipalities and a local agenda for compliance to MDG 7 (goals 9, 10 and 11) developed. This was achieved through joint support with the Swiss Cooperation. Further, two municipal observatories (Municipality Manzanillo in Granma Province and the Popular Council's Vedado at Malecon in Havana) created, have specific indicators for targets 9, 10 and 11 of the MDG 7. The platform for the Entrepreneur Development Observatory for the South Region in **Costa Rica** was designed, jointly with the Federation of municipalities and other local partners, including private sector and the academy as well the local offices for national institutions.

About 35 Local Urban Observatories in **Mexico** have been supporting cities and the Federal State to formulate policies based on urban indicators designed by UN-Habitat. 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 in regional planning. Now the experience is being shared with other oil companies in order to promote observatories as part of their corporate responsibility. Among the Arab States, the award winning observatory of Medina has used UN-Habitat methods and approaches to establish additional eight observatories. Further, UN-Habitat jointly with the Ministry for Social Development has reviewed and updated the Local Urban Observatories indicator database, which allows local authorities and Ministry for Social Development policy makers to have relevant, accurate and reliable urban indicators.

The Department of Water Supply and Sewerage in **Nepal**, in partnership with the Joint Monitoring Programme of WHO and UNICEF, organized a workshop in April 2012 to discuss MDG indicators and monitoring access to water and sanitation. This has increased understanding of MDG indicators and monitoring systems among WASH stakeholders in Nepal and, strengthened interaction between international experts from Joint Monitoring Programme and Nepali experts. Under the One UN Plan and MPTF funding mechanism, UN-Habitat entered into a 5-year joint programme agreement (2012-2016) with UNFPA on joint scaling up of the Urban Observatory System with the Ministry of Planning's General Statistics Office in **Viet Nam**.

The Government of the **Philippines** committed to improving monitoring of sustainable urbanization conditions while the government of **Cape Verde** is developing a national urban observatory using the UrbanInfo Software. This software was developed through the national urban observatories launched in October 2012, with UN-Habitat support. The Cape Verde Info which is the adaptation of the UrbanInfo is supporting the government in the development of urban development policies and programmes based on evidence. A similar initiative was undertaken by the Government of **Chad**.

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 was 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. Requests for information from Governments, other partners and professionals for information and publications on urban economic development and finance systems developed by UN-Habitat increased. UN-Habitat continued to increase its knowledge base in urban economy through the research and publications which are critical for awareness raising and taking actions to improve urban economy. In 2012, several publications were prepared on several topics including: *Human Settlements Finance Systems, Small Town Economic Development, Fiscal Decentralization in Japan, Fiscal Decentralization in Philippines and Economic Role of Cities*.

(i) Global/ Regional Achievements

There was improved awareness as demonstrated by the increased demand for UN-Habitat information and publications on urban economic development and finance systems. Governments and HAPs downloaded a total of 147,500 as of December 2012, exceeding the planned target of 25,000. Downloads of financial publications have increased from 112,029 in 2011 to 147,500 by June 2012. At the regional level up to 104,696 downloads of UN-Habitat publications on urban economic development and finance systems were recorded in ROLAC by December, 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 in the reporting period. In addition, a total of six requests for policy guidelines on local economic development and municipal revenue enhancement were received from national and/or local urban authorities in **Cape Verde, Kenya, Columbia, the Philippines, Mozambique and Egypt**.

(ii) Country Achievements

Many countries are demonstrating their awareness of the linkage between urban poverty and economic development in various ways. In **Nigeria**, there were several meetings by high ranking Government officials and policy makers, including a National Urban Summit. They discussed the economic importance of cities while the National Council of Lands, Housing and Urban Development discussed, urban poverty, shelter and urban employment

With UN-Habitat support, the government of **Cape Verde** assessed the potential of selected six municipalities to adopt inclusive development strategies focusing on an enabling policy environment, infrastructure, business support services and capacity building. In Kenya, following a request by the Mayor of Kisumu City, a UN-Habitat team engaged stakeholders and local partners in a planning studio workshop which discussed and identified key economic development drivers, local assets and revenue sources that can be exploited for growth and development of the city.

UN-Habitat supported the promotion of sustainable urban development in selected cities in **Egypt**, with emphasis on urban economy and finance, urban youth employment, rural-urban linkages and the urban informal sector. The urban economy component is focusing on a revolving credit fund for the benefit of informal waste pickers, fostering rural-urban linkages and facilitating job creation through skills development by setting up a One-Stop Centre in the country.

In the context of sustainable development project for Nacala and Nampula, **Mozambique**, UN-Habitat provided strategic advice and support for urban economy and finance, intended to enhance 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. In **El Salvador**, a networking event - NE27, presented at WUF6 was useful in showcasing intervention linking beneficiaries living in selected urban slums to surrounding productive chains, creating 114 direct jobs for 630 families.

In **Colombia**, UN-Habitat supported initiatives in Bogota, Manizales and Santa Marta, with seed funding through a Spanish grant, to integrate governance, planning and urban economy and finance - targeting sustainable income generation and private sector engagement in infrastructure financing in Anizales and Santa Marta. In **Costa Rica**, UN-Habitat developed participatory design process of two city parks was approved by local authorities of the municipalities of Aguirre and Heredia. The Heredia's cultural and recreational centre designed for the informal settlement Guarari process was presented to the national government for financing.

In the **Republic of Laos**, UN-Habitat enhanced relationships between government agencies and service providers that have applied lessons learned from pilot projects in strengthening their capacity to scale up and achieve development results in largely unreached remote areas. In the **Philippines**, the government requested UN-Habitat for advice and technical support for the urban economy component of its sustainable urban development project to be initiated with UN-Habitat seed funding.

Challenges

Preparation of the flagship reports is resource constrained and has been working with 40 per cent of the required professional staff since 2010.

There is inadequate relevant and consistent data at national and local levels for advocating urban issues.

There is inadequate in-house knowledge and experience on practical approaches and tools for promoting urban economy, local economic development and municipal revenue enhancement.

Next Steps (in 2013 and beyond)

This situation is being addressed through the ongoing streamlining of the flagship reports.

UN-Habitat will continue to build capacity of national departments to monitor urban indicators and assess urban conditions and trends, and extend LUOs to other partners as well as integrate the city prosperity concept in the Local Urban Observatory.

Lessons Learned

Awareness on the contribution of urban economic development processes need to be incorporated as specific components into projects, to make fundraising easier.

2.2 FA 2: Urban Planning, Management and Governance (UPMG)

The strategic result of Focus Area 2 is about improvements towards inclusive urban planning, management and governance at national and local levels. UN-Habitat works with a wide range of partners to strengthen the capacities 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. UN-Habitat works in post-conflict and disaster-affected countries and addresses specifically the needs of small- and medium-sized cities, towns and settlements.

UN-Habitat maintained a steady progress towards improving inclusive urban planning, management and governance at national and city levels. An external evaluation of the implementation of the MTSIP 2008-2013 concluded in 2012 notes that UN-Habitat has made significant achievements in Focus area 2 as reflected by the quantitative indicators but more is being achieved which is not being captured.

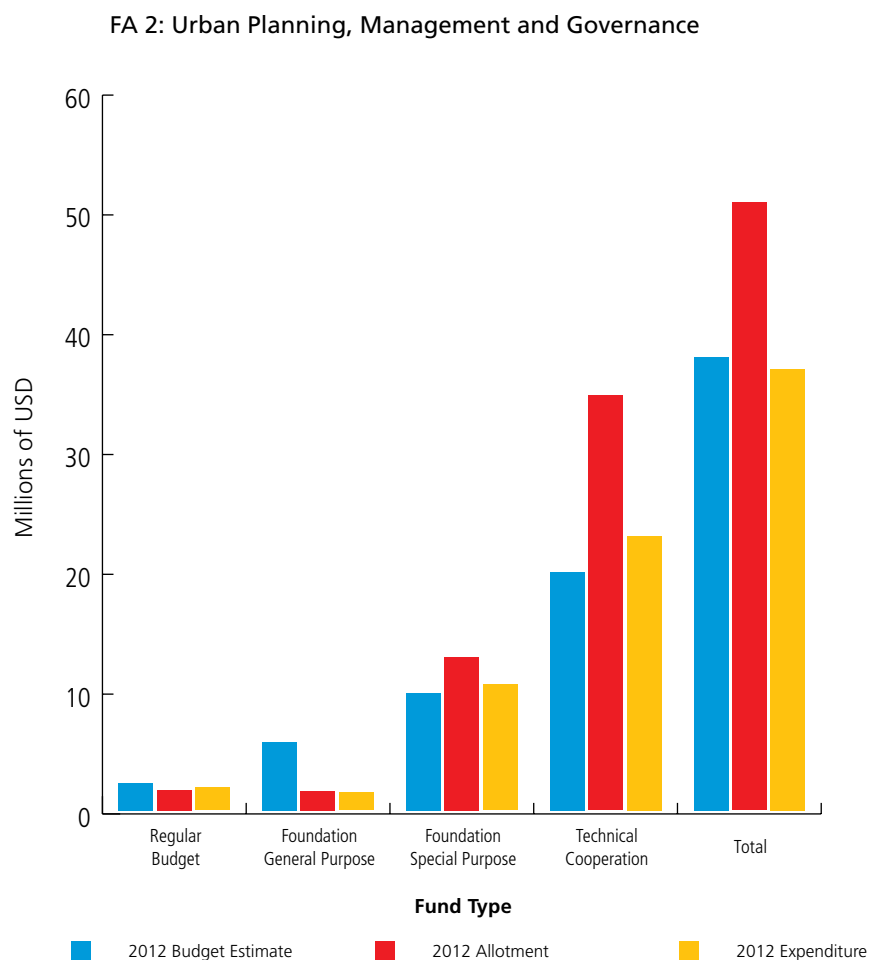
Table 5 below presents the trends in progress on indicators since the start of the MTSIP.

TABLE 5: Trend on indicators of achievements for FA 2

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual 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	56
	(ii) Number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures	9	10	11	11	11
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	169

Overall assessment of progress in Focus Area 2: UN-Habitat continued to make significant progress towards the achievement of the planned results for Focus Area 2. Self-assessment based on the quantitative indicators of achievement and targets (Table 5 above) rates progress on all three expected accomplishments of FA2 as satisfactory. All indicators have either surpassed the targets, (for example in EA 1), or they are on track to be achieved by the end of 2013. These observations are in line with the findings of the 2012 *Evaluation of the Implementation MTSIP 2008-2013*. Figure 4 shows that the FA 2 estimated budget for 2012 was USD 37.8 million but an allocation of USD 50.7 million was received. The expenditure for the year was USD 36.8 million as of 31 December 2012. This gives a utilization rate of 73 per cent for 2012- an improvement from the 2011 utilization rate of 64 per cent..

FIGURE 4: Planned budget, allocated resources and expenditure



EA 1: Improved policies, legislation and strategies support inclusive urban planning, management and governance).

Significant progress was made towards the achievement of the planned results during the reporting period. There was increased engagement by governments at national local authority levels to improve their policies, legislation and strategies which are essential means of providing direction for urban growth and governing urban affairs in support of sustainable urbanization. The progress is reflected in the growing number of countries whose legislation, policies and strategies incorporate urban planning, management and governance with UN-Habitat support which increased from 39 in 2011 to 56 by December 2012 which was the target for 2013.

Significant progress was also achieved towards the improvement of policies, legislation and strategies through UN-Habitat's work in post-conflict and disaster-affected countries. The number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures increased from 11 in December 2011 to 34 in December 2012, the target for 2013.

Among the additional countries are **Fiji, Nepal and Sri Lanka** that approved their national climate change policies that address the urban or local government aspects of climate change. **Ecuador** approved legislation on territorial planning.

The key achievements made during the reporting period at global, regional and country levels are noted below.



Urban planning and design © UN-Habitat

Urban planning

(i) Global/Regional Achievements

UN-Habitat continued to support governments to improve policies, legislation and strategies which are essential means of providing direction for urban growth and governing urban affairs in support of sustainable urbanization. As part of the new programmatic focus, UN-Habitat is promoting national urban policies as one of the key entry points for sustainable urban development. An important milestone was achieved in the process of developing the *UN International Guidelines on Urban and Territorial Planning*, with the completion of the *National Urban Policy Framework*. The framework will be piloted in **Rwanda, Malawi and Egypt**. In addition to that **Colombia, Ecuador, El Salvador, Chile, Mexico, Uganda, Liberia, Ghana, Gabon, Comoros, Mozambique, Cape Verde, South Sudan, Bangladesh, Pakistan, the occupied Palestinian territories, Saudi Arabia and Bahrain** have expressed interest and need to review their National Urban Policy.

UN-Habitat support for Regional and Metropolitan Planning processes have started well in **Mozambique, Uganda, Ecuador and Costa Rica**. In **Ecuador**, a new planning legislation was approved. The requests for UN-Habitat support to governments to improve their planning systems are growing. Recent requests include from **Costa Rica, Jordan and Rwanda**. The three countries are reviewing their urban planning policies.

The application of UN-Habitat's participatory approaches has contributed to improved urban planning, management and governance in **Afghanistan, Myanmar, Sri Lanka, Pakistan, Indonesia, Bangladesh, Cambodia and Mongolia**, including promotion of seamless community-led transition from recovery to development as a way of building resilient communities.

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

UN-Habitat in partnership with the UN Advisory Committee of Local Authorities facilitated a strategic advocacy platform for local authorities and their associations during Rio+20. More than 300 local governments attended the Conference. A set of recommendations of Local, Regional and Metropolitan Governments for a Sustain-

able Future was made at the conference targeting the participating countries and development organizations. s a follow-up on the Rio+20, UN Advisory Committee of Local Authorities alongside the United Cities and Local Governments facilitated multiple sessions at the WUF 6 in Naples, Italy, resulting in ten recommendations on the aspects of urban mobility at the global level and through partnerships with other UN agencies and local governments.

UN Advisory Committee of Local Authorities facilitated Mayors' Roundtable at WUF 6, which attracted over 400 Local Authority representatives, contributed ideas towards Sustainable Urban Development. UN Advisory Committee of Local Authorities alongside the International Centre for Local Democracy has published the discussions of the Mayors' Roundtable in a report entitled 'At the Heart of the City: Mayors on the Urban Future.'

(ii) Regional Achievements

At its 4th Conference in Nairobi in March 2012, the African Ministerial Conference on Housing and Urban Development 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. The 4th Asia-Pacific Ministerial Conference on Housing and Urban Development held in Amman in December 2012, built consensus on how to respond effectively to the challenges of rapid urbanization.

(iii) Country Achievements

The adoption of revised Federal Housing and Urban Development policies by the Federal Executive Council in **Nigeria** has provided the platform for improved policies; legislation and strategies supporting inclusive urban planning management and governance. Progress is also being made, through the National Council on Lands, Housing and Urban Development towards developing a National Strategy on Slum Prevention and Upgrading. In addition, a review of the National Building Code is beginning with national consultations.

A new national territorial planning framework was approved in **Ecuador** while in **Costa Rica**, UN-Habitat has supported different policies:

Policy on "*Neighbourhood Improvement and Slum Eradication*" formulated and presented to the Minister of Housing and Human Settlements, who is also the rector of urban sector.

Guidelines on Communal Subsidy formulation process, to orient the State investment for improvement of communal infrastructure, based on technical criteria.

Policies on Urban Culture approved by the Municipal Councils of San Jose and Moravia. Presentation of the Prevention Policy of the Municipality of Montes de Oca, result of a participatory process, presented to the Mayor for its presentation to the Municipal Council.

The national government of **Sri Lanka** working with UN-Habitat formulated a *National Climate Change Policy* and introduced Cities and Climate Change Initiative tools to city planning.

UN-Habitat supported a stakeholders meeting that approved new land legislation in **El Salvador** that is about to become operational. Following UN-Habitat technical/advisory support to the vice-Ministry of Housing and Urban Development of **El Salvador** the Legislative Assembly approved urban planning laws that create the national development bank and land legalization to benefit 300,000 families.

Through UN-Habitat coordinated policy-level interventions such as Land Allocation Scheme; the Ministry of Urban Development Affairs (**Afghanistan**) has improved land policy and urban upgrading and planning management of urban centres with support from the Independent Directorate of Local Governance.

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

An 'Introduction to Planning Urban Settlements' approach in **South Sudan** adapted for use in other post-conflict countries was launched in October 2012. The approach incorporates new planning principles in a local context.

The final draft of the Planning and Land Management Law of **Colombia** was developed and presented to the Ministry (<http://www.habitatyvivienda.gov.ec/lley-de-suelo-habitat-y-vivienda>). UN-Habitat Country Office formulated projects assisting the Land Management Plans are being adjusted with UN-habitat support (Centro del Valle, Cundinamarca and Atlántico).

Urban safety

UN-Habitat's work on urban safety continues to gain global recognition. Notable achievements were realized in 2012 at global, national and city levels as indicated below.

(i) Global/ Regional Achievements

In response to the Governing Council resolution on safer cities and urban crime prevention, the Global Network for Safer Cities was launched at the Sixth Session of the World Urban Forum in September 2012 in Naples, Italy. The Network is designed to support cities in the prevention of urban crime and the enhancement of urban safety strategies, acting as a common platform that links existing crime and violence prevention networks with the different cadre of urban players. In essence, the Global Network of Safer Cities will be the 'go-to' resource for actors within the area of urban safety. The Secretariat will be housed in UN-Habitat until 2016 and serves as a knowledge-broker and resource clearinghouse. In particular, it supports the Network, initiates and facilitates a range of network activities, supports fundraising and collects and open-source results and tools. The secretariat will also monitor and evaluates implementation of urban safety projects and makes available information and relevant tools/methodologies as required to facilitate the work of the cities and partners.

In recognition of the ongoing achievements made by the City of Mexico in the last few years in safety, justice, crime prevention and reducing urban violence, the former **Mexico City Mayor**, Marcelo Ebrard, was elected Chairperson of the Steering Committee of the Global Network of Safer Cities. Two substantive flagships have been embarked upon: the development of UN Guidelines on Safer Cities and the Urban Safety Monitor that aims to support cities in delivering a measurable improvement in safety for urban citizens globally. The Advisory Panel of the Global Network of Safer Cities was also established during WUF and supports the UN-Habitat Secretariat and the Steering Committee in the technical process of developing and implementing the UN Guidelines on Safer Cities, the Urban Safety Monitor, as well as the development of Global and Regional plans of action.

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.

(ii) Country Achievements

The Safer Cities Programme has been working closely with UNICEF and UN-Women in the development of a Global Programme "Safe and Sustainable Cities for All". During 2012, the programme was launched in eight pilot cities – Greater Beirut (**Lebanon**), Dushanbe (**Tajikistan**), Metro Manila (**Philippines**), Marrakesh (**Morocco**), Nairobi (**Kenya**), Rio de Janeiro (**Brazil**), San José (**Costa Rica**) and Tegucigalpa (**Honduras**). The joint programme is already developing innovative approaches to ensure the safety of women, youth and children in public places that could be used by municipal authorities working in partnership with civil society, women's and grassroots groups, national and local government. Some city-level results include:

Beirut: A rapid assessment was conducted in seven neighborhoods. The assessment revealed interrelated challenges of poverty, overcrowding, and lack of safe public spaces for women, girls and children.

Marrakech: A permanent Safe Cities Committee was created within the Municipality and helped to increase resources for the Municipal Committee on Equity and Gender Equality.

Rio: Community members are engaged in participatory mapping of violence and safety conditions for women and girls in nine communities.

Manila: Local authorities facilitated dialogues with informal settlers in Mandaluyong City to design collaborative interventions and mainstream 'safety' into the city's planning and budgeting processes, resulting in the creation of

a safer and more economically productive neighborhood.

The UN Women led Global Programme on “Safe Cities free from violence for women and girls” which UN-Habitat is a partner is being implemented in five cities: Kigali (**Rwanda**), Cairo (**Egypt**), Port Moresby (**Papua New Guinea**), Delhi (**India**) and Quito (**Ecuador**). Some results at city level include: the Quito Municipality approved an *Amendment to the City Ordinance on Eliminating Violence against Women* to also target violence in public spaces. New Delhi (**India**), Safe Cities’ models and approaches are being integrated into a new government scheme which is expected to enhance women’s safety and improve gender responsive policing services. **Kigali**, the Mayor’s office strongly wants safe cities measures included in its city plan and budget. It is also advocating for reforms to an existing law on gender-based violence to include measures involving sexual harassment and violence in public spaces. **Cairo**, Women’s Safety Audits are being mainstreamed into the planning processes of the Egyptian Ministry of Housing, Utilities and Urban Development.

Plan International, Women in Cities International and UN-Habitat joint “Because I am a Girl – Urban Programme” was launched in the five participating cities: Hanoi (**Vietnam**), Delhi (**India**), Cairo (**Egypt**), Kampala (**Uganda**) and Lima (**Peru**). A rapid situational assessment has been conducted to gain an initial snapshot of the current situation of safety and inclusion of girls in each of the five cities. In partnership with Plan and Women in Cities International, UN-Habitat launched a tool on how to mainstream Communication for Development to harness the potential of adolescent girls in creating safer and more inclusive cities.

A municipal charter on stakeholder dialogue on cities and climate change developed with UN-Habitat support is enhancing preparedness of communities and city authorities to respond to natural disasters and work towards a resilient city of Bobo-Dioulasso (**Burkina Faso**). In addition, UN-Habitat, UNDP and the Government mobilized municipal police staff to raise awareness of 15,000 inhabitants on prevention of physical assault in public space in Ouagadougou City.

UN-Habitat supported improvement of capacity of local communities in Chikhwawa District’ (Malawi) to live with floods’ through construction of a safe haven, demonstration houses and improved pit latrines, and trained community artisans in disaster risk reduction.

The Action Plan of the Global Network of Safer Cities,, (2013-2016) was launched in Mexico City, Mexico, supported by UN-Habitat and officiated by the Mayor who is also the president of the Global Network for Safer Cities. The plan presented the objectives of the Network, the four concrete results expected and the strategy to achieve the objectives of the network, including systematization of best practices and design guidelines on security in cities, and the development of an urban safety index to compare different cities.

A workshop held in Douala (Cameroon) in April 2012, 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.

Climate change

(i) Global Achievements

Findings from the Mid-term Evaluation of the Cities and Climate Change Initiative (CCCI) completed in 2012 concluded that *“In the four years since its inception, the Initiative has - with a relatively small budget - very effectively developed into a leading multi-regional project, with strong guiding and advocacy functions at all levels, in the field of cities and climate change in developing countries.*

....”. However, the evaluators found it premature to assess the long-term impact of this ongoing Initiative. A number of key recommendations have been made aimed at strengthening the initiative and scaling it up to other regions. The recommendations include: Creation of an Advisory Committee/Council; Strengthening the Knowledge Center for Cities and Climate Change as a knowledge management hub; Improving networking and; Expanding Cities and Climate Change Initiative to Arab States and Latin America and the Caribbean regions.

A Global Protocol for Community-scale Greenhouse Gas Emissions launched during UNFCCC meetings in Bonn, Germany, in May 2012 is a significant step in harmonizing emissions measurement and reporting pro-

cesses 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 is currently testing this Global Protocol in Kampala, Uganda, as part of a concerted effort amongst partners to test and improve it. UN-Habitat advocacy work of many partners in Cities and Climate Change Initiative resulted in the announcement that under the Green Climate Fund member states will be able to nominate competent sub-national entities including local governments to receive funding. However, access by cities to climate change finance is still limited.

An online repository of information on climate change has been launched which advocates for informed decision-making in local governance and provides access to a broad range of documents published on this thematic area. The Knowledge for Cities and Climate Change [website www.citiesandclimatechange.org](http://www.citiesandclimatechange.org), is a global platform for knowledge sharing jointly supported by UNEP, the World Bank and UN-Habitat, under the auspices of their Cities Alliance-funded Joint Work Programme.

The Initiative has 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 Initiative's webpage on www.unhabitat.org/ccci and are meant as tools to enhance the capacity of local government officials and urban professionals in addressing the growing problems of climate change. Further, Cities and Climate Change Initiative provided inputs to a review of urban planning, policy and legislation in Tanzania from a climatic change perspective.

A publication '*Regional process of the Americas water and climate change adaptation VI World Water Forum*' which documented the recommendations on water and climate change adaptation within the framework of the regional policy dialog has highlighted what steps the Americas region is taking in practice to advance with the implementation of adaptation measures in the water sector.

Another publication developed jointly by UN-Habitat and IIED '*Developing local climate change plans: A guide for cities in developing countries*' provides a simple planning process based on understanding long-term climate change impact, urban development challenges and the needs of citizens. It gives guidance on how a city can get started no matter how limited its resources. In particular, it describes 'quick win' activities that address both climate and urban issues simultaneously.

Making Carbon Markets Work for Your City: A Guide for Cities in Developing Countries identifies a number of key areas of local government competencies that city officials may want to target when implementing carbon trading projects; including town and urban planning, infrastructure development, service provision, waste management, energy provisioning and transportation.

UN-Habitat and the Institute for Housing and Urban Development Studies (June 2012) conducted a course entitled Urban Management Tools for Climate Change, held in Rotterdam, the Netherlands, attended by 21 participants. The course dealt with topics such as risk and vulnerability assessment, mitigation and adaptation strategies and local climate change action plans and equipped urban professionals with the tools to adequately prepare for climate change impacts and to reduce greenhouse gas emissions.

(i) Regional/Country Achievements

UN-Habitat, the Ministry of Planning and Ministry of Municipality and Public Works, **Iraq**, have successfully introduced the '*City and Country Planning Act*' under the Government of Iraq Cost Sharing Scheme, a project intended to guide the development of rapidly growing urban areas in Iraq on the track of sustainable development. This scheme includes '*Cities and Climate Change: Making Cities Resilient*' project in partnership with UNEP.

UN-Habitat and the Municipality of La Paz (**Bolivia**) are implementing a climate change and adequate use of water programme in the Real Neighbourhoods. To date, eight neighbourhoods have benefited from training, capacity building and a platform of young environmental leaders to raise awareness of the impact of climate change in the city.

EA2: Strengthened institutions promote inclusive Urban Planning, Management and Governance

UN-Habitat achieved significant progress in its work of strengthening institutions to promote inclusive *Urban Planning, Management and Governance*. The number of strengthened institutions promoting *Urban Planning, Management and Governance* increased from 53 (in 2011) to 55 as of December 2012. 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.

Promotion of inclusive *Urban Planning, Management and Governance* by partner institutions increased as manifested in the wide range of initiatives and the growing number of institutions involved at all levels. National governments recognize the catalytic role of UN-Habitat's capacity strengthening of relevant institutions to enable them to implement *Urban Planning, Management and Governance*. This is evidenced by the growing number of Government requests for substantial support for their institutions. Findings from the recent external *Evaluation of the Implementation of the MTSIP 2008-2013* confirms that UN-Habitat's work in institutional strengthening for improved *Urban Planning, Management and Governance* is effective and relevant to the needs of governments and municipalities. The evaluation further notes that " *There are interesting changes within UN-Habitat, as focus is shifted towards a capacity development strategy and not solely remaining a training strategy*" and that further work needs to be done to improve measurement of actual capacity built.

Cooperation with training/research institutions

(i) Global /Regional Achievements

The peer-reviewed quick guide series, *Urban Patterns for a Green Economy*, for urban practitioners was launched at Rio+20 Conference. It shows inspiring real-life examples of sustainable configuration along the themes of 'Working with Nature, Leveraging Density, Optimizing Infrastructure and Clustering for Competitiveness'. One of these guides, focusing on 'Working with Nature', on the effect of unplanned, rapid growth of cities on the functioning of a city-region's natural systems outlines how guided development can maximize the ability of ecosystems to support sustainable human and natural processes in the urban environment.

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

The *Guide on Urban Planning for City leaders* developed with countries and institutions engaged in the network (CityNet, IUTC, Associations of Local Governments, Planning associations) as well as countries (**China, Vietnam, Brazil, South Africa, Liberia and Kenya**) is expected to boost awareness and capacity of local leaders to make use of progressive planning tools. The guide has messages from mayors on key principles for proactive city-planning techniques.

The African Planners and Architects Association is actively engaged in promoting sustainable planning practices. A report on the State of Planning in Africa has been compiled by the African Association of Planners with UN-Habitat and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) support and, in response to AM-CHUD deliberations in March 2012.

A training session with African Union of Architects on planning, density and housing, and Basic Planning, held in June 2012, resulted in the Basic Planning Approach adopted by African Union of Architects. The approach was field tested in September 2012 in Abidjan, **Cote d'Ivoire**.

(ii) Country Achievements

In **Myanmar**, UN-Habitat support has enhanced institutional development of the Urban Research and Development Institute, especially for a framework for training needs assessment, training strategy, resource centre development, networks and partnerships.

Following exposure tour to the Philippines, the local government unit in Bogota City (**Colombia**) has prepared land use and socio economic development plans. The resulting project aims at enhancing the competitiveness of the footwear cluster, targeting the informal economy.

Seven public and municipal institutions and 52 representatives in **El Salvador** have been trained in different aspects such as environmental planning, strategic urban planning and social housing mechanisms with UN-Habitat, UNIDO and UNDP support.

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

UN-Habitat has supported the National Association of Municipalities of **Ecuador** to prepare a national management strategy for decentralized cooperation that is facilitating exchange best practices and knowledge for sustainable development of cities and municipalities.

Cooperation with other UN agencies

(i) Global/Regional Achievements

The Territorial Approach to Climate Change 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 Territorial Approach to Climate Change is a partnership of five agencies that includes UNEP, UNDP, UNITAR, UN-Habitat and UNCDF. It has enhanced the impact of the Cities and Climate Change Initiative.

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 and Rio de Janeiro to create safer cities targeting women, children and the youth. At the same time, country-level training institutions on urban planning have created a network for regional exchange and training.

Knowledge management in Urban Planning Management and Governance continues to be strengthened through the platforms, resources and tools that are developed which are instrumental for the effectiveness and sustainability of the institutional capacity strengthening work. The *Knowledge for Cities and Climate Change* 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 the Cities Alliance-Funded Joint Work Programme. This online source of information on climate change advocates for informed decision-making in local governance and provides access to a broad range of documents published on this thematic area. A practice note *Training for Better Cities* published (www.unhabitat.org), which explores use of training effectively for capacity development in the urban context has provided best practices, tools and resources to support implementation.

UN-Habitat participated in a first-ever meeting of the UN High Level Committee on Programmes' Working Group on Climate Change held in Geneva in September 2012. As a follow-up, at the UNFCCC COP-18 in Doha in December 2012 UN-Habitat met with representatives of other agencies to launch a Task Team, and participated in a UN side event, led by the UNFPA, on 'spatial data for adaptation planning'.

UN-Habitat and UNEP have launched a joint effort to promote approaches to Ecosystem-based Adaptation (EBA) in Asian cities (in Bangladesh, Indonesia, Nepal, Philippines and Sri Lanka). This initiative builds on the recent joint activities in Lami, Fiji, in helping local stakeholders to assess vulnerabilities to climate change and weigh the relative costs and benefits of EBA to adaptation versus traditional engineering solutions. UN-Habitat's active participation in the conceptualization and production process resulted in the mainstreaming of the urban agenda in the EMG-led interagency report on the green economy.

(ii) Country Achievements

UN-Habitat's support to the Ministry of Disaster Management and Refugee Affairs, **Rwanda**, in using the UNISDR Local Government Self-Assessment Tool developed as part of that agency's 'Making Cities Resilient' campaign, has helped seven urban districts assess their current levels of resilience.

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

Cooperation with cities and municipalities

(i) Global/Regional Achievements

A total of 400 copies of the Quick Guides on Urban Planning for City Leaders produced have been distributed to city leaders and experts during their launch and follow-up activities.

The Sustainable Urban Development Network (SUD-Net) concerned with public space planning is mobilizing expertise and resources to support public space planning in municipalities in **Rwanda, Mexico, Kenya** (Nairobi) and **Ethiopia** (Addis Ababa) – the pilot initiatives launched in 2012 are at various levels of implementation.

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

Building on previous consultations on inclusive Urban Planning Management and Governance, Habitat Agenda partner institutions in the **ROLAC region** 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.

(ii) Country Achievements

In line with the National Priority Programme of the **Government of Afghanistan** and its Transition Strategy for Urban Development, UN-Habitat strengthened the capacity of local planning institutions to deliver effective services and empower local communities.

UN-Habitat supported the National Association of Municipalities of **Colombia** to prepare a National Management Strategy of Decentralized Cooperation in best practices and knowledge for the sustainable development of the cities as well as with municipalities of other countries in the region.

In the **Philippines**, the Department of Interior and Local Government and Housing and Urban Development Coordinating Council have strengthened their capacities on climate change-sensitive local planning with focus on city vulnerabilities. They have integrated climate change indicators into the mandated local planning processes.

UN-Habitat's reactivation of the National Urban Forum (**Vietnam**) saw membership extended to local governments and NGOs. A national dialogue series on sustainable urban planning and development and, community of practice on climate change response was used for the dissemination of WUF results. Urban database for evidence-based urban planning and promotion of cooperation/networking among cities has also been established by the Association of Cities of Vietnam.

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

During the second half of 2012, UN-Habitat supported the development of the first national training course on Local Governance and Citizen Security with 30 municipalities in **Costa Rica**. This course organized jointly with IFAM, Vice Ministry of Peace and UNED concluded with the formulation of local prevention plans/actions with 14 local governments.

UN-Habitat in collaboration with the National Commission for the Prevention and Eradication of Violence Against Women **Mexico**, 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.

UN-Habitat supported the National Association of Municipalities (**Ecuador**) that is preparing a national management strategy for decentralized cooperation for exchanging best practices and knowledge for sustainable development of Cities and Municipalities.

In the **Democratic Republic of Congo (DRC)**, 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.

UN-Habitat supported development of a cooperation agreement with Local Authorities Association of **Rwanda** to build capacity of decentralized entities of government and sector staff in areas of strategic urban planning and good governance.

In **Colombia**, UN-Habitat organized 25 urban workshops that generated dialogue scenarios 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.

UN-Habitat internal capacity development

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. 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.

Twenty-five UN-Habitat staff members 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 Urban Planning, Management and Governance

UN-Habitat is on track towards achieving the planned results in supporting cities to implement *Urban Planning, Management and Governance*. In response to government requests, UN-Habitat continued to work with strategic partners in providing technical and financial resources that are used to implement various initiatives on inclusive *Urban Planning, Management and Governance*. The number of cities and municipalities in targeted countries that actively promote sustainable urbanization dimensions increased to 169 up from 147 as of December 2012. In addition to the evidence from the trends in quantitative indicator data, the various initiatives presented below also demonstrate the progress being made. However, as noted by the 2012 external evaluation of the implementation of the MTSIP, further improvement is needed in the measurement of the effectiveness and impact the implementation at city level.

Urban planning

(i) Global Achievements

During and after WUF 6, cooperation agreements were signed with various international experts (Ax:son Johnson Foundation, Mojang AB, Instituto Nazionale di Urbanistica, GoDowns Art Centre and Institut pou la Ville en Movement) to further expand the Sustainable Urban Development- Network (SUD-Net) on Public Space. Production of technical materials and publications, and a proposed online portal on public space are being developed for the consolidation of experiences, knowledge, innovations and resources, enabling online collaboration.

(ii) Country Achievements

UN-Habitat provided technical assistance to Ministerio de Vivienda y Asentamientos Humanos of Costa Ricato reform the National Law 7052 addressing housing demand after a disaster with social housing mechanisms.

The city of Esmeraldas (**Colombia**) completed its Urban Development Plan, which includes activities on climate change and sustainable urbanization to promote densification of the city and the regularization of socially deprived neighbourhood areas.

The Participatory Budget Project has been implemented in the municipalities of Masina and Ndjili in The **Democratic Republic of Congo**. In **Mozambique** the Participatory Budget Project is being implemented in the three municipalities of Chibuto, Nacala and Manica.

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

UN-Habitat facilitated communities, cities and national government in **Sri Lanka** to promote disaster resilient cities. Four cities prepared disaster risk reduction (DRR) plans which they have incorporated into existing urban plans.

A Rapid Planning Studio has developed an innovative guidance for Kisumu City (**Kenya**) to 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).

Through UN-Habitat support, capacity of 119 staff of Ministries of Physical Planning in Darfur (Sudan) has been strengthened through training in urban and regional planning and land conflict management, in addition to provision of survey and planning equipment. Further, regional planning methodology and tools adopted in March 2012 have been tested and applied through hands-on training of the local partners in three states of Darfur.

Climate change

(i) Global/Regional Achievements

Since its launch in 2008, the Cities and Climate Change Initiative has expanded. It now assists 43 cities and municipalities, mostly in Asia and Africa and, to a limited extent, in Latin America. Nineteen (19) local authorities: **Fiji** (3), **Lao** (1), **Mozambique** (1), **Philippines** (9), **Solomon Islands** (1), and **Sri Lanka** (4) were added in 2012. The Initiative's 'planning for climate change' capacity-building tool is being tested in several cities in the **Philippines**, including Olongapo. In Batticaloa, **Sri Lanka**, UN-Habitat support to the municipal council has triggered various activities, including restoring a multi-purpose green belt on the coast and mangrove ecosystem.

The Initiative, in partnership with the Resource Centres on Urban Agriculture and Food Security, has launched demonstrations in 3 local authorities: Bobo Dioulasso (**Burkina Faso**), Kesbewa (**Sri Lanka**), and Kathmandu (**Nepal**). Representatives of respective local governments who met in Nairobi in October 2012 drafted strategies and action plans to promote urban and peri-urban agriculture.

The regional Global Environment Facility 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' funded by UNISDR in 2010 in conjunction with partners including UN-Habitat, *United Cities and Local Governments of Africa*, CityNet, the World Bank Global Facility for Disaster Reduction and Recovery. 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.

(ii) Country Achievements

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.

In **Senegal**, the city of St Louis 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 **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 and the civil society organizations.

Urban safety

UN-Habitat launched the Global Network on Safer Cities during WUF 6. This network advocates for urban safety and local crime prevention all over the world, targeting multiple countries and selected cities and resort to an inclusive coalition of stakeholders to enhance urban safety. The launch concluded with the signing of a statement of cooperation with Ms. Margareta Wahlström, the Special Representative of the Secretary-General for Disaster Risk Reduction. The agreement will see the two agencies work closer in the area of urban disaster reduction.

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.

Key Challenges

UN-Habitat's toolkit for planning at local level (city-wide, extension, public space) needs consolidation in order to have significant impact on urban planning at city level.

The key opportunities associated with the new vision to integrate spatial, economic and legal aspects of urban development needs to be reflected in tools development.

The pipeline of projects is increasing. However, human resources levels are below the requirements to respond adequately. There is need for professional planners with background in local government or public institutions. Developing new smart partnerships will also be key.

Policy development needs to be harmonized, addressing urban policy, legislation and planning systems simultaneously and coherently.

Next Steps (in 2013 and beyond)

Implement Cities and Climate Change Initiative Mid Term Evaluation recommendations, which were validated at Cities and Climate Change Initiative Partners' meeting.

Focus on inter-Branch collaboration on policy issues after an initial phase of defining issues and identifying UN-Habitat's niche.

Expedite plans 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 studios' will address tools gaps in the course of the year.

Further the debate on UN Guidelines on Urban and Territorial planning; strengthen Regional Platforms to support National Urban Policies.

Human resource development strategy should be developed to enable the Focus Area urban planning component, in particular, to respond to demand and lead normative reflection.

Lessons Learned

Local authorities are relevant for utilization of the urban planning tools from a holistic approximation that includes social, economic and territorial approach.

The private development of the city has a consolidated business model, and planners participate in it. To further strengthen UN-Habitat's role as "honest broker" in spatial planning, with a strong public interest orientation, further development of tools is needed.

2.3 FA 3: Pro-poor land and housing

The strategic result of FA3 is improved land and housing through improved policies, security of tenure, and slum improvement and prevention. FA3 programmes and projects being implemented in partnership with governments and other Habitat Agenda Partners using three cross-cutting strategies: i) knowledge management and advocacy, ii) capacity building at the global and regional levels and iii) supporting implementation at country level. UN-Habitat's engagement in land and housing issues builds on the commitment of governments to policy reforms and has a privileged entry point in countries with post-disasters and post-conflicts where assistance to housing- and land-related issues are of top priority.

Trends on indicators of achievement are presented in table 6. The colour coding rate demonstrates satisfactory progress in all EAs and indicators of achievement.

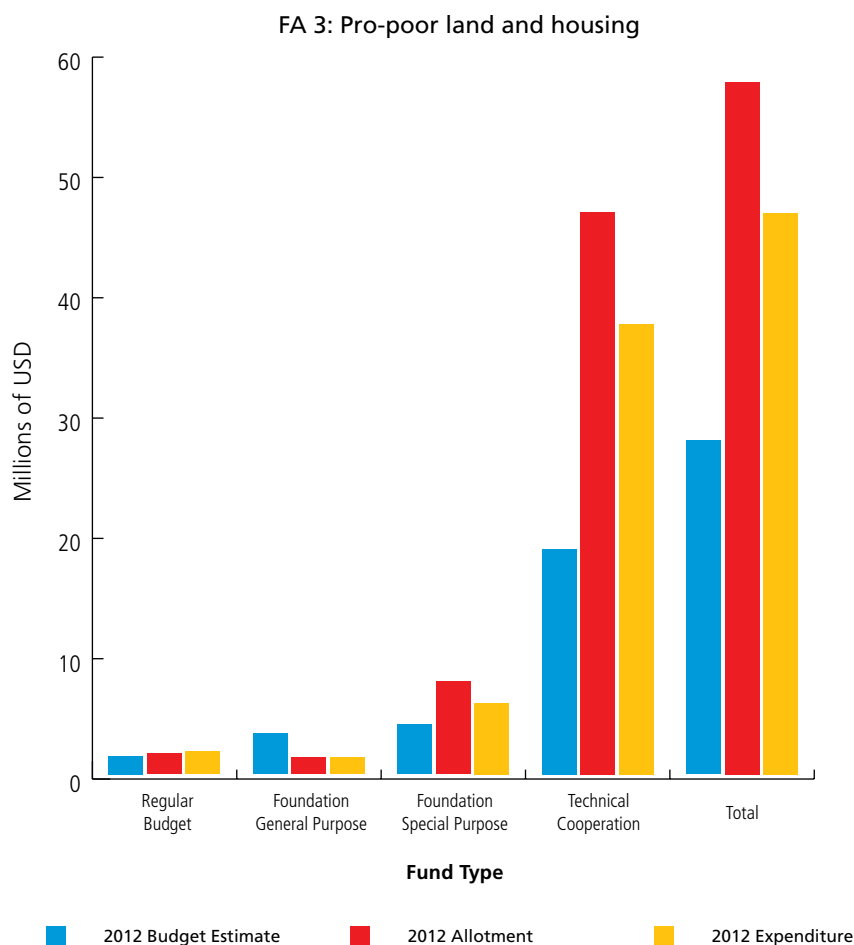
TABLE 6: Progress on indicators of achievement for FA 3

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual Dec. 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	33

Focus Area 3 Overall Assessment: Satisfactory progress has been made in policy advocacy, tool development and application in land, housing, security of tenure and slum improvement and prevention. Assessment on progress, based on indicator targets for the three expected accomplishments of FA 3 (Table 6) shows that the targets for 2013 have already been reached. In terms of resources, figure 5 shows that the 2012 estimated budget for FA 3 was USD 27.7 million while USD 57.5 million was allocated for FA3. The total expenditure as of 31 December 2012 was USD 46.6 million. The utilization rate of all the funds (including allocation for country activities) for the year was 81 per cent.

Figure 5: Annual budget, allocated resources and expenditure

FIGURE 5: Annual budget, allocated resources and expenditure



EA 1: Improved land and housing policies implemented

There was improvement in the land and housing policies, including on access and tenure systems due to reform. During the reporting period, UN-Habitat continued to work with partners in the same number of countries, (37), as in 2011 providing support to partner countries which are at different stages of developing, implementing or completing land and housing reforms. The number of tools developed and/or applied in land, housing and security of tenure is growing. Different land and housing policies were implemented as a result of UN-Habitat jointly working with governments and other partners as reflected in the achievements made at all levels through the various initiatives as indicated below.

Advocacy and Policy Development

Global Achievements

After the success registered by the Global Land Tool Network (GLTN) in its first four years (2007-2011), a second phase of implementation started in January 2012 with more emphasis on country level implementation through partnerships, capacity development and resource mobilization. UN-Habitat continued to mobilize and support governments and HAPs to implement improved land and housing policies.

The process to develop the **Global Housing Strategy** envisages critical benchmarks some associated with major events such as WUF 6 and Rio+20. The draft Global Housing Strategy has been shared and discussed with Habitat partners at the Sixth Session of the World Urban Forum in Naples, Italy (September 2012), at the Rabat Conference in Morocco: “Making Slums History: A Worldwide Challenge for 2020” (November 2012) and at the AfriCities Conference in Dakar, Senegal (December 2012). An expert group meeting held in Rio+20 assessed regional trends, formulated the global housing strategy roadmap towards 2025 and online methodology. Overall, these events contributed to a greater understanding of the current shifts in housing policy and practice in the world regions in the context of a fast urbanization. The Strategy benefitted from inputs from various countries

and partners, through exchange of knowledge during these international events and a large web presence on the Urban Gateway and on LinkedIn. Since its launch, the online gateway for the GHS had reached over 1000 members by end of December. Over 80 per cent of the visit to the main Urban Gateway (new registrants) was for the GHS which signals its potential to attract attention for UN-Habitat and its Urban Gateway platform.

Following the UN-Habitat Governing Council resolution 23/17, which endorsed the **continuum of land rights** as the privileged way to provide tenure security for the poor at scale, a number of high profile international organizations embraced this approach. The World Bank confirmed its full endorsement of the continuum of land rights to land experts and policy makers. The same message came from the president of the International Federation of Surveyors at the annual FIG working week (Rome, 6-10/05/2012) attended by over 1,200 land professionals.

UN-Habitat / GLTN exercised **global leadership in land agenda** to the benefit of the poor by widely presenting work on security of tenure and the continuum of land rights at the WUF 6. The mid-term evaluation (MTSIP 2012) found GLTN very effective in communicating technical and policy issues to different audiences, including through the UN Commission for Sustainable Development and its involvement in the AU/ECA/AfDB framework and guidelines on land policy in Africa.

Youth and land issues were reconfirmed as a priority agenda under the advocacy message of tenure security for all, which was taken up in the youth statement at the WUF 6. Since then, a group of youth for land rights has been established through a series of consultations with partner organizations and, avenues for the development of a pro-poor land tools have been explored.

The urban law was a prominent issue at the 2012 WUF 6 in Naples where the Urban Legal Network was launched with substantive support from over 60 participants who endorsed UN-Habitat's creation of a specific urban law focal area. In response to the recommendations of the Evaluation conducted in 2011, the GLTN Secretariat launched the re-designed and improved GLTN web site, considered to be one of the main advocacy and information tools on land and tenure security. This was officially launched during WUF6 in Naples. More information is at www.gltm.net. All the suggestions as per Mid-Term Assessment were accepted and are being implemented.

The importance of urban law as a foundation for city development and planning and UN-Habitat's initiatives in the field was also supported during the Law, Justice and Development Week, in December 2012, at the World Bank in Washington DC. Further, partnership possibilities in land value capture, local law making processes and land readjustment with the World Bank have been discussed. Partnerships with the International Academic Association on Planning, Law and Property Rights and with the African Centre for Cities have also been explored.

Regional Achievements

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 importance of land management for 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 and Nevis and, St Lucia** is in line with the guidelines and adapted to local conditions. 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**' are being used as the key tools in these initiatives. .

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.

Through support of UN-Habitat and its partners, land issues in the **Asia-Pacific region** are successfully being addressed at two levels: i) land regularization and access as part of housing and urban planning interventions through small scale land adjustment actions (such as housing projects in **Mongolia** and **Sri Lanka**) and, ii) increasingly through comprehensive land management and administration interventions, which address broader capacity and legal and policy weaknesses and systems development (in **Afghanistan** and **Myanmar**). Further, UN-Habitat assisted IDPs and returnees by improving secure shelters to 503 vulnerable families in both cities.

Country Achievements

The National Government of Nigeria has promulgated a national Policy on Housing and Urban Development to address the issues of balanced growth and sustainable urbanization. In addition, the National Assembly through the Committee on Urban Development organized a National Urban Summit to review issues of urbanization and economic development in November 2012. Four countries (**Zambia, Ghana, Nepal and Vietnam**) have committed to assess the performance of their urban housing delivery system in line with the Human Right to Adequate Housing.

The State of Mexican Cities Report 2011 published in 2012 increased the country's efficiency in the provision of basic urban infrastructure services in **Mexico**, in terms of accurate information on sectoral needs and urban trends that can be prevented or reinforced, depending on the urban vision at different levels.

UN-Habitat in collaboration with the Central Steering Committee of Housing and Real Estate and the Ministry of Construction (**Viet Nam**) improved housing development policy and housing strategy, with focus on vulnerable groups through a series of capacity building and policy advocacy activities in the housing sector.

Uganda has been the first country to formally endorse the Global Housing Strategy, by signing a Letter of Commitment for the mainstreaming of the Strategy and the establishment of a National Habitat Committee.

Ministers for Housing and Displacement/Migration (**Iraq**) as well as key officials within Ministries of Finance, Municipalities, Planning, and Baghdad Mayoralty reached consensus on the approach to land readjustment to address urban informal settlements and agreed to pilot this approach in Baghdad with UN-Habitat technical support.

UN-Habitat participated in the Darfur Joint Assessment Mission of 2012 that led to the incorporation of the main concepts of sustainable urbanization and pro-poor housing for IDPs and Returnees in Darfur (**Sudan**). This move is in conformity with the current returnee trends and the general consensus by the international community and the government to gradually shift from humanitarian assistance to early recovery and development for peace building and development of the region.

Ten countries (**Ecuador, El Salvador, Uganda, Nepal, Ghana, Tunisia, Malawi, Senegal, Vietnam and Zambia**) recognize UN-Habitat's adequate housing assessment tools and used it to assess their housing delivery system.

Networking, tool development and capacity-building

Global Achievements

The capacity and influence of GLTN is growing. The number of GLTN partners increased to 50 by the end of 2012 up from 45 at the end of 2011. The strengths and impact of UN-Habitat's key messages on tenure security benefitted from some noticeable partnerships with other UN organizations, and have contributed to a number of high level global land initiatives: i) the African Land Policy Initiative jointly led by the African Union Commission, the UN Commission for Africa and the African Development Bank ii) the FAO-led Voluntary Guidelines on Responsible Land Governance, Forestry and Fisheries, approved in early 2012, by the Committee on Food Security and iii) the World Bank-led Land Governance Assistance Framework, aiming at monitoring the impact of land processes in developing countries.

A **Framework Document** for the Global Housing Strategy was drafted in broad consultation with Habitat Agenda Partners to define the general principles and guidelines of GHS. The **Rabat Conference** resulted in a greater global commitment and advocacy for slum upgrading with 25 countries having signed the Rabat Declaration, pledging to "review and share global progress in improving the living conditions of slum dwellers between 2000 and 2010 and devise a strategy for inclusive, sustainable and prosperous cities". They further committed to halve the number of slum-dwellers between 2015 and 2030.

A **Policy Framework on Sustainable Housing** 'Sustainable Housing for Sustainable Cities' was produced in partnership with the partners of the Global Network for Sustainable Housing. Sustainable housing is often considered from a predominantly 'green' perspective, the Policy Framework advocates a more holistic approach, which recognizes the multiple functions of housing – as both a physical and socio-cultural system, and which seeks to enhance and harmonize the environmental, social, cultural and economic dimensions of housing sustainability to ensure prosperous neighbourhoods and equitable cities.

UN-Habitat /GLTN and the International Fund for Agricultural Development partnership has been significantly strengthened through a series of interventions related to ‘alternatives to evictions’, continuum of land rights and the human rights framework for land. GLTN also participated in an advisory capacity in the Special Rapporteur on Adequate Housing’s tenure security project consultations, held in Naples and Geneva.

A large number of governments, HAPs, individuals and organizations benefitted from the knowledge of tenure security developed and disseminated by UN-Habitat, including the direct communication with governments, international organizations and NGOs and, the launch a new and improved GLTN web site.

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 UN-Habitat and the IFAD collaboration. The knowledge sharing and knowledge development initiatives involved experts from governments, CSOs and technical experts from 20 African countries. The outcomes included the establishment of five communities of practice on mapping, land and water rights, group rights, women access to land and inclusive business models for local communities. The initiative is a first step towards the implementation of the GLTN tools at the country level in the two regions.

UN-Habitat’s, “*Achieving Sustainable Urban Development*”, participatory and inclusive land readjustment project in **Colombia** which is focusing on the development of a new methodology and approach to land readjustment. The project is contributing towards a more pro-poor and gender sensitive process and, outcome within the framework of the Agency’s human rights agenda. This project is fundamentally linked to wider initiatives on land readjustment, which include the joint Urban Legislation and GLTN land readjustment case studies exploring the strengths and challenges of land readjustment in **India, Anglo, Colombia** and **Turkey**.

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. The Housing Strategy Document is being developed by the respective Ministries and other partners to ensure effective implementation of the Housing Policy.

The GLTN finalized its Capacity Development Strategy, which includes the integration of capacity development throughout GLTN activities including land tool development and testing, and the promotion of good practice training. UN-Habitat received the mandate of the African Union to support its LPI through a continent-wide capacity development programme. In partnership with the United Nations Economic Commission for Africa, the African Union and the African Development Bank, a high level Expert Group Meeting was carried out. The outcomes of the meeting formed the basis of a Capacity Development Framework for land policy development, implementation and progress tracking in Africa. The implementation of the Framework has started and this is expected to have a major impact on the African countries’ land policies and land reform processes.

The capacity of a large number of government representatives and HAPs to improve land governance and increase security of tenure has been developed. Capacity development initiatives ranged from high level technical training on land readjustment for UN-Habitat decision makers, to training of civil society on the use of land tools like the **Gender Evaluation Criteria**, to the training of slum dwellers, civil society organizations, community leaders and government representatives in the use of the **Social Tenure Domain Model**, a pro-poor land recordation tool. UN-Habitat also undertook a training program on transparency in land administration of over 120 francophone land surveyors.

Over 40 managers and land experts from selected countries in the Asia-Pacific identified key land challenges faced by the countries, identified synergies and scope of the ongoing land-related projects and programme areas of application for land tools developed by GLTN.

UN-Habitat ongoing technical support includes development of practical tools for developing and implementing legal frameworks to support participatory and inclusive land readjustment, urban law reform, *ex ante* and *post facto* legislative impact assessment and for the reform of local legislative processes.

Regional Achievements

Sustainable housing and **green economy** activities were implemented in **Ecuador, DRC, Ghana and Kenya**, including building the local capacity and constituting a national platform for knowledge sharing and networking in the field of slum upgrading, participatory housing design and sustainable construction technologies. Respective activities were adapted to different local contexts in slum upgrading and post-crisis housing provision. The interventions contributed to the promotion of sustainable housing practices and impacted on the revision of national building codes and standards.

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.

UN-Habitat is participating in the Inter-Agency Support Group on Indigenous Issues (IASG) and contributes to the work of the United Nations Forum on Indigenous Issues. A Policy Guide to Urban Health has been drafted in collaboration with WHO, as part of the Urban Policy Guide series on Indigenous issues. A roundtable was held at the Sixth session of the World Urban Forum in Naples, in partnership with UN-Habitat partners on urban indigenous issues, to discuss the Future and prosperity of cities from the lenses of urban migration and diversity.

UN-Habitat urban legal assessments of institutional, planning and land frameworks at the national and local government levels have been initiated as part of/or complementary to other projects. In Medellín, **Colombia**, the legal framework for participatory and inclusive land readjustment is being reviewed and specific implementation advice being given as part of UN-Habitat's Participatory and Inclusive Land Readjustment project within the Achieving Sustainable Urban Development initiative.

The Legislation Unit is undertaking an analysis of the impact of the 2010 Constitution of Kenya and related legislation; in particular, the new institutional structures and devolutionary framework on urban planning and development. The analysis focuses on the practical application of the law through a detailed case study of the city of Kisumu so as to inform city planners and law makers in Kenya as well as contribute to normative work on urban law reform processes in Africa.

Country achievements

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

Technical assistance provided to Medellín and Barrancabermeja (**Colombia**) was used to improve implementation of land management instruments and housing based on UN-Habitat's approach.

A report on a Policy dialogue and workshop held in **Brazil** examining the 'My House My Life' social housing programme, advocates a holistic approach which recognizes multiple functions of housing. In **Ecuador**, the Planning and Land Management Law was developed and presented to the respective Ministry.

UN-Habitat support and advisory services to **Afghanistan** increased security of tenure and housing policies in Kabul and Jalalabad cities. A total of 503 vulnerable families (mainly IDPs and returnees) acquired secure shelter.

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 CSOs 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 provided direct technical support to the Ministry of Housing and Utilities to **Libya**, as part of an ongoing engagement (in the field of housing) to reintegrate IDPs from the recent civil war. In **Egypt**, a broader review of law and policy relating to planning and urban development, including land readjustment is being undertaken as a complement to UN-Habitat projects on decentralization, planning for small cities and Achieving Sustainable Urban Development

The MDGs-funded project in **El Salvador**, with UN-Habitat as the lead agency, was recognized by Spain and the ELS housing Vice Minister for generating conditions and projects necessary for reducing housing deficit for the poor. 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 Habitacional*' which regulates housing legalization.

EA 2: Increased security of tenure

Although the number of countries and partners implementing policies to improve security of tenure and reduce forced evictions remained 29 in 2012, different initiatives conducted by governments and Habitat Agenda Partners were mobilized to progressively improve security of tenure and reduced forced evictions¹. In addition, strategies to promote full and progressive realization of the right to adequate housing has been developed and/or refined, incorporating right-based approach in developing housing policies in five countries (**Bolivia, Colombia, Ecuador, Peru and Venezuela**).

Four country case studies (**Angola, Colombia, India and Turkey**) demonstrated that land readjustment has a great potential to avail serviced urban land in an inclusive and scalable manner. A methodology for inclusive and participatory land readjustment is being developed, including legislation and governance aspects. A pilot project has commenced in Medellin, **Colombia**, and other land readjustment projects are being developed for other contexts.

In 2012, besides contributing with its normative work to land policy process, UN-Habitat directly supported two regional / continental land policy initiatives, one for Africa and one for the Eastern Caribbean States. The African Union, African Development Bank and United Nations Economic Commission for Africa 'Land Policy Initiative' has requested that GLTN lead on building capacity for Africa on land policy development, implementation and tracking and the first activities have been undertaken to develop a Capacity Development Framework for Africa. The 8 countries which make up the Eastern Caribbean States are embarking on a land policy process with the support of UN-Habitat. Awareness, advocacy, partnership, networking, knowledge management and capacity development all contribute to the development and implementation of adequate land policies.

Tool development and piloting

Global Achievements

Capacity development is the basis for catalytic activities for the promotion of women's land rights. As a follow up to the rolled out of the *Gender Evaluation Criteria* in **Brazil, Ghana, Nepal and Uganda** in 2012, UN-Habitat and the International Land Coalition co-hosted a training which included a training of trainers session on the application of the tool for assessing whether land processes respond equally well to the needs of both men and women.

The Social Tenure Domain Model (- a pro-poor land administration tool aiming at increasing security of tenure for vulnerable groups, including women was developed and received the global recognition when land administration domain model was approval as an ISO standard model for land administration by ISO/TC 211 members.

An International Learning Workshop on *Social Tenure Domain Model Use and Application* was attended by 40 participants, mostly working with urban poor communities from eight countries (**Uganda, Kenya, India, Philippines, Ghana, Zimbabwe, South Africa and Zambia**). It was an opportunity where knowledge and expertise on how to carry out pro poor and participatory enumeration and mapping using *Social Tenure Domain Model* was shared.

¹ Mid-term Evaluation

UN-Habitat has provided technical support to the African Land Policy Initiative since its beginning, throughout the preparation of the **Framework and Guidelines on Land Policy** (2011) and the preparation of the Implementation Plan (2012). In 2012, UN-Habitat was mandated to lead the capacity development component of the process, enabling African countries to develop and implement pro-poor land policies. UN-Habitat is providing technical support for land policy reform processes in a number of countries, including **Iraq, Myanmar, Kenya, Democratic Republic of Congo, Central Africa Republic, Uganda, and Liberia.**

Regional/Country Achievements

UN-Habitat is supporting the **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** on good land management as a way of achieving economic development, poverty reduction, social stability and environmental protection. UN-habitat is also providing support for the development of the national land policies to **Grenada, St Kitts and Nevis and St Lucia**, including the use of some of the land tools developed by GLTN.

UN-Habitat and Slum/Shack Dwellers International with funds from Cities Alliance and technical and financial support from the International Federation of Surveyors are addressing the information gaps of unplanned settlements through a *Social Tenure Domain* pilot project in **Uganda**. Sensitization and data collection activities started in 2011 and, an assessment of the enumeration and mapping results was conducted in 2012. 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 *Social Tenure Domain* model in the region. The training modules on urban and regional planning and land conflict management strengthened capacity of (119) staff of Ministries of Physical Planning in Darfur, **Sudan**, through training in urban and regional planning and land conflict management and through provision of survey and planning equipment.

The government of **Kenya** requested the use of *Social Tenure Domain* model for selected municipalities. In 2012, technicians from a Kenyan NGO undertook training on *Social Tenure Domain* model to facilitate its implementation within the Kenya Informal Settlements Improvement Project.

Costa Rica has guaranteed non-forced evictions. The government administration is focusing on legalization of land and improvement *in situ*, considering the importance of social networks and mobility for those families living in informal settlements. This approach has been supported by UN-Habitat in the framework of the Neighbourhood Improvement and Slum Eradication Project.

About 1400 IDP/Returnees in **Iraq** benefited from the construction of 233 housing units in Hilla in Babil Governorate, Nassiriyain Thi-Qar Governorates & Zyrbatia in Wasit Governorate in addition to the 64 completed houses in Erbil. 1727 school age children (760 girls and 967 boys) benefited from one constructed schools in Suleimania, Thi-Qar and Salahaddin which replaced the old and damaged mud school. The total number of completed schools has reached 10 out of a target of 12 schools. Two Multi-Purpose Halls are under construction in Salahaddin and Thi-Qar.

Advocacy and Policy Development

Global Achievements

Advocacy/Partnership activities of UN-Habitat and other partners led to 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. The current membership of the *Urban Legal Network* includes the Africa Centre for Cities, the Global Land Tool Network, and the Global Forum on Law, Justice and Development and it is expected that more would join.

To pursue its pro-poor land tool development activities, UN-Habitat and GLTN published and disseminated four main tools which boost access to land rights for the poor: i) '*Designing a land records system for the poor*'. ii) '*Innovative Land and Property Taxation*' iii) '*Tapping the potential – the role of grassroots in land policy implementation*', and iv) '*Handling Land – Innovative tools for Land Governance and Secure Tenure*'.

To provide adequate guidance to policymakers to take a rights-based approach in securing housing and land property rights and rights of indigenous people in cities, GLTN and the UN-Habitat 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 and was acknowledged by the UN Permanent Forum on Indigenous Issues Chairperson at February 2012 annual meeting of Inter-Agency Support Group on Indigenous Issues in 2012. The issue of "human rights and sustainable urbanization" was a prominent feature in UN-Habitat's on-going institutional reform.

Collaboration with the UN Office of the High Commissioner for Human Rights (OHCHR), under the auspices of the UN Housing Rights Programme - was strengthened through coordination of activities at the WUF6 and with the support of OHCHR for mainstreaming human rights in UN-Habitat. The collaboration with OHCHR is thus expanding to include not only the issue of housing rights but "human rights mainstreaming. A two day Expert Group Meeting on Eviction impact assessment was hosted by UN-Habitat and OHCHR at WUF 6 where participants exchanged views and contributed knowledge and agreed on the key elements to be featured in the a Handbook on Assessing the Impact of Eviction.

With support from Norway, UN-Habitat has been mainstreaming gender tools in different branches, with the goal of improving gender relations, changing women's conditions and gender responsive policies. Terms of gender mainstreaming current projects and programmes were revised to make them more gender responsive for the housing profiles, housing quick guides, housing policies, the Global Housing Strategy and all three phases of the Participatory Slum Upgrading Programme. Sweden provided seed-funding for UN-Habitat to produce a programmatic guidance note on human rights in 2013, for capacity building and to support human rights mainstreaming with the recruitment of a Human Rights Analyst.

The Rabat Conference resulted in a greater global commitment and advocacy for slum upgrading with 25 countries having signed the Rabat Declaration, pledging to 'review and share global progress in improving the living conditions of slum dwellers between 2000 and 2010 and devise a strategy for inclusive, sustainable and prosperous cities'. Participants further committed to halve the number of slum-dwellers between 2015 and 2030.

Regional/Country Achievements

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**, in collaboration with UN-Habitat and the International Fund for Agricultural Development. These initiatives involved experts from governments, civil society and technical experts from 20 African countries..

As a result of the land mediation initiative started in 2011 in the **Democratic Republic of Congo (DRC)**, 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 mainstreamed into the local land governance and administration measures, contributing to the stabilization of the region. The central Government requested further support to revise and develop the national land policy. Following a request by a national land policy consultation, held in Kinshasa has paved the way to a comprehensive land reform process.

UN-Habitat is collaborating with 10 other agencies in a joint programme for sustainable urbanization in **Sudan**. UN-Habitat is providing technical support the Ministry of Housing and Local Government there.

UN-Habitat supported reform of the land sector and carried out the preparatory work for the development of a new land policy in **Iraq**. USD 1.3 million has been acquired from The United Nations Development Group Iraq Trust Fund for capacity development and awareness raising activities, the collection of baseline information on land tenure, land records and legal and institutional set up and the establishment of a Land Policy Advisory Commission. In addition, USD 5 million has been raised to undertake a rapid tenure security assessment to kick start a participatory land policy process using the methodology and the tools developed by UN-Habitat.

UN-Habitat supported the launch of the land reform process in **Central Africa Republic** in December 2012 and is coordinating land reform and is providing backstopping.

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

UN-Habitat contributed to the increased security of tenure through implementation of the incremental land regulation and property taxation for the informal settlement dwellers in **Afghanistan**, cities. The Municipality of Kandahar registered approx. 28,000 plots, which earned more than USD 221,700 property tax. This successful model has been replicated in other cities, where more than 11,000 properties have been registered by the Municipality of Lashkar Gah, and 10,000 by the Municipality of Herat.

A summary version of '*Alternative Approaches in Securing Land Tenure for the Urban Poor*' demonstrating innovative approaches prepared in 2011 in The **Philippines**, has been finalized and published.

UN-Habitat jointly with ECOPETROL (the national petroleum company) and RED PRODEPAZ (a civil society organization) supported resettlement of 91 families (337 persons) in **Colombia**, contributing to security of tenure.

EA 3: Slum improvement and prevention policies under implementation

Progress was made in slum improvement and prevention as the number of countries at different stages of implementing slum prevention and improvement policies has increased. There was an increase in the number of tools developed and/or applied in land, housing and security of tenure as well as the number of countries which are at different stages of implementing slum prevention and improvement policies. The target for 2013 of 28 countries was reached by the end of 2012. Thirty Countries from African, Caribbean and Pacific regions have completed their National Urban Profiles and three city profiles on average per country through the Participatory Slum Upgrading Programme. This initiative is building upon lessons learnt during the Rapid Urban Sector Profiling for Sustainability project, financed by the governments of Belgium, Italy and Netherlands. In 2012, the funding of slum upgrading programme increased from 4 million Euros to 9.8 million Euros for a total programme and UN-Habitat committed to co-finance with an estimated at 2.3 million Euros in-kind contribution mobilized resources from participating countries.

In line with the new focus areas, gender, human-rights and RBM mainstreaming and the new work plan of the branch tools have been revised, this includes the participatory action planning for slum upgrading.

Through the RUSPS, 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 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).successfully completed urban profiles for national and local levels.

Overall, the Participatory Slum Upgrading Programme has improved 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 Participatory Slum Upgrading Programme has clearly given a number of entry points for new cooperation opportunities. Already, a number of Participatory Slum Upgrading Programme 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 Participatory Slum Upgrading Programme focus area, has been financed by the 10th EDF.

Global /Regional Achievements

During WUF 6, events related to Participatory Slum Upgrading programme Participatory Slum Upgrading Programme increased visibility of the challenges of slums, increased awareness of the five deprivations and successful advocacy for increasing the international response to slums using participatory and inclusive methodologies with the main focus on showing Participatory Slum Upgrading Programme. UN-habitat used WUF 6 to explain its Participatory Slum Upgrading Programme –its structure, aim and impact. Through the side events, the Democratic Republic of Congo demonstrated its commitment Participatory Slum Upgrading Programme by providing USD 250,000 to the slum upgrading process in Congo.

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**.

During the WUF 6, the Slum Exhibit raised awareness of more than 20 Ministers and around 3500 participants regarding the slum deprivations and slum upgrading and prevention initiatives. 10 Countries reflected on their efforts in slum upgrading and lessons learnt as well as all 5 deprivations were exhibited and with examples from partner countries illustrated. The same applies for the livelihood aspect of slum dwellers.

Through its communication strategy and cooperation with partners, UN-Habitat increased its visibility for slum upgrading significantly in the second half of 2012. It is now the first hit on the “Google search engine” and the programme is on YouTube, Facebook, Urban Gateway, UN-Habitat website and EC and ACP Secretariat web pages.

The Slum Upgrading Unit engaged in working with 14 new additional countries from Africa, Caribbean, Pacific, Asia and Arab States in 2012. Since the beginning of the programme launch in 2012 and the re-launch of activities in 30 ACP Countries, 6 countries officially committed to co-finance slum upgrading activities by providing additional funds to UN-Habitat. Further, 10 countries (particularly **Cape Verde, Cameroon, Kenya, Niger, Nigeria, Fiji, and Papua New Guinea**) are replicating the approach through their on funding and using the Slum Upgrading Unit’s and Participatory Slum Upgrading Programme methodology. In addition, the Housing and Slum Upgrading Branch has participated in studying 15 slum upgrading case studies in cooperation with the World Bank Institute.

UN-Habitat has improved the general monitoring and the baseline data for slum upgrading worldwide. In line with the RBM approach, a data base has been developed to monitor the progress in the more than 40 countries and 100 cities currently involved in the Participatory Slum Upgrading Programme.

Country achievements

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

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

About 231 IDPs are benefiting from the construction of 22 housing units targeting vulnerable families in Sakali poor neighbourhood in Darfur (**Sudan**). 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.

Following a needs assessment undertaken to relocate households from Rubavu hillside, downtown (**Rwanda**), UN-Habitat has supported construction of decent shelter for displaced families, upgraded the new site and supported 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.

Funding for housing activities is limited and might impact on the final outcomes and results concerning this component.

Given this wide mandate from member states and partners for support in the areas of housing, slum upgrading and community development; the limited funding and human resources, if not addressed, would lead to inadequate achievement of the expected accomplishments

Next Steps (in 2013 and beyond)

Strengthening the partnerships with GLTN partners with extensive in-country presence as a way of scaling UN-Habitat interventions and impact at the country level through the implementation of its land tools.

Continue to develop country level strategy, indicating ways of capitalizing on the GLTN partnership structure and on the collaboration with UN-Habitat regional and country offices.

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.

Lessons learned

The transformation of the housing sector requires time and understanding on the part of the different actors, but most crucial is to take the first step.

2.4 FA 4: Environmentally sound basic urban infrastructure and services

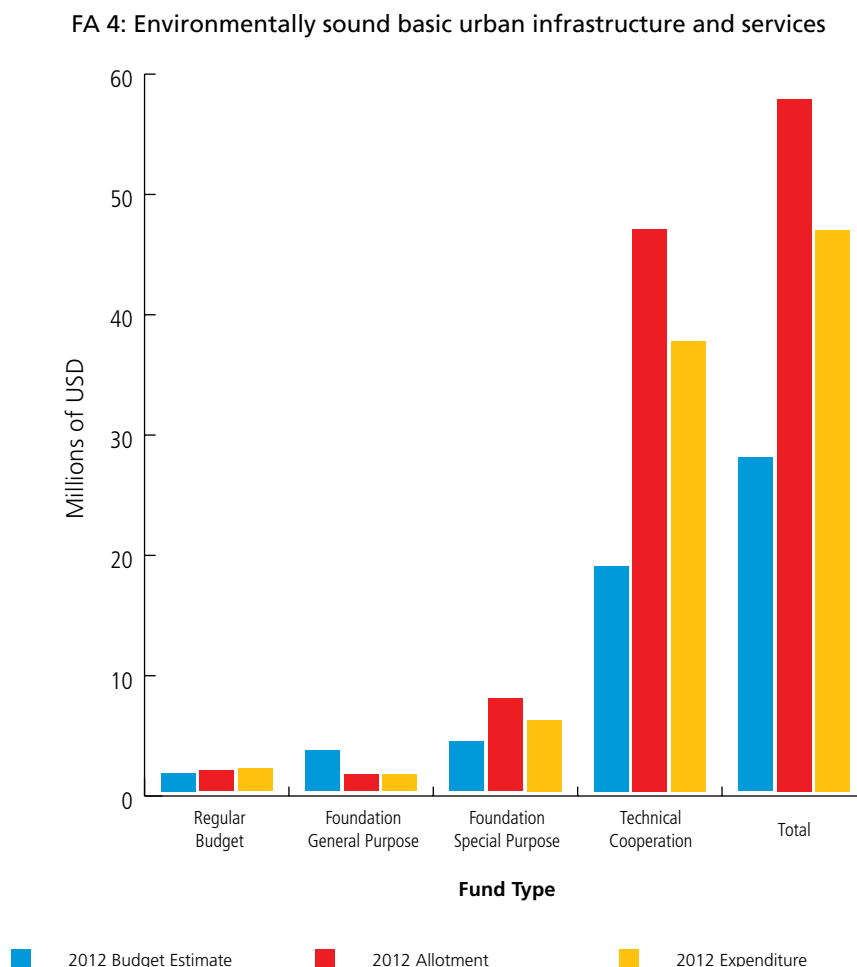
The strategic result of FA4 is “*expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations*”. This focus area addresses issues of water and sanitation, waste management, transport and urban mobility and energy. The Focus Area builds on UN-Habitat’s Water and Sanitation Trust Fund 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 support provided by UN-Habitat and partners is having a catalytic effect on national policy reforms for improved access to basic urban services, resulting in adoption of financing mechanisms targeting poor households. Table 7 below presents trends progress made on indicators of achievement in this focus area in 2012.

TABLE 7: Trends on indicators of achievements for FA 4

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual 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	37
	(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	1,581,800
EA2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure and services.	(i) per centage 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) per centage 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.	(i) per centage of consumers ranking basic urban infrastructure services as the first three of their priority needs.	N/A	80%	80%	85%	N/A

Overall assessment of FA 4: Based on indicators of achievement and targets (Table 7 below), as well as the findings of the evaluations and surveys conducted in 2012, the assessment indicates satisfactory progress with Expected Accomplishments 1 and 2 having exceeded or being on track to reach targets on all the indicators. Difficulties in measuring indicators for Expected Accomplishment 3 still persist although there is evidence to show improvements. Figure 6 shows the annual budget (USD 34.5 million) and allocation (USD 46.4 million) as well as expenditure (USD 33.5 million) by 31 December 2012. This gives a utilization rate of 72 per cent of all funds allocated for 2012.

FIGURE 6: Planned budget, allocated resources and expenditure



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

Satisfactory progress was made towards meeting the planned result. The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services is edging towards the planned indicator target. The increasing numbers of people accessing environmentally sound urban infrastructure and services during the reporting period demonstrate the impact of policy and institutional reforms. An external evaluation of the implementation of the MTSIP 2008-2013 conducted in 2012 concluded that the policy reforms and ongoing programmes in the water and sanitation sector improved access and increased affordable water and sanitation services coverage to low income groups at the municipal and community level and several countries.

As of December 2012, 37 partner countries were progressively working towards adopting appropriate policies following provision of technical assistance and institutional support in policy dialogue, sector reviews and demonstration projects by UN-Habitat. The number of institutions that are progressively adopting institutional mechanisms to expand access to basic services also increased to 131, up from 126 during the reporting period and exceeded the target of 126 for the biennium.

As of 31 December 2012, the total number of people with access to environmentally sound basic urban infrastructure services with UN-Habitat support was approximately 1,581,800, an increase of 301,800 people compared to 1,280,000 people in 31 December 2011, leaving an estimated 418,200 people to achieve the 2013 target of 2,000,000 people by end of the biennium 2012-2013.



Mapping water supply in Homa Bay, Kenya. © UN-Habitat



School Rainwater harvesting in Ethiopia. © UN-Habitat

(i) Global Achievements

During the reporting period, UN-Habitat and partners played an important catalytic role in strategic advocacy platforms, processes and initiatives that are contributing to global policy changes and institutional processes that support urban basic services.

The Global Water Operators' Partnerships Alliance spearheaded the formation of a UN-Water Task Force on Capacity Development for Water Operators which was launched at the 2012 World Water Week in Stockholm to provide a one-stop-shop for water utilities seeking to develop their capacity. This was in response to the recommendation of the Water and Sanitation Trust Fund evaluation of 2011 to strengthen global advocacy, networking and preparation of guidelines and technical tools. A Multi-Stakeholder Collaborative Agenda was developed by a special session of the UN-Water Task Force on Wastewater convened by UN-Habitat and UNEP.

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 working with a Working Group established in preparation of the United Nations 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.

UN-Habitat actively contributed in shaping the Post-2015 urban development agenda at the UN Conference on Sustainable Development (Rio+20), by advocating sustainable urban development as a core issue in sustainable development. As a result, the outcome document '*The Future We Want*', which commits Governments to a broad framework for sustainable development over the next decades prioritizes sustainable urban development and contains 283 paragraphs relevant to Energy, Transportation and Mobility, Water and Sanitation, and Waste Management.

UN-Habitat continued to strengthen its capacity to promote urban mobility by establishing partnerships with strategic organizations which include the Association of Public Transport, ICLEI- Local Governments for Sustainability and World Resources Institute Centre for Sustainable Transport. UN-Habitat is now a member of the Technical Working Group on Transport formed by the UN Secretary General to support his Action Plan on Transport.

UN-Habitat is now partners with the 'Global Energy Network for the Urban Settlements', an initiative that is supporting the design and implementation of energy-access programs and projects for the urban poor worldwide through the exchange and dissemination of best practices and technologies, awareness creation, advocacy, tools development, knowledge management and capacity-building.

A UN-Habitat developed *Pro-poor Accessibility Tool*, used to assess the state of mobility of the poor at city level was developed during the reporting period and piloted in Nampula (**Mozambique**), Kigali (**Rwanda**) and Manila (**The Philippines**).

(ii) Regional Achievements

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 Chakula Bora* in Dar es Salaam (**Tanzania**); 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, 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 micro-credit schemes.

The capacity of approximately 800 people was strengthened in project management under the Lake Victoria Water and Sanitation Initiative during the reporting period. UN-Habitat's technical assistance to the Lake Victoria Basin Commission supported the establishment of a monitoring and evaluation system and gender mainstreaming in the East Africa Community Water and Sanitation Programme. Through the Coca-Cola Africa Foundation, a total of 18,000 students have benefited from access to improved water and sanitation facilities in 20 schools in the Lake Victoria region. The initiative included hygiene awareness to promote behavioral change in hygiene practices in schools and surrounding communities in Kenya, Tanzania and Uganda.

As Chair of UN-Energy Africa, UN-Habitat is contributing to policy changes on urban energy in Africa through participation in several regional UN-Energy and other meetings. During the World Urban Forum held in Naples, Italy in September, 2012 UN-Habitat in collaboration with International Renewable Energy Agency organized a workshop on "Renewables in growing cities in Africa" which attracted many local authority leaders from African countries.

Following the recommendation of the Water and Sanitation Trust Fund evaluation in 2011 on alternative scenarios of the fund and in line with UN-Habitat's new priorities, a proposal to expand the fund an Urban Basic Services Trust Fund was endorsed by the African Ministers for Housing and Urban Development at the fourth African Ministerial Conference on Housing and Urban Development (AMCHUD 4) in Nairobi in March, 2012.

The capacity of 35 practitioners was strengthened on sustainable urban energy, including technical training on energy efficiency and green building design. In addition, capacities of 39 Arab operators to lead the process of developing and applying a Water Safety Plan in their home institutions were enhanced.

The Global Water Operators Partnerships expanded its capacity strengthening efforts to 10 Water Operators Partnerships supported by African Water Facility; ONEA (**Burkina Faso**), SONEB (**Benin**), SDE (**Senegal**), REGIDESO (**DRC**), SDE (**Senegal**), SEG (**Guinea**), SNDE (**Mauritania**), RandWater (**South Africa**), River State (**Nigeria**), Swazi-Water (**Swaziland**), KAFUBU (**Zambia**), Swazi-Water (**Swaziland**), NKANA (**Zambia**), NWSC (**Uganda**), Thika Water (**Kenya**), GWC (**Ghana**) and Ogun State (**Nigeria**).

A UN-Habitat supported the Pilot Renewable Technologies Project for Water and Sanitation Services in selected African cities (**Cameroon, the Central African Republic, Kenya, Malawi, Sierra Leone and Uganda**) contributed to increasing the eco-effectiveness in energy delivery.. The initiative has also promoted the development of Multi-Functional Clean Energy Centres for provision of urban basic services in underserved, marginalized urban areas.

UN-Habitat's GEF funded regional project '*Promoting Sustainable Transport Solutions for East African Cities*' 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.

(i) Country Achievements

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

In **Afghanistan**, 336 urban communities were empowered through ownership, self-reliance and trust with the local government using UN-Habitat community-based approach. The strengthening partnership between the community and local governments has improved access to infrastructure and services for both men and women in informal settlements. In **Bangladesh**, a total of 1,276 community contracts were processed for implementation of urban services projects through community-led approach and; plans and contracts for 11,816 latrines targeting 53,232 households processed. In addition, 12 schools benefitted from the WASH programme, 3.4 km of water supply line extended, the platform around the water supply points in 2,744 locations constructed and 2.9 km of drains covered with slabs. The programme processed plans for improvement of houses of 5,125 households as well as 268 evicted households resettled.

Ten water utilities in **Pakistan**, joined Water Operators Partnerships, a national platform supported by UN-Habitat. 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.

Substantial progress has been made to build the capacity of water utilities in pro-poor urban water and sanitation governance in **Cambodia** under the Mekong Region Water and Sanitation (Mekong -Water and Sanitation Programme). As a result, the water utilities have prepared poverty maps and undertaken initial environmental examination in five towns (Dong Ha, Lao Bao, Cua Viet, Quang Tri and Cam Ranh). The water utilities have also developed urban water conservation demand management strategies, which are instrumental in reducing unaccounted for water in the participating towns.

In the **Republic of 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. 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.

As part of institutional strengthening support to Water and Sanitation Users' Committees of the Small Town Water Supply and Sanitation Sector Project in **Nepal**, 10 Water and Sanitation Users' Committees 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, Kamalimai and Itahari, 7,000 urban poor have benefited from improved access to water and sanitation facilities. The Water and Sanitation Users' Committees have effectively continued to return credit provided. In towns where total sanitation and water supply coverage has been achieved, this has been utilized for livelihood support focusing on income generation initiatives. In addition, all 10 Water and Sanitation Users' Committees have been supported in developing water safety plans.

An impact assessment was completed of UN-Habitat's 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**'. One of the key impacts noted is that micro-financing 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 micro-financing.

In Cuba, UN-Habitat supported implementation of four projects which have built capacities for the production of local materials that are used for the construction of houses, social facilities, water harvesting tanks and potable water storages and sidewalks.

Through the programme “*Governance in the Water and Sanitation Sector*” in **Ecuador** 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.

UN Habitat jointly with Plan International and the Municipality completed a Programme in water, sanitation and solid wastes management in Patacamaya (**Bolivia**) benefiting 16,000 inhabitants. This component is benefiting 5 neighborhoods with expanded water networks of 132 new connections- resulting in 90 per cent of water coverage in the city. One (1) neighbourhood has benefited from sewerage networks (approx. 90 households have access to sanitation). As result of the project, there is 60 per cent of sanitation coverage in the city. In addition, 11 local schools have new sanitary modules. Two programmes of Human values based water; sanitation and Hygiene education were implemented in 11 local schools and the community, with the American NGO Project Wet as new partner developing Human values based water; sanitation and Hygiene education guides. A total of 3,427 students (1,807 boys and 1,620 girls) trained in water, sanitation, hygiene, water resources and solid wastes management.

In **Mexico**, UN-Habitat, through the ‘Women’s Justice Centre Implementation Guideline’ achieved the provision of specialized urban infrastructure and services for women, who have been victims of violence, to address their particular needs.

Also in **Mexico**, UN-Habitat 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. The first group is currently training, covering technical, managerial, legal-regulatory matters, as well as billing and accountancy systems improvement.

In Dar es Salaam (**Tanzania**), UN-Habitat is collaborating with the UNICEF and WHO under the One UN Development Assistance Plan implemented community-based water supply and sanitation projects in the unplanned settlements of Tandale Chakula Bora that have benefited 16,000 students and vulnerable residents. The capacity of an Apex organization to manage the system upon completion has been built. The active involvement of UN-Habitat in the One United Nations System and the implementation of this project has helped to secure an additional USD 560,000 from the second year programme of UN Development Assistance Plan.

Jointly with the African Development Bank UN-Habitat technical aid has strengthened the Zanzibar Water Authority’s procurement management function and contributed greatly to quicken implementation of the African Development Bank -financed the Zanzibar (**Tanzania**) Water and Sanitation Project components.

In **Rwanda**, 40 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.

A biogas project implemented in **Mali** at the Bamako 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.

The Solvatten project - “*Water purification using solar UV*”- in Bamako, (**Mali**), has provided safe drinking water kits to 230 households with a total population of 2,300. This has contributed to a reduction in the cost of energy used to boil water by 48 per cent per household. A survey conducted indicated that 99 per cent of beneficiaries reported the project has helped them to improve their hygiene and health conditions. Replication of the project is foreseen using local businessmen networks.

UN-Habitat and the Ministry of State for Development of Northern **Kenya** and other Arid Zones are supporting water and sanitation 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.

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

Progress has been achieved towards improving institutional efficiency and effectiveness in the provision of basic urban infrastructure services. This is confirmed by a customer satisfaction survey conducted in UN-Habitat partner cities (Oct. 2011-Jan. 2012). It, revealed that 75 per cent of consumers of UN-Habitat partner service provider organizations reported satisfaction with services provided, up from a revised estimate of 65 per cent for the 2010-2011 and is on course to achieve the 90 per cent target for 2013.

The survey also showed a 20 per cent increase in the number of service providers recovering at least 95 per cent of operation and maintenance cost of services with assistance from UN-Habitat, from a revised 50 per cent baseline to 70 per cent, leaving only 10 per cent to achieve the 2013 target of 80 per cent. These results are supported by a stakeholder survey conducted in 2011 as part of the external evaluation of the WATSAN indicated that 83 per cent of the respondents perceived that the programme had created visible results to the beneficiaries.

Global Achievements

UN-Habitat works with service providers in respective partner cities and municipalities to improve institutional efficiency and effectiveness of water and sanitation utilities within the respective programmes.

UN-Habitat and the Global Water Operators' Partnership Alliance continued to share good practices through various high level international events including the 16th African Water Association Congress held in Marrakesh, Morocco in February 2012; the sixth World Water Forum held in Marseille, France in March 2012; the 4th Africa Water Week held in Cairo, Egypt in May 2012, Singapore International Water Week in July 2012, Stockholm World Water Week in August 2012, and World Urban Forum in Naples in September 2012. The reporting period also witnessed the launch of Water Operators' Partnerships profiles database, which has gained good visibility as the Global Water Operators' Partnership Alliance is now being contacted by beneficiaries to post information online. This global network has been expanding and currently the number of subscribers of its e-Newsletter is more than 2300 from all over the world.

The *Monitoring Services to Inform and Empower Initiative* released a revised website and significant new datasets were made available from UN-Habitat through, including Urban Inequity Survey and water quality data. The new website has significantly increased functionality and enabled higher levels of interactions with partners and users.

Regional Achievements

A new web and phone-based reporting platform to monitor project progress of the water and sanitation interventions in the ten (10) project towns of the Lake Victoria Water and Sanitation Initiative Phase I has been introduced through the Akvo Foundation and UN-Habitat partnership. This allows transparency and accountability as stakeholders are able to exchange and share project information in a more transparent manner.

Under Lake Victoria Water and Sanitation Initiative, the establishment of Multi-Stake Holder Forums in the 10 pilot towns has provided a platform for stakeholders to raise awareness on the importance of basic urban services in poverty alleviation and local economic development. The completion of an integrated programme of physical infrastructure improvements and capacity-building for water utilities and municipalities in 10 the 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 Lake Victoria Water and Sanitation Initiative, 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.

In the Mekong region (**Laos, Cambodia and Vietnam**), Human Values-based Water, Sanitation and Hygiene Education has been established as an important tool to generate positive behavioural change. Capacities of staff from 17 water utilities have been strengthened in Human Values-based Water, Sanitation and Hygiene Education. Water classrooms have been constructed in all the Mekong countries, with active participation of school children and local communities.

Under the Mekong Water and Sanitation 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 Water and Sanitation 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.

Country Achievements

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

Also in **Nepal**, 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 installment based payment system for the water supply connection has been introduced specifically for the poor households to ease the payment in affordable manner, ensuring the access of services to all. Similarly, 10 municipalities which are the local service providers, have institutionalized the poor WATSAN governance by allocating resources reflected in their respective annual budgets to support access of water and sanitation to the poor..

In **Mexico**, the right to water regional document produced in partnership with the Inter-American Development Bank (IADB) has been officially distributed to relevant partners in Mexico to continue to raise awareness on the subject matter. Timing is positive, because Congress has accepted the right to water for Mexico.

UN-Habitat's capacity building programme in **Bolivia** has been completed in two water utilities - La Empresa de Apoyo a la Producción de Alimentos in Patacamaya and Municipal de Agua Potable y Alcantarillado Patacamaya and Municipal de Agua Potable y Alcantarillado in Sacaba, Cochabamba. In Patacamaya and Municipal de Agua Potable y Alcantarillado a new billing system is being implemented has increased the per centage of revenue collected.

In **Bolivia**, the Villa Satellite Norte in Tiquipaya, Cochabamba jointly implemented project between UN Habitat with the Italian NGO Yaku and the Municipality completed in September 2012, is supporting the neighbourhood with 83 sewerage connections and a wastewater treatment plant with constructed wetlands and benefiting 52 families connected to the treatment plant. The capacity-building programme has been completed in two water utilities - La Empresa de Apoyo a la Producción de Alimentos in Patacamaya, and the Municipal de Agua Potable y Alcantarillado Patacamaya and Municipal de Agua Potable y Alcantarillado in Sacaba, Cochabamba. In Patacamaya and Municipal de Agua Potable y Alcantarillado, a new billing system has been implemented increasing the per centage of revenue collection.

As part of the development of management toolkits for water operators, Global Water Operators Partners Association designed a manual for low-cost remote urban analysis, including classification of neighborhoods according to socio-economic status. This was piloted in Nairobi, **Kenya**, and a related report on an assessment of various alternative indicators for monitoring coverage of improved water and sanitation services is being finalized.

A water operators' partnership was established jointly by Mwanza Water Authority (**Tanzania**) and the DUNEA Water Company (the Netherlands). The Global Water Operators Partners Association 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 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 Water Safety Plan -focused on Water Operators Partnerships 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, are now promoting this technology in their communities after a study tour to Mtandile.

EA 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services

Although much has been done to stimulate consumer demand for efficient and environmentally sustainable basic urban infrastructure and services, it has been difficult to measure progress made on the indicator effectively. Information from a survey undertaken (Oct. 2011-Jan 2012) to reconstruct Focus Area 4 set the baseline at 80 and by December 2012, the figure was still 80 per cent. Preliminary results from the Urban Inequities Surveys – that were carried out in ten Lake Victoria towns – indicate that significant improvements in the level of satisfaction with water, sanitation and solid waste management services as a result of UN-Habitat interventions.

Global/Regional Achievements

There has been increased consumer awareness and knowledge of their rights to basic urban infrastructure services partly attributable to the different interventions by UN-Habitat and its partners. The global online monitoring system, *Monitoring Services to Inform and Empower Platform*, is helping lower costs and increase the quality and quantity of data collected. New datasets are available through the UN-Habitat website and its functionality improved enabling higher levels of interactions with partners and users.

Under Lake Victoria Water and Sanitation Initiative, 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 and Vietnam**), human Values-based Water, Sanitation and Hygiene Education has been established as an important tool to generate positive behavioural change. Water classrooms have been constructed in all the Mekong countries, thus enabling active participation of schoolchildren and local communities.

As part of the development of management toolkits for water operators, the Global Water Operators Partners Association designed a manual for low-cost remote urban analysis, including classification of neighborhoods according to socio-economic status which was piloted in Nairobi, **Kenya**.

Country achievements

In community-managed water supply systems of three municipalities in **Nepal**, the 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.

An assessment of the Water Demand Management strategy developed and implemented in the cities of Dakar and Ouagadougou (**Senegal** and **Burkina Faso**, respectively) has shown positive results on reduced water consumption in public buildings and increased revenue for the water company. In Senegal, the Water Demand Management 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.

The water and sanitation programme supported by UN-Habitat in **Ecuador** has empowered women and men to be more active with their demands and protect the environment and water resources. The local communities have also developed and agreed on the user fee.

In **Mexico**, "The right to water" regional document UN-Habitat 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

- The low-level of institutional and human resources capacity in many urban centres call for long-term programmes of technical aid and capacity-building. These are difficult to achieve without 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.
- How to sustain growth project portfolio on water, sanitation and waste management while expanding the resource base for urban mobility and energy.

Next Steps

- To aggressively continue fund-raising to expand the project portfolio of the Urban Services Branch, and embark on the transformation of the Water and Sanitation Trust Fund into an Urban Basic Services Trust Fund to secure and pool funding from multiple donors required for a balanced portfolio of activities.
- Sanitation and solid waste management interventions will increasingly focus on technical aid and policy advice to national and municipal governments to tackle institutional capacity needs and policy deficiencies in the waste management sector.
- To prioritize urban mobility and energy activities in programmatic work; partly contributing to the implementation of the Outcome Document of Rio+20 on water, sanitation, waste, transport and energy.

Lesson learned

- The low level of institutional and human resources capacity in many urban centres (especially small towns) call for long term programmes of technical assistance and capacity building. These are difficult to achieve without the assurance of predictable funding.

2.5 FA 5: Strengthened human settlements finance systems

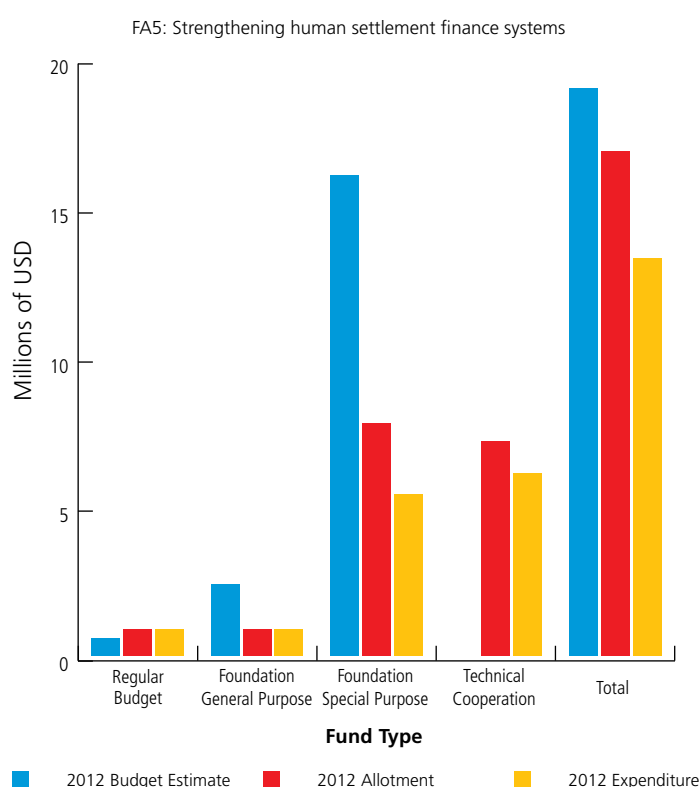
FA5 focuses on increasing sustainable financing for affordable and social housing and infrastructure. The two expected accomplishments of FA 5 are to be achieved mainly through the Experimental Reimbursable Seeding Operations (ERSO), a revolving loan fund programme, and the Slum Upgrading Facility (SUF), a grant programme. Table 8 shows trends on indicators of achievements for Focus Area 5.

TABLE 8: Trends on indicators of achievements for FA 5 (USD millions)

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual Dec 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) per centage 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

Overall Assessment: The colour coding rate demonstrates no progress in all EAs and indicators of achievements as a result of the termination of the operational activities of the two programmes. All expected accomplishments were partially achieved to the end of 2011. 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. Only follow up on the work of the implementing partners of the projects that were already ongoing is being undertaken. Figure 7 shows that the estimated budget for FA 5 was USD 19.0 million for 2012 but USD 16.9 million was allocated and expenditure of USD 13.5 million was incurred as of 31 December 2012. The resource utilization rate of 79 per cent for the year which includes the funds allocated for FA 5 country activities.

FIGURE 7: Annual budget, allocated resources and expenditure



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

ERSO programme

Global/Regional Achievements

The donor grants for ERSO totaled 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 per cent repayment to date). Approximately USD 525,000 in 2012 in loan repayment has been collected, up from USD 435,000 by the end of 2011.

Country Achievements

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 (approx. 5,000 beneficiaries). Women (the project target) won 97 per cent of the houses.

In **Nicaragua**, a loan of USD 500, 000 was given to PRODEL, targeting approx. USD 150 to 200 per month per beneficiary. The seed funding leveraged a further USD 3 million for two specific issues: (i) incremental housing improvement loans programme, of which 3,000 families have received this loan, benefiting over 13,000 individuals; and (ii) with regard to municipal infrastructure improvements, eleven infrastructural improvements of which nine such projects have been financed and concluded successfully, including street paving, new pavements, 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.

Slum Upgrading Facility Programme

Global/Regional Achievements

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.

Like ERSO, SUF has implemented home upgrading, affordable rental homes and water provision projects. It has also provided technical aid to slum communities. The results to date 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.

Country Achievements

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.

In **Sri Lanka**, LFSUS has received support from UN-Habitat. With the engagement of an expert consultant SUF is undergoing organizational reform in order to try to implement a sustainable business model for the LFF. LFSUS has one completed project and nine are ongoing. It has also 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 **The United Republic of Tanzania**, TAFSUS is receiving support from UN-Habitat through an expert consultant hired to help the LFF establish a viable business plan going forward. Two local finance facilities have been started: the UDETFU Pit Latrine Emptying Project and the JUWAMAKO Improved Access to Potable Water. Projects are at very early stages. Four new projects are ongoing, approved by the TAFSUS Board in the first quarter of 2012; focusing on sanitation, access to water and housing improvements.

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.

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 Slum Upgrading Facility programme ended on 31 December 2011.

Recommendations from the ERSO and Slum Upgrading Facility 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.

2.6 FA 6: Excellence in Management

The main objective of FA6 is to ensure UN-Habitat delivers MTSIP planned results, by establishing an enabling environment in which all the organization's activities are delivered 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 organizational structure is properly aligned to deliver the results; results-based management principles are applied by all focus areas; and adequate financial resources are available for the organization to deliver planned results. Table 9 shows progress made towards the indicator targets from 2009 to 2012. The colour coding reflects the status of progress as of December 2012. Assessment of the progress made in 2012 shows mixed results as shown in table 9 below. Many of the indicator targets were met and even exceeded but two are lagging behind and are not likely to meet the target set for December 2013.

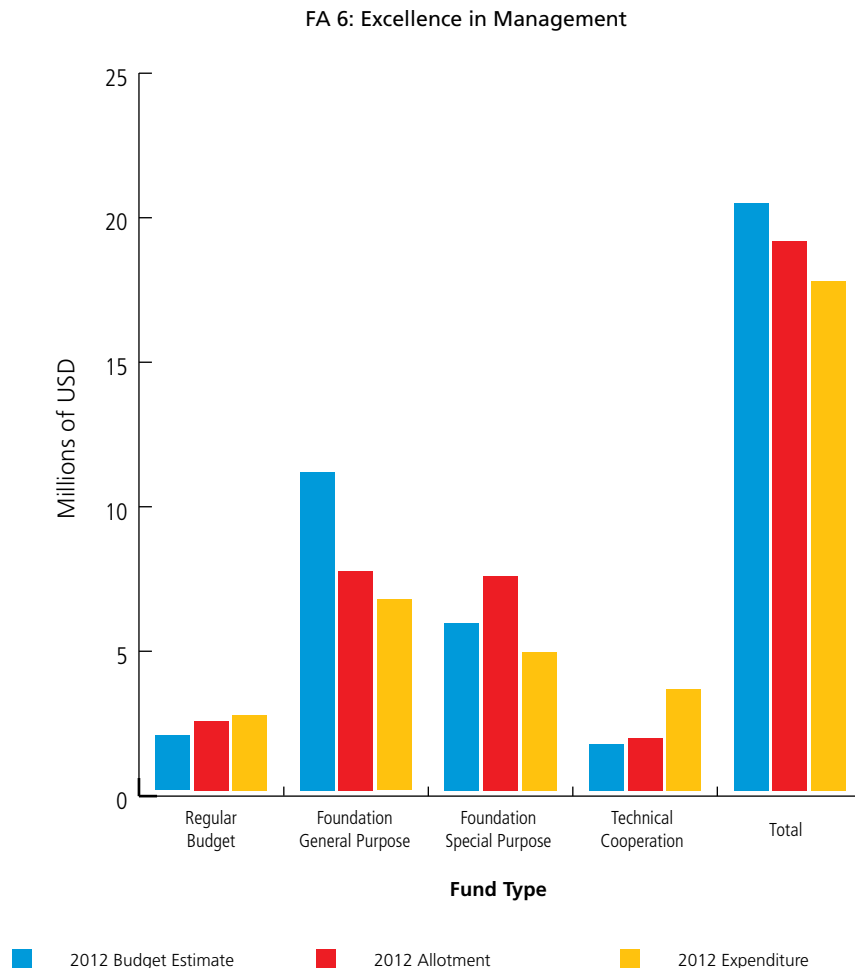
TABLE 9: Trends on indicators of achievements for FA 6.

Expected Accomplishments	Indicator of achievement	Baseline 2009	Target 2011	Actual 2011	Target 2013	Actual Dec 2012
EA1: Staff are empowered to achieve planned results	(i) per centage of staff whose skills set are aligned with their MTSIP compliant job description	60%	100%	99%	100%	99%
	(ii) per centage 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	2.55
	iii) Reduction in time spent compiling selected business processes complying with rules and quality standards (days)					
	Average time Project Review Committee/ Project Advisory Group review (days)	9	8	8	8	8
	Average time for information communications technology procurement (days)	67	40	21	35	17
	Average time for approval of cooperation agreements	11.6	10	8	8	8
	Average time selection time on UN-Habitat recruitments	274	150	170	130	150
EA2: Institution aligned to deliver MTSIP results	(i) per centage of staff reporting increased horizontal collaboration (inter-divisional, inter-focus area) ⁵	2.5	2.7	N/A ⁵	4	2.56
	(ii) Number of key restructuring decisions implemented as recommended by the organizational review	N/A	100%	50%	100%	86%
EA3: RMB principles applied	(i) per centage of programmes and projects that are contributing to focus area results	95%	98%	98%	100%	100%
	(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	2.9
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	20	9.2
	Earmarked (USD m)	99.5	126.0	182.3	143.1	130.2
	(ii) per centage of non-earmarked and earmarked resources allocated to MTSIP focus areas					
	Non-earmarked	80%	100%	100%	100%	100%
Earmarked	61%	74%	100%	100%	100%	

Budget performance and utilization

Figure 8 below shows the 2012 estimated budget (USD 20.3 million) and allocated amount (USD 19.0 million) for FA6, as well as expenditure (USD 17.6 million) as of 31 December 2012, by type of funding. Focus area 6 had the highest utilization rate at 92 per cent. This is attributable to the many organizational restructuring decisions implemented and new policies and systems developed under Focus area 6. Some of the funds supported training in substantive areas in all focus areas.

FIGURE 8: Planned budget, allocated resources and expenditure



EA1: Staff is empowered to achieve planned results

(i) *The proportion of staff whose skills are aligned to their jobs* remained at 99 per cent as of December 2012 against a target of 100 per cent. Although there has been no change in 2012, the indicator is on course to be met in 2013.

With new thematic areas and a new organizational chart released in May 2012, the skills inventory tool is being reviewed to further improve its utility value in the light of these reforms. During the reporting period, staff development continued through targeted substantive training, including at regional offices in order to equip them with the requisite skills to work effectively in the new thematic areas. An Urban dialogue series involving senior management and outside experts provided an excellent platform for vibrant policy exchanges on city management, planning for and financing urban growth, global housing strategy and infrastructure, sustainability, inclusiveness and urban risk, among others. There were also brown bag lunches for senior staff members. Training on the use of the Project Accrual and Accountability System is ongoing and includes all staff.

Different thematic and administrative programmes were organized and delivered, including Administrative Management Training for all Project Administrators. Over 200 staff members received training in 10 different ad-

ministrative courses, including project management, e-performance management, International Public Sector Accounting Standard, RBM and leadership development training. The training enhanced critical thinking and contributed to improving UN-Habitat's capacity to better support member states through improved development of work plans, strategies and programmes, more effective monitoring and reporting on results, and enhanced financial decision making.

(ii) Percentage of staff reporting improved information and knowledge sharing: A biennial staff survey showed a slight decline on the performance indicator measuring internal information and knowledge sharing. However there are now many sources for information sharing, including the Intranet (Habnet), the redesigned website (www.unhabitat.org), directors and senior managers meetings, divisional and focus area retreats and the work of the strengthened Programme Advisory Group. Implementation of the Knowledge Management Strategy began in 2012 to support results-based management. A communication strategy is being finalized to supplement the Knowledge Management Strategy.

UN-Habitat developed the Project Accrual and Accounting System, a system that supports project management, donor and partner relationship management, resource management and provides up to date information on the status of the agency's project portfolio, financial situation, human resources, administration and programmes. It is the main tool for the implementation of the newly adopted project-based management policy. The system is now fully functional, although not yet under full utilization and is set to revolutionize the way business is done in the organization. The Project Accrual and Accounting System is set to: improve sharing of information and knowledge on programme and project performance; capture best practice from projects, improve transparency in the use of resources and provide more accurate forecasts of income and expenditure, facilitate a move to industry standard accrual accounting; and support results-based management through provision of comprehensive monitoring reports.

The Urban Gateway continues to improve networking, collaboration and knowledge sharing among Habitat Agenda Partners. The Gateway currently has over 2,800 registered members, including institutions. A Spanish version of the Gateway was launched in 2012. Enhancements being finalized will position the Gateway as a strategic collaboration platform for large urban networks.

(iii) Reduction in time spent completing selected business processes complying with rules and quality standards: Notable progress has been made in making business processes more effective, efficient and responsive to the needs of the organization and its partners, due to the institutional reform process. The additional delegations of authority reduce long bureaucratic challenges while the PAAS makes all required information available from one system. As a result of the above and other changes, 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.

As part of UN-Habitat's commitment to efficient delivery of services, three major delegations of authority to regional directors, heads of office, and branch coordinators were issued in 2012: i) delegations of authority to sign off on budget reviews up to USD 500,000; ii) delegations of authority to plan, sign off and directly implement all project funded travel, and to directly implement core funded pre-approved travel and iii) delegations of Authority to sign off on numerous commonly used legal agreements. These delegations of authority facilitate significant decentralization and have improved ownership, accountability, and project delivery. delegations of authority with regard to signing off of a variety of legal documents including agreements of cooperation awarded to all regional directors, heads of office and branch coordinators, substantially reduced delays in the procurement process and time for approval of cooperation agreements.

New policies and systems put in place 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 and to integrate key administrative, financial and human resources, as well as programme and project information. The Project Accrual and Accounting System and other tools also measure key performance indicators against the new Service Level Benchmarks with UNON. The re-invigorated Client Advisory Committee chaired by UN Habitat and attended by the senior Administrative Staff of UNON and UNEP, is functioning well and allows for greater collaboration between the 3 parties and for open dialogue on administrative and management issues of importance and will support additional streamlining of procedures and therefore efficiencies.

The Project-Based Management Policy has clarified critical processes and given further delegations of authority to regional directors and branch coordinators. 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.

The establishment of the Programme Advisory Group and the Regional Programme Advisory Groups standardized operating procedures and delegations of authority given. The PAG now meets weekly instead of bi-monthly which has notably reduced the transaction costs in approval processes and strengthened programme alignment, coherence and focus on results.

EA2: Institution aligned to deliver MTSIP results

During 2012, significant strides were made towards aligning the institution appropriately for delivery of the planned results through implementation of several new organizational decisions, participatory planning processes, and the project review processes.

Australian Aid Views Organizational Reform as a step in the right direction

Dr Joan Clos joined UN-Habitat in October 2010 and has made swift moves to implement a wide range of organisational reforms aimed at providing greater strategic clarity and is planning a more streamlined planning and reporting process for the next MTSIP which will cover 2014–19. These reforms, many details of which have already been referenced in this assessment, are a positive step in the right direction and Dr. Clos is highly encouraged to see these through and to drive implementation throughout all levels of the organisation. (Australian Aid, *Australian Multilateral Assessment March 2012: United Nations Human Settlements Programme (UN-Habitat)*, p.10)

(i) per centage of staff reporting increased horizontal collaboration: A staff survey showed that horizontal staff collaboration across the agency has declined slightly in 2012 compared to 2011, see table 9. This is in spite of increased efforts to strengthen horizontal integration through the extensive consultative review processes, including during the organizational review processes, the development of the six year strategic plan (2014-2019) and the biennial strategic framework work programme 2014-2015. These processes were participatory and involved staff from all focus areas and organizational units. Regular updates by the Executive Director through town hall meetings contributed to horizontal collaboration. The MTSIP evaluation report (2012) noted that the revamped Project Advisory Group and its regional counterparts and the project review processes that bring staff from different branches together to review, provide input and add value to formulation of project proposals have significantly contributed to horizontal integration in the organization.

(ii) Number of key restructuring decisions implemented as recommended by the organizational review: Significant progress was made and is firmly on track. Several key restructuring decisions were implemented and the process is almost completed with the establishment and about 98 per cent of the MTSIP Peer Review recommendations implemented. The main issues left are issuance of the Secretary General's Bulletin on the new organizational structure of the agency, and a review of staffing and related processes in the wake of the reorganization.

There is now a new organizational structure consisting of: seven thematic branches; four Regional Offices; three Liaison Offices; the Executive Office; Office of External Relations; the Project office; and the Office of Management. Staff members were provisionally distributed across the new structure. The seven thematic branches have been aligned to the organizational and programmatic structure reflected in the six-year strategic plan 2014-2019 and the biennial work programme, both of which reflect the seven focus areas and seven subprogrammes, respectively. The work programme and budget for 2014-2015 were reviewed by both the CPR (Nairobi) and the Committee for Programme and Coordination (New York) in 2012.

Progress made includes (i) Draft Strategic Plan for 2014-2019; (ii) Staff list covering the transitional period, 17 July 2012; (iii) Draft Secretary-General's bulletin on the organization of UN-Habitat; (iv) establishment of an independent evaluation unit; (v) establishment of a unified planning, monitoring and reporting function; and (vi) ten policy documents officially approved by the Executive Director.

The organizational review was received favourably by staff as reflected in a recent staff survey. Other stakeholders also welcomed the organizational review as noted below::

EA3: RBM principles applied

(i) Percentage of programmes and projects that are contributing to focus area results: For the first time, in the life of the MTSIP, there is complete alignment between UN-Habitat's biennial work programme and the MTSIP 2008-2013. Thus all projects developed by UN-Habitat in 2012 contribute to planned results of the MTSIP 2008-2013 and work programme and budget for 2012-2013.

The indicator target was fully met at 100 per cent. In line with RBM principles, the logframes of the biennial strategic framework work programme for 2012-2013 were derived from the results framework of the MTSIP. This principle was followed in the development of the biennial work programme and budget documents for 2014-2015 which are fully aligned to the results framework of the six year strategic plan for 2014-2019. Complete alignment has removed the perennial the burden of multiple reporting that characterized the first 2 biennia of the MTSIP and met the recommendation of the MTSIP Peer review for harmonization of reporting processes. The Programme Advisory Group (PAG), (formerly Programme Review Committee) and its regional counterparts ensure that all projects contribute to the MTSIP results. The template for project formulation makes it mandatory to indicate to which focus area results each project contributes to and this is verified by the PAG which consists of all branch coordinators. This has significantly strengthened the results focus and programmatic coherence and alignment.

There is overall improvement in the embedment of RBM in the organization demonstrated through strengthened planning, monitoring, evaluation and reporting practices. This is evident from the level and quality of staff engagement during the development of all planning documents, ranging from the strategic plan (2014-2019), the biennial work programme and budget and the project documents. All projects are designed with a logic framework to align project activities and outputs with MTSIP expected accomplishments. Project templates were improved to make them more results focused and to capture activities, outputs and expected accomplishments in a results chain which is captured in the Project Accrual and Accounting System for more effective monitoring, reporting and accountability. The programme budget was developed in a participatory, results based and transparent manner, using an improved budgeting tool.

MTSIP reports have progressively improved and are more analytical and results focused. In terms of reporting on progress made in implementation of the biennial work programme, UN-Habitat was among the ten per centile within the UN Secretariat. The data collection template was revised to make it more results focused. The PAAS implemented in 2012 is set to significantly strengthen RBM in UN-Habitat, but will have the most impact on project and programme implementation where single data entry will generate multiple reports and also facilitates aggregation of results at all levels.

Over 150 staff members were trained in RBM in 2012, including 70 Habitat programme managers, chief technical advisors from all countries falling under the Regional Office for Africa, the Regional Office for Asia and the Pacific, all branch coordinators, unit leaders and IMDIS focal points. About 28 branch coordinators, unit leaders, IMDIS focal points, including some from regional offices, attended a two day orientation on RBM to prepare for development of the results framework for the strategic plan for 2014-2015. This was done through a vibrant participatory learning by doing method. The results framework has an overall strategic result and a strategic result, 3 expected accomplishments and indicators of achievement and most of them also have sub-expected accomplishments.

A "Capacity Self-Assessment for Effective Implementation of Results Based Management" undertaken by an external consultant in March 2012, revealed that UN-Habitat is in transition to full Results Based Management compliance at level 4 on a scale of 1-5. All pillars, except for the one focusing on monitoring and evaluation are in the transition phase. UN-Habitat scored the least in the monitoring and evaluation RBM pillar with an average capacity score of 1.9, placing the functions in the exploration phase. The Secretary of the PAG noted that there is much less resistance to designing logframes as many staff members now understand their value and many have acquired the skills.

As part of the restructuring process and in response to several reviews, including the MTSIP Peer Review of 2010, an independent Evaluation Unit was established in 2012. The Evaluation Plan for 2012-2013 approved by the United Nations General Assembly as part of the biennial work programme, was revised to include twenty-seven evaluations which fully reflect UN-Habitat's range of activities. Seven evaluations were completed during the period January -December 2012. A biennial staff survey was undertaken starting from December 2012. A database to track evaluation recommendation is under development and will be able show how well evaluation recommendations are implemented. A Peer Review of UN-Habitat's Evaluation function, conducted in 2012, found the evaluations conducted by UN-Habitat (a) are credible, balanced, producing reports of good quality, and that the evaluations have been found to be useful; and (b) were used to influence decision-making and often feed into planning of new interventions. However, more work is still required to ensure that the evaluation information consistently informs decision-making, performance improvement and future planning.

(ii) Willingness to be held accountable for MTSIP results:

Results from a staff survey showed no change in staff willingness to be held accountable for MTSIP results, at 2.9 in both 2011 and 2012.

EA4: Financial resources to deliver MTSIP results available

The financial targets for the biennium are USD 60.4 million for non-earmarked funds and USD 283 million for earmarked funds and USD 30.2million and USD 141.5million respectively, for 2012.

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

As of December 2012, the targets set for the year had not been met for both earmarked and non-earmarked resources with USD 9.2 million received for non-earmarked funds, which is 3 per cent of the target for 2012. Due to the continuing global funding situation, the target for 2013 is revised down from USD 30.1million to USD 20million. For earmarked resources, USD 130.2 million had been received by 31st December 2012 which represents 92 per cent of the target for the year 2012.

A resource mobilization strategy outlining actions to be taken to improve mobilization of non-earmarked and earmarked funding is being finalized and will be revealed and approved in the first quarter of 2013. The resource mobilization strategy focuses on putting systems in place and providing required information to support diversification and increased funding. It sets out a number of countries (both traditional donors and emerging donors) which are to be addressed in the short and long terms. The strategy also emphasizes project acquisition and expansion of the project portfolio. A detailed donor profile and mapping of potential countries has been accomplished.

UN-Habitat joined the International Aid Transparency initiative in an effort to increase transparency with stakeholders, including donors, and better demonstrate the work of the agency worldwide. By the end of 2012, UN-Habitat was able to report on over 100 projects using IATI standards. The data for this reporting is derived from the Project Accrual and Accountability System. The system includes features for improving monitoring of expenditure and income, cooperation agreements and features to support resource mobilization such as coordination of donor contacts, as well as market intelligence on donors, partners and funding opportunities.

A profiling and reporting tool has been developed to support discussions and bilateral meetings with potential Arab Partners (UN-Habitat in Partnership with the Arab States). This document was actively used in bilateral meetings with **Bahrain, Kuwait** and **Saudi Arabia**. Screening of EU financing facility 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) per centage of non-earmarked and earmarked resources allocated to MTSIP focus areas:

All non-earmarked and earmarked resources are 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 which incorporates an enhanced Grant Management

Information System into one system; and development of 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.

Challenges

- Securing non-earmarked voluntary contributions from Member States continues to be a challenge. UN-Habitat is exploring a number of ways to improve the funding situation.
- Staffing level reductions have placed additional pressure on staff to deliver the approved work programme with limited resources and time. There is also some level of anxiety among staff members on the impact of the financial situation on their jobs. This is being addressed through a new UN-Habitat Staff-Management Consultative Committee, whose purpose is to address staff concerns with respect to the current organizational reform and general staff welfare.
- Concerns raised by UNON about a number of issues related to the reform, including the potential impact of the PAAS and the mode of consultation with UNON. This is being addressed through more frequent meetings with and briefings of key staff in UNON, including the Director-General, and improved sharing of information.

Next Steps, in 2013

- The agency will take steps to enhance resource mobilization efforts. This will include embracing more consistent and active approaches for securing non-earmarked funding.
- The need to demonstrate results is now more urgent in order to justify value for money both to Member States and donors. This will entail more training and coaching on RBM, to ensure its application in all activities, as well as increasing the systematic use of performance data to improve performance, management decision-making and organizational learning.
- Development of new tools to further streamline reporting, support proactive issue management and enhanced human resource management.

Lessons learned

- Organizational reform requires the support, or buy-in of all staff, and this can be achieved through the establishment of effective consultative mechanisms. In this respect, the UN-Habitat Staff-Management Consultative Committee has played a significant role in the reform process.
- Proficiency in RBM is a function of application. The more staff learns and applies RBM principles in their work, the easier it becomes for them and, the stronger the institutionalization of RBM in the organization.
- Availability of current information on organizational performance, including financial performance, is crucial for decision making, prioritization and evaluating strategic direction.

3.0 The Enhanced Normative and Operational Framework and Cross-Cutting Issues

3.1 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 member states 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; (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.

Global Achievements

In 2012, UN-Habitat supported the design and development of the second generation UN-Habitat Country Programme Documents 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**. Habitat Country Programme Documents are developed, as a means through which the normative and operational divide are 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 to ensure UN-Habitat priorities are taken into consideration in country level programming processes.

By December 2012, human settlements issues had been integrated into 45 UN Development Assistance Frameworks and 40 national development plans. While in countries such as Colombia and Cuba, Habitat Country Programme Documents are in progress, in other countries (Mexico and Costa Rica) these documents have been postponed due to financial constraints.



Naples, Italy. © UN-Habitat

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*). A new communication brochure and guidelines for joining the Campaign were developed in three UN languages. 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.

A positive trend was witnessed throughout 2012 in the growing number and diversity of World Urban Campaign partners, which is enabling the Campaign to speak with a stronger voice in international forums and to mainstream the urban agenda. There are now over 50 partners and sponsors attached to the Campaign, with new partners joining every month. 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. The regional diversity of these organizations has also increased, with many partners from Africa, Asia, Europe, North and South America, and Australia. In 2012, the Campaign facilitated the launch of I’m a City Changer campaigns in several cities in order to raise awareness of urban issues and ways for citizens, cities, and organizations to work together to achieve a better and more sustainable urban future.

The World Urban Campaign utilized several strategic advocacy platforms and events to raise awareness on urbanization issues, including at the Rio+20, the WUF 6 and the AfriCities Summit held in Senegal. A special initiative of the *‘I’m a City Changer in Africa’* was launched, at the AfriCities Summit, to engage the Africa region in the World Urban Campaign. The initiative constitutes a specific platform of communication to raise awareness about positive urban change in Africa. In addition, the first National Urban Campaign was launched in Senegal during the Summit with the support and participation of key World Urban Campaign partners in Africa.

A *‘Manifesto for Cities: the Urban Future we Want’* was prepared by World Urban Campaign Partners through a consultative process in June and July 2012 and the text was launched at the World Urban Forum in a Special Session and widely featured in the exhibition. The Manifesto serves as a short, concise, and powerful document to promote a positive vision of urbanization and to build consensus and awareness on the importance of building a joined global urban agenda, towards Habitat III.

Regional/ Country Achievements

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. UN-Habitat developed guidelines aimed at standardizing the National Urban Forum practice in order to increase their impact. The guidelines provide a framework for harmonization and alignment of the National Urban Forum practice with the new strategic priorities.

UN-Habitat Partnerships continue to be strengthened. Using the new Partnership Strategy, 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 (table 10) – 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.

All pilot countries are moving forward with the national level partner consultations and development of the actual

TABLE 10: 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 Viet Nam
Latin America and the Caribbean States:	Colombia, Ecuador, Haiti and Nicaragua

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.

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

Agreements during the initial consultations were routed and information about the National Forum disseminated to other cities in **Mongolia**. In **Pakistan, Sri Lanka** and **Papua New Guinea** National Urban Forums were used to share the concept of/experience on ecological livable city development.

UN-Habitat contributed to the preparation of the **Sudan's** UNDAF (2013-2016), ensuring the principles of sustainable urbanization 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. Preliminary results include development of Urban and Regional Strategy for Darfur focusing on durable solutions for IDPs and returnees, which will enable the government to take decisions on where best to invest in infrastructure and basic services.

Information exchange and dialogue during the **Viet Nam** National Urban Forum created on linkages between vulnerability, urban development and climate change impacts, to promote equitable, effective responses to these challenges. National Urban Forum was organized jointly with Association of Cities of Viet Nam and Cities Alliance, with core support from UN-Habitat.

The evaluation report (2012) noted that UN programme in **Iraq** is well aligned with the focus areas of UN-Habitat's MTSIP. The Iraq programme is an outcome of complex negotiation through the UNDG process and available funding is donated through the Iraq Trust Fund.

In the new organization structure, 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 especially in relation to collaboration among the normative branches and, regional offices to carry out activities, taking into account the country-level processes/programmes is constraints.

Next Steps (in 2013 and beyond)

- 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 Habitat Country Programme Document frameworks and increase the number of beneficiary countries.
- Systematically strengthen institutionalization between organizational units at Head Quarters and regional offices
- Implementation of the recommendations that resulted from the Delivering as One evaluation as well as dissemination of the guidelines on the National Urban Forums

3.2 Cross-Cutting Issues

3.2.1 Gender Mainstreaming

Introduction

The Gender Coordination and Support Unit currently placed in the Project Office was restructured in 2012 as part of the overall organizational restructuring, to play a coordination, support and facilitation role in inculcating and institutionalizing the culture of gender mainstreaming and gender equality and empowerment of women within UN-Habitat, particularly in its projects and programs, including its policies, structure and internal procedures (human resources management, budgeting and strategic planning). The Gender Coordination and Support Unit also support the implementation of initiatives on women empowerment towards facilitating gender equality. The Unit is responsible for monitoring the implementation of the Gender Equality Action Plan whose goal is to ensure that gender is integrated as a cross-cutting issue in all UN-Habitat projects, programmes and activities; and to support implementation of concrete initiatives on women empowerment.



Urban safety in public spaces. © UN-Habitat

Global/Regional Achievements

One of the key achievements in gender mainstreaming in 2012 was the establishment of an Advisory Group on Gender Issues which was inaugurated in September 2012 during WUF 6, to advise the Executive Director on gender mainstreaming issues and in harmonizing the work of UN-Habitat with the Strategic plan., Besides giving advice to the Executive Director, the role of the advisory group will also be to promote and raise the profile of UN-Habitat's gender mainstreaming work in different international fora and to represent UN-Habitat. The Advisory Group on Gender Issues has prepared its work plan for the next two years. The advisory group has so far reviewed and contributed to key strategic documents including programme of work and the Twenty Fourth Session of the Governing Council dialogue concept papers.

A unified gender focal points and gender task force system have been formally established in the new transitional organizational structure and their functions will now be fully institutionalized. There are now gender focal points from all branches and regional offices whose roles include:

- a) Supporting the development of gender-sensitive policies and programme strategies;
- b) Advising and supporting staff in applying a gender perspective, in particular in the follow-up to United Nations conferences;
- c) Developing tools and methodologies for gender mainstreaming;
- d) Collecting and disseminating information on gender issues and on best practices;
- e) Assisting in monitoring and evaluating progress in gender mainstreaming in policy, programme and budgetary terms.

During the reporting period, UN Habitat commissioned an audit of its performance in gender mainstreaming and gender. This audit aimed to assess the extent to which gender has been mainstreamed into policies, projects, programmes, organizational structure, internal practices and procedures within UN-Habitat and to share recommendations on how to effectively implement gender mainstreaming in the various aspects of UN-Habitat work as per its mandate. The unit of analysis was the entire organization of UN-Habitat – the Head Quarters and the regional offices. Using the opportunity of the audit exercise, the organization organized a compendium of case studies on projects and programmes that have mainstreamed gender equality measures and facilitated women's empowerment as illustrative examples of the process and results.

In time of financial constraint, it becomes more necessary than ever that the knowledge, skill and experience of women are not overlooked and that national and city authorities are supported in mobilizing all possible human resources in the endeavor for more equitable and effective city governance, planning, economics and basic services. In this spirit, the template for project development was revised in March 2012 to ensure that gender perspec-

tives are captured in project and programme designs and a gender checklist developed to assess gender equality inclusion in the projects and programmes. The Programme Advisory Group and the Regional Programme Review Committees validate new programme/project documents to ensure that gender issues are explicitly captured in the project proposals before approval.

Progress was reviewed on the Gender Equality Action Plan including its objectives, format, and continued relevance in view of the new organizational structure. The results from the assessment indicates that some milestones have been achieved in implementation such as improved advocacy, increased activities in promoting gender responsive governance, better address of issues on gender inequalities in access as well as challenges improved women's access to affordable housing through community banking. The main challenge brought out in the Gender Equality Action Plan review is the inadequate understanding among staff about the importance of Gender Equality Action Plan strategic alignment with the MTSIP to facilitate gender mainstreaming in all UN-Habitat core focus areas. Regional and country offices are much less aware of the Gender Equality Action Plan. In addition, there is a general absence of accountability for gender work especially for managers leading to a lack of ownership of gender equality mainstreaming. This has led to programme budgets not adequately providing for gender work unless senior management are interested in allocating resources and pursuing gender responsive initiatives

As noted in the Gender Equality Action Plan P review report, there was an improvement in advocacy. During WUF 6, a Memorandum of Understanding between UN-Habitat and UN Women was signed. This MoU is broad and nonexclusive. Geographically, this MoU covers all countries where the two agencies have common interests or agree to collaborate; the normative and operational scope will cover developmental and organizational objectives for both agencies related to gender equality and empowerment of women;. The MoU will allow various activities including development of analysis and research on issues relating to gender, carrying out specific joint programmes and projects and joint technical cooperation, advocacy and technical advisory services. Following this agreement, UN Women has provided a fully funded gender advisor to the GCSU to give recommendations on the 'gender architecture' within UN-Habitat and to assist with reviewing the Gender Policy, a process that is currently on-going.

The Executive Direction of the recently-completed organizational reforms, and the strategic plan 2014-2019 all combine to provide an auspicious opportunity to re-brand UN-Habitat's gender mainstreaming activities. In addition, the current financial crisis provides a potential opportunity for renewed attention to gender mainstreaming, as all units seek to revitalize their resource mobilization, including by accessing resources ear-marked for women's and gender-related activities. Various branches and units of the agency have achieved different milestones in mainstreaming gender in their work.

The UN-Habitat Safer Cities Programme has been working closely with UNICEF and UN-Women in the development of a Global Programme "Safe and Sustainable Cities for All". During 2012, the programme was launched in eight pilot cities — Greater Beirut (**Lebanon**), Dushanbe (**Tajikistan**), Metro Manila (**Philippines**), Marrakesh (**Morocco**), Nairobi (**Kenya**), Rio de Janeiro (**Brazil**), San José (**Costa Rica**) and Tegucigalpa (**Honduras**). The joint programme is already developing innovative approaches to ensure the safety of women, youth and children in public places that could be used by municipal authorities working in partnership with civil societies, women and grassroots groups as well as national and local governments.

In addition, UN-Habitat is building on its experience and lessons from its Safer Cities flagship programme in the implementation of the joint UN Women, UN-Habitat global programme on "**Safe Cities free from violence for women and girls**" which is being implemented with other partners in five cities: Kigali (**Rwanda**), Cairo (**Egypt**), Port Moresby (**Papua New Guinea**), Delhi (**India**) and Quito (**Ecuador**).

The GLTN and UN-Habitat developed a Gender Evaluation Criteria which after being rolled out in Brazil, Ghana, Nepal and Uganda; was brought forward to be championed by GLTN partners in 2012. UN-Habitat and the International Land Coalition co-hosted a training plus training of trainers session in June 2012 on the Gender Evaluation Criteria tool to assess whether land processes respond equally well to the needs of both men and women. The capacity development event was followed by a session in November 2012 for International Land Coalition Africa and tested in Togo, Nigeria, Zimbabwe and Nigeria. The International fund for Agricultural Development has also recognized the tool in the promotion of women's land rights in the African region.

Country Achievements

Costa Rica, UN-Habitat has established Gender Policies and Plans, as part of Prevention Local Processes, in the municipalities of Aguirre, Moravia, Montes de Oca, Santa Cruz, Limon, in the frame of the Joint Programme Convivial Networks and Communities without fear.

Challenges

- While there have been commendable achievements in mainstreaming gender issues in the focus areas, more needs to be done to mainstream gender into key documents and publications such as the planning documents and flagship reports.
- Limited staff capacity/knowledge and of partners on how to effectively mainstream gender and weak monitoring systems.
- 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).

Next Steps (in 2013 and beyond)

- The gender policy needs revision that will be informed by; policy updates from the Governing Council, respond to the findings of the Evaluation on Gender Mainstreaming 2011, Progress report of the Gender Equality Action Plan 2012 and the Gender Audit 2012.
- To build capacity of programme staff and partners and to carry out better monitoring and evaluation, especially to ensure accountability.
- The gender policy needs revision and this exercise is currently on-going and could address gender budget policy and evaluation policy that would explicitly ensure the use of gender lens in progress and end-of-project/programme reports.
- Preparation of training and learning materials based on needs and skill gaps.

Lessons learned

- In order to get commitments from all stakeholders, capacity building of programme staff at all levels and for partners as well as accountability and monitoring of implementation in gender mainstreaming are critical.

3.2.2 The Urban Youth

UN-Habitat's work on urban youth is a cross cutting issue which encompasses both normative as well as operational programmes. Youth related issues are integrated in the agency's work through a two-pronged approach that includes youth mainstreaming and dedicated youth programmes. Youth mainstreaming continues to be implemented partly through the Youth Empowerment Programme and by Branches and Units. Integration of youth in UN-Habitat's policy and programme formulation is increasingly being strengthened.

Global Achievements

UN-Habitat continued to affirm its role as a leading agency in bringing the urban youth issues to the global agenda, highlighting youth contribution to sustainable urban development through advocacy platforms and evidence based research findings documented in the flagship reports and other knowledge products. The Youth Unit engages leading researchers on urban youth through its Urban Youth Research Network. This network has published 12 research reports since its inception in 2009, with the most recent being the Global Youth Led Development series that includes 5 research reports based on research through the Urban Youth Fund. Key findings from this research is the better understanding of youth-led agencies, the drivers which make them successful, and possible interventions that youth stakeholders such as multi-lateral agencies and government can make. Three publications were launched by the Urban Youth Research Network at twenty-third session of the Governing Council – the 'Urban Youth and Sports for Development' which sought to demonstrate that sports a potential tool for development and peace; Cities of Youth/Cities of Prosperity, which focused on the economic and social challenges and opportunities faced by urban youth; and Youth Participation in Urban Sustainability, a literature review on urban youth and sustainability. The Urban Youth Research Network is also working on the publication of an Urban Youth Report-India, and another on the MENA region.

A key research publication is the *'State of the Urban Youth Report'*, a bi-annual research report which seeks to increase the understanding of urban youth in the developing world. The *'State of the Urban Youth Report'* 2012-2013 found that if young people are to realize their potential, they need innovative solutions that are anchored in local realities. The report also noted that significant proportions of young people said that no policies or actions were in place to make conditions more equitable for them in their cities. A new publication *'Youth Empowerment for Urban Development'* produced in 2012 is a showcase of UN-Habitat's support to cities and municipalities on how to give youth social and physical space to participate in development. Youth must be consulted and adult and peer-to-peer mentorship be actively promoted.

UN-Habitat continued to strengthen the role of youth in its governance and engagement in its programmes through the Youth Advisory Board. The new UN-Habitat Youth Advisory Board was elected in 2012 during WUF6. The board is gender balanced and comprises of 50 per cent young women and men from six regions of the globe as well as two representatives from informal settlements. The Board advises UN-Habitat on effective strategies for engaging young people in sustainable urbanization and urban development. The role of the Board is also to strengthen youth participation and advocacy in youth-led initiatives.

UN-Habitat is also working to engage urban youth in other ways, such as involving youth from the five cities in review to collect information for the preparation of the *'State of Urban Youth Report 2012/2013'*. This marked an important step of actively engaging youth in the production of UN-Habitat's flagship reports. UN-Habitat has as well a Youth Envoy programme where well known youth involved in the entertainment industry were engaged in promoting the goals and objectives of the Youth programme, including undertaking and supporting activities and special events to raise public awareness on issues affecting youth.

The World Urban Youth Assembly has become a premier advocacy platform for youth to advocate for the issues important to them at the global level. As an integral part of WUF 6, UN-Habitat hosted the World Urban Youth Assembly in September, 2012 where approximately 450 youth from leading youth organizations around the world participated, including the Youth Advisory Board. The Assembly provided youth with the opportunity to discuss and deliberate on issues important to their future, including how they can make relevant contributions at the substantive dialogues at the main World urban Forum. In line with the theme for WUF6, *'The Urban Future'*, the World Urban Youth Assembly analyzed how the future of youth in urbanization is perceived, who benefits from the urbanization process, who is being left out, and what innovative approaches could remedy such exclusions. Findings from the WUF 6 evaluation confirm that the World Urban Youth Assembly was both informative and maintained its status as the premier urban youth platform for deliberating on urban youth issues.

The Assembly made a series of recommendations, including: i) the need for local and national authorities to provide a favorable environment for urban youth not only to develop their IT skills but also use them; ii) ensuring youth-led development is actively promoted; iii) ensuring youth entrepreneurship is encouraged as it has been shown that businesses started and run by young people generate economic opportunities and jobs for young people; vi) to involve governments, local authorities, schools, the community and the youth in using sports as a tool for urban development; and v) wherever possible, governments are to implement affordable housing programs for youth.

The Youth Unit has moved to address the issue of land by working with the Global Land Tool Network. An Expert Group Meeting took place on this topic at the beginning of 2012 with follow-up activities held at the Youth 21 March meeting in Nairobi and the World Urban Youth Assembly. A GLTN training was held in December of 2012 which focused on bringing together the knowledge generated in previous meeting, and developing a programme on youth and land, which will be rolled out in 2013.

In April 2011, the Governing Council tasked UN-Habitat to explore, in co-operation with sister agencies and member states, the enhancement and engagement of youth in the UN system. In March 2012, UN-Habitat in collaboration with the United Nations Development Programme hosted Youth 21, a meeting that built on the *Youth 21: Building Architecture for Youth Engagement in the UN system report* released in November of 2011. The conference brought together 300 youth leaders, governments and civil society organizations and resulted in the Nairobi Declaration that called on the Secretary General of the United Nations to appoint a special representative on youth and the creation of a Permanent Forum on Youth. In June 2012, a high-level panel meeting was held in conjunction with the Rio +20 Summit where governments at the meeting reiterated the call made in the

Nairobi Declaration for the creation of the Permanent Forum on Youth. This was further reinforced by the Ibero-American Ministers of Youth in Brazil in December of 2012. UN-Habitat made significant progress in engaging youth in policy formulation and implementation by integrating youth opinions in selected initiatives of the various thematic Branches. A strategy paper for mainstreaming youth in the agencies work has been published by the Youth Unit and joint activities undertaken. For example, through the '*Cities and Climate Change Initiative*', approximately 500 youth were trained in climate change mitigation and adaptation. Also, in collaboration with a USA based university and the *Cities and Climate Change Initiative*, a concrete proposal has been developed to engage youth in green jobs in the One Stop Centre over the next 12 months. Through the Water and Sanitation Unit, a strategy for engaging youth in water was developed for the African Ministers Council on Water. UN-Habitat brought together Asia Pacific Ministers of Housing in Amman, Jordan, in a conference focusing on youth, ICT and urban sustainability. A final declaration called in part, for governments to support the expansion of ICT, with a focus on how it relates to youth employment. The Youth Programme continues to engage stakeholders globally through its Global Youth Help Desk and the Urban Youth Research Network. The Global Youth Help Desk offers opportunities for interaction among youth-led organizations in developing countries. Youth are also engaged through Facebook, (about 14,000) and Twitter more than 500).

To ensure greater rates of success of projects implemented under the Urban Youth Fund, the Youth Unit is actively developing online and mobile tools, complimented with training of coordinators of the projects on project implementation, monitoring, evaluation and reporting.

Regional/Country Achievements

Through the technical team in **Mexico**, UN-Habitat contributed to the UN interagency national youth workshops '*Juventud en Movimiento*' which facilitated the consolidation of the Youth National Agenda that includes urban issues and sustainable urbanization as main challenges that must be addressed in Mexico.

The Youth Fund has opened two new multi-year regional Windows, one in Mauritius in partnership with the Mauritian Employers Federation and one in India in partnership with the Nerotam Sehksaria Foundation. Both these windows will allow the fund to focus on specific regions and expand its coverage there. A regional window for Brazil and Ibero-America is under negotiations.

Fourteen (14) initiatives (in Brazil, Peru, Colombia, Costa Rica, Haiti, Jamaica, San Kits y Nevis, Mexico, Panama, Honduras, Paraguay and Uruguay) have been selected for financial support from the Youth Fund in the 2012 call for a total of USD 250,000. In Africa, another 14 initiatives (in Benin, Cameroon, Democratic Republic of Congo, Egypt, Ethiopia, Gambia, Madagascar, Mauritius, Malawi, Rwanda, Sierra Leone, South Sudan, Togo and Zambia) were selected for a total of USD 258,925. While in Asia, 12 initiatives (in Afghanistan, Azerbaijan, Bangladesh, Fiji, India, Indonesia, Nepal, Philippines, the Occupied Palestinian Territories and Vietnam) were selected for a total of USD 236,360. The projects selected cover entrepreneurship, urban management and planning, employment, environment and gender.

Youth Empowerment Programmes

The Urban Youth Fund

(i) Global Achievements

The **Urban Youth Fund** provides financial support for youth-led development initiatives in developing countries. By December 2012, a total of 213 youth groups (globally) benefited from USD 2.7 million from the fund, increasing from 115 groups at the end of 2011. 59 new youth organizations were granted about USD 1 million across 43 developing countries. The youth projects included 11 projects on policy formulation in Azerbaijan, Brazil, Colombia, Egypt, India, Indonesia, Kenya, Nepal, Sierra Leone and Zambia. To be eligible for funding, applicant organizations must involve girls and young women in decision-making at all levels of the organization. This includes senior management level and board. The Management team MUST have a minimum of 25 per cent young women.

This report highlights two examples from India and Nepal to demonstrate the various ways through the Youth Fund is impacting the lives of young people.

A project entitled “Elimination of Sexual Harassment and Wage Discrimination of Immigrant Slum Women as Laborers” was implemented by SPANDAN, in Puri, **India**. The project focused on gender-mainstreaming issue in an urban slum setup. The target population was the indigenous marine-fisher folk community, in the outskirts of Puri town of Odisha, India. The community with 12,000 households, was treated as ‘refugees & untouched’. Increasing poverty and stress on marine fishing as the prime livelihood compelled many of the families to search for alternative income. The labor contractors in the city took advantage of this situation. They utilized these young women, exploited them with low-wages on the basis of gender and sexual harassment. The objectives of the project included i) elimination of sexual abuse of the women folk and ii) facilitating equal wages for the women.

The organization conducted awareness raising campaigns at the community level. Facilitated the formation of women’s Self Help Groups in the target areas. They also provided opportunities for the women in the community to interact with the Government officials. During this process they facilitated the meetings of the young women leaders (from the target group) with the District Labor Officer, Advocates of the District Legal Aid Cell and District police officers.

Through these initiatives SPANDAN was credited with the following achievements:

- Helping 2000 women become aware and understand the legal provisions for ‘Protection of women in the workplace’ & ‘Equal Remuneration Act’.
- The formation of a women Cooperative (Sitamateli Mahila Multipurpose Cooperative Society), which was used as a legal platform for the women to address their grievances.
- Creating a Task Force of 50 women leaders which is operational and working to mitigate issues at the workplace.
- There has been and continues to be interface dialogue meetings with the stakeholders and district level workshops to reflect these issues at the appropriate forums

Another major focus for the Youth Fund projects is job creation for young people. The “*Team for Nature and Wildlife*” in Nepal received funding to generate urban youth employment. This is a youth led, non-profit non-governmental, social and environmental organization founded for the eco-friendly development of communities. The organization works on Education, Economy and Environment involving children, youth, and women as the main beneficiaries.

Mr Rai, received training in organic compost production, organic vegetable farming, bee-keeping, and horticulture under *Team For Nature and Wildlife’s* Youth Empowerment for Green Job Project. During the training Mr. Rai learnt more about the value of team work for the success of any business. After the training, he inspired some of his colleagues to set up an agro cooperative. *Team for Nature and Wildlife* facilitated in the formation of the agro cooperative which was formally registered as the Himalayan Agricultural Cooperative

Under the guidance of *Team For Nature and Wildlife*, the Himalayan Agricultural Cooperative

established an “Organic School” to provide education and training to young people on organic farming. More than 100 existing farmers became shareholders in the Himalayan Agricultural Cooperative which now has a capital fund of approximately USD 47,000.

The Cooperative has since grown to become the biggest agro-cooperative in the district. Moving forward, the Himalayan Agricultural Cooperative’s mission is to continuously supply cheaper organic vegetables to the people of Kathmandu and beyond. The Himalayan Agricultural Cooperative with an annual operating budget of about USD 63, 100 has emerged as a solid business platform for youth farmers. The Cooperative is made up of 113 stakeholders, most of them youth. It has acquired two hectares of land in a rural district of Solukhumbu, with the help of *Team for Nature and Wildlife*. Two more cooperatives are currently in the process of formation in the area of bee keeping and the other one in home making enterprises.

The One Stop Youth Resource Centre model

(i) Global Achievements

Through the **One Stop Youth Resource Centre model** UN-Habitat continued to work 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 establishment of new ones 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.

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 on their client relations, improve on their 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 to the public. He has employed other youth after training in book keeping. And in Nairobi, (**Kenya**) youth have started a cooperative movement to help them save and buy stocks for their small businesses. So successful is the cooperative that other youth from the surrounding areas are requesting for a chance to join in as members.

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(ii) Regional/Country Achievements

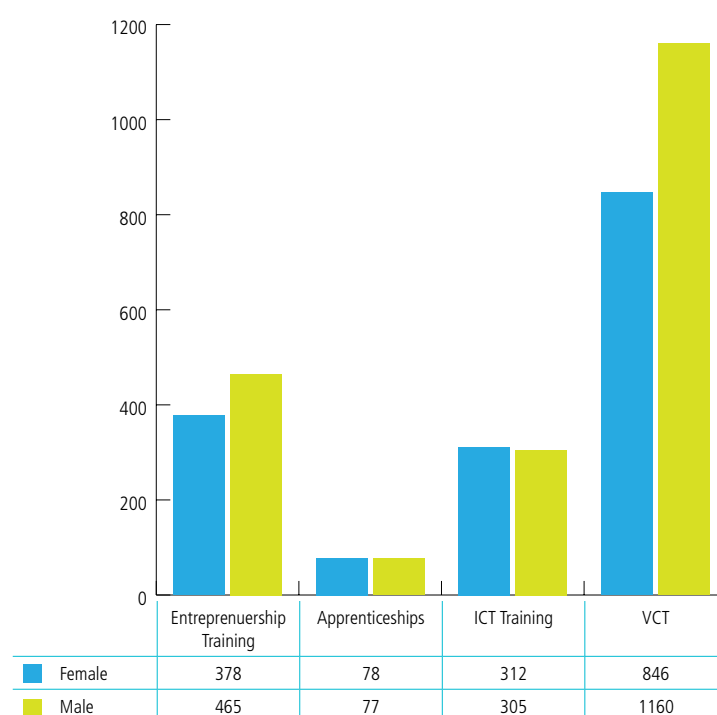
The capacity of youth in urban governance is being strengthened through the One Stop Centres. Among the services offered in all the One Stop Centers are programmes on youth and urban governance. The Nairobi and Kinondoni (in Dar es Salaam) One Stop Centres act as meeting points for Junior Councils of the two cities. The Junior Councils act as a shadow to the City Councils, where youth engage on pertinent matters of governance at the ward level. In Nairobi, the junior council programme has been instrumental in deciding on the use of the Constituency Development Funds by the City Council.

In recognition of the centre's role, the Rwandan Minister of Youth and ICT recognized the effectiveness of the One Stop Centre Model, '*... The Ministry has been searching for a model to replicate, and the One Stop Youth Centre concept was found to be most inclusive. Now the Ministry is planning to replicate the One Stop Model in 450 locations including at District and sector levels across the country through the YEGO strategy*'(12 June 2012, Kigali).

The One Stop Centre pilot in Kigali (**Rwanda**) has been successful and the Government has decided to replicate the model across the country through its decentralized structures. Over 1,000 youth visited the Kimisagara One Stop Youth Centre daily for recreation, information and training (sample trainings undertaken between April 2011 to May 2012, Figure 7.1). Between 2011 and 2012 the numbers of youth visiting this centre increased by about 30 per cent.

One Stop Youth Centre capacity building through trainings 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. The trainings undertaken target both young men and women. In **Uganda**, Over 1000 youth have been reached in the year under review through the One Stop centre in Arua District. An agreement with the Arua municipality and a local bank is under way to construct permanent facilities for the One Stop Centre.

FIGURE 9: Kimisagara Centre Activities



Through other partnerships (including private sector such West Nile Private Sector Development Association, Enterprise Innovations Uganda - Telesat International Cottage Industrial Development Institute) 100 youths received training in business management skills. The training targeted young people who are already doing some small scale businesses. 48 female and 52 male benefited from the training. The training focused on providing participants with basic business / financial record keeping, marketing research and customer care, and personal awareness skills. In addition, 50 youths received training on energy saving stoves. The training that targeted 25 males and 25 females focused on equipping young people with skills on the use of appropriate technology to generate income. Some basic business skills was integrated in the training. 24 youths have received vocational skills training in various trades such as catering and Hotel Management, Carpentry and joinery, welding and metal fabrication, tailoring, and Information Communication Technology . 33 semi illiterate youths are currently receiving practical hands on training in areas of motor vehicle mechanics, welding and metal fabrication, and phones, computer and radio repairs. The trainings are for a period of six months. 200 teenage mothers were trained in business and entrepreneurship skills. The training seeks to empower adolescent mothers between 14 – 19 years with business startup skills since they are out of school and had lost hope of achieving anything in life. 425 youths received training and equipped with skills of manufacturing products at small scale – cottage industry. The practical skills are being integrated with entrepreneurship and business management skills to provide opportunities to the trainees to identify and manufacture products for income generation.

In **Sudan** 360 unemployed youth including women have been trained in the One Stop Centre on production of SSB for the construction of 12 health facilities in three states in Darfur. Over 500 young unemployed including women from Sakali and Dorti poor neighborhoods and nearby cities were also trained in production Stabilized Soil Blocks (SSB) and building construction, through on-the job training approach.

In **Kenya**, a satellite One Stop Centre in Nairobi's Korogocho slum trained some 50 young people in community asset mapping, a tool used to assist youth take stock of their assets and contribute towards decision-making at the city level. Another youth Centre in Banana slums (Nairobi) has been 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, trained 4,000 youth in the entrepreneurship in 2012.

Challenges

- Mobilizing additional resources for the youth programme from other donors continues to be a challenge.
- Mainstreaming youth and youth issues in United Nations agencies is still a challenge.
- Monitoring and evaluating impact of the youth envoys as well as keeping them interested in the issues of youth and urbanization is a challenge.

Next Steps (in 2013 and beyond)

- Embark on supportive policies on youth employability at national and local levels, including matching the skills needs *vis-à-vis* market for youth being trained.
- Continue to increase the funding base in order to accommodate the demands of the Urban Youth Fund.
- Strengthen mainstreaming of youth issues in UN-Habitat programmes and other UN agencies.
- Continue to build strategic partnerships with CSOs and the private sector.

3.2.3 Disaster management

(i) Global Achievements

There has been progress in UN-Habitat involvement in disaster management as evidenced by the organization's increased role in humanitarian activities and through its engagement with the local authorities and other institutions in urban basic activities in crisis and post-crisis countries. UN-Habitat's disaster management projects and programmes now cover 22 countries globally. The new Emergency Response Fund policy is now operational facilitating timely rapid response to post-crisis emergencies as appropriate.

UN-Habitat's role and visibility in disaster management continued to increase in 2012 as evidenced by the agency's engagement and achievements in normative and operational work from global to country levels. UN-Habitat chairs the HLP Area of Responsibility within the Global Protection Cluster. Recent agreements with stand-by rosters, the development of a coordination toolkit and the expansion to include greater NGO involvement will improve overall operational effectiveness in this critical area. 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.

The partnership between UN-Habitat and UNISDR has been strengthened. The two agencies have been collaborating over the years in many activities where urban and local risk management can be enhanced by utilizing their respective areas of strength. A revised Memorandum of Understanding was signed between UN-Habitat and UNISDR during the WUF 6 to build resilient cities against disasters through the "Making Cities Resilient Campaign" and the City Resilience Profiling Programme. It will promote the synergy between the two agencies, with UNISDR coordinating various disaster risk reduction advocacy activities while UN-Habitat will focus on providing technical inputs on urban risk reduction measures from its experience in urban planning in disaster-prone countries. UN-Habitat continues to support the implementation of the Hyogo Framework for Action, through ongoing engagement with the UNISDR and its partners, and in November 2012, participated in the strategic planning for the post-2015 revisions to the Hyogo Framework for Action which will include a strong role for cities in contributing to national disaster management planning.

In line with its Inter-Agency Standing committee responsibility as the chair of the Inter-Agency Standing committee Reference Group for Meeting Humanitarian Challenges in Urban Areas, UN-Habitat and UNICEF convened humanitarian actors and donors to build an understanding on improving humanitarian response in urban context and devise operational recommendations for adapting humanitarian approaches and programmes to complex urban settings. A priority plan has been developed with key Inter-Agency Standing committee agencies and partners, and future strategic priorities on urban emergencies have been identified. In its implementation of the Inter-Agency Standing committee Transformative Agenda, UN-Habitat has made progress with the intention to improve emergency preparedness and response in: 1) increasing institutional profile for UN-Habitat's crisis role, 2) developing a roster of experts for large-scale and sudden-onset crisis, 3) improving urban emergency re-

sponse through its urban advisory services, 4) training of its field and headquarter staff for emergency response, 5) establishing and utilizing its internal emergency response fund, and 6) simplifying its internal administrative procedure for emergency context.

UN-Habitat currently provides coordination support to the International Federation of Red Cross/Red Crescent following natural disasters and to UNHCR after conflicts. Efforts to improve coordination and effectiveness include: agreements with stand-by rosters, renewed focus on accountability through monitoring and evaluation and improved learning through the annual documentation of good practices on shelter rehabilitation. The agency responded to humanitarian crises in the Philippines, **Mozambique**, El-Salvador, Libya and **Cuba** 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 internally displaced persons, 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 mid-term evaluation undertaken in 2012 commends UN-Habitat for its engagement in the Inter-Agency Standing committee which has resulted in the improved visibility of the organization's technical capacity in the humanitarian field, and humanitarian financing of UN-Habitat.

UN-Habitat launched a new four-year City Resilience Profiling Programme, formerly called the Urban Resilience Indexing Programme, under its risk reduction and rehabilitation branch during the Rio+20 Conference. The primary justification for this 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 Programme will develop profiles of city resilience and global standards for calibrating urban systems' ability to withstand and recover from crises. The Programme fills a large gap; providing a forward-looking, integrated, multi-hazard multi-stakeholder, urban systems approach to planning and developing urban settlements. A consultation meeting with potential implementing partners took place in August, and key implementing partners were identified. UN-Habitat has launched a call for expression of interest from cities to serve as pilot cities, where city resilience profiling will be tested and various tools to build resilience will be introduced. In addition, several donors have already shown interest to fund the Programme.

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 internally displaced persons, 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 peace building 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 UNHCR to develop lease certificates for IDPs and refugees receiving housing assistance

(ii) Regional/Country Achievements

During 2012, UN-Habitat continued to actively participate in major interventions in shelter, housing, land and property, and early recovery coordination within humanitarian country teams throughout its operational portfolio including in **DRC**, **Haiti**, **Cuba**, **Iraq**, **Mozambique**, **Pakistan**, **South Sudan** and **Syria**.

Hurricane Sandy had a major devastating impact in cities and urban areas of the Caribbean disrupting urban infrastructure, livelihoods and damaging over 220,000 houses. UN-Habitat deployed an emergency response team to Cuba after

Hurricane Sandy and developed a series of projects under its flash appeal for housing and social infrastructure. It also responded to emergency needs in Haiti after hurricane Sandy on urban recovery.

Large scale flooding in **Pakistan** damaged infrastructure, houses and settlements in Sindh and Balochistan in 2012. Through the rapid response grants from the Central Emergency Respond Fund, UN-Habitat is responding through provision of emergency shelter and water, sanitation and infrastructure recovery interventions. UN-Habitat has also provided technical inputs into the Regional Response Plan for **Syria**, and deployed an expert to assist Syrian refugees in camps in northern Iraq. UN-Habitat provided support to **Mozambique** on the preparation of a flood response plan.

With regard to progress in advocacy **at country level**, some 7,000 slum dwellers in **Thailand** marched during in the World Habitat Day and submitted petitions to the UN on the need for all governments in Asia to mandate people's participation in disaster mitigation measures.

In Haiti, the government campaign on adequate housing reconstruction was launched in March 2012. This level of awareness and action confirmed that UN-Habitat, through its mandate and through joint programmes with other UN agencies has contributed to the strengthening of the transformation from humanitarian response to long term development.

In Rwanda, UN-Habitat supported seven district authorities to analyze their resilience to natural hazards, and in **Pakistan**, UN-Habitat facilitated 31 cities to register in the UNISDR Making Cities Resilient Campaign.

Challenges

- UN-Habitat needs to continue strengthening its human resource to operate in complex urban settings. This is being addressed by providing trainings and tools to field staff and by establishing partnerships with external organizations with strength in this field for deployment.

Next Steps (in 2013 and beyond)

- City Resilience Profiling Programme will select pilot cities and finalized various agreements with implementing partners and donors.
- UN-Habitat will set up a team of urban advisors to be deployed to post-crisis countries to support governments and UN Humanitarian Country Teams.
- UN-Habitat will continue to fulfill its responsibility in the Inter-Agency Standing committee and bring specialized expertise in urban emergency responses and on shelter and housing, land and property issues.

Lessons Learned

- Assistance provided to countries after disaster with respect to formulation of project proposals does not always lead to funding of these proposals. More strategic alliances with donors are required to improve the success rate of project applications

4.0 Institutional Reforms and Organizational Transition Structure

4.1 Introduction

As part of the Medium-Term Strategic and Institutional Plan (MTSIP) 2008-13, UN-Habitat is to undertake a review of its organizational structure. The key donors and development partners have supported UN-Habitat's decision to undertake this review, as this will subsequently facilitate an organizational realignment, including inter-divisional restructuring so as to ensure optimal delivery of the agency's mandate. The organizational review was also requested by the Governing Council through its resolution 21/2, which referred to the need to give immediate priority to the proposed institutional reforms, including further implementation of results-based management, robust knowledge management systems and any institutional adjustments necessary to align the organization with the MTSIP, consistent with the wider process of United Nations system-wide reform. In parallel, the impact of the global economic crisis has introduced additional and critical considerations for the Agency.

4.2 Progress Update

UN-Habitat has made significant progress since the formal launch of the organizational review in February 2011. Various consultations with staff, staff representatives as well as UNON and various other pertinent stakeholders took place throughout the restructuring planning phase in 2011. Close coordination with the Department of Management was also established and has continued up to now.

The purpose of the organizational review is to establish a structure capable of ensuring more effective and efficient delivery of UN-Habitat's mandate at the country, regional and global levels. A transitional period has been established to allow some of the key change components to mature and take shape. The transitional period will also accommodate the drafting of the new Secretary-General's Bulletin to reflect the proposed final organizational structure.

UN-Habitat has received the UN Department of Management's clearance to proceed with the implementation of the transitional measures in anticipation of the finalization of the reorganization process. The key changes are summarised below.

- (a) The substantive and organizational part of both the transitional and proposed final structure consists of the following seven thematic areas and corresponding Branches (table 11), each focusing on the formulation and implementation of projects in one substantive area.

TABLE 11: Reorganization of UN-Habitat – Thematic Branches and Unit

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

Each Branch has 3 to 4 Units that implement projects with similar thematic character.

- (b) The proposed Management Office conflates elements of the mandates of the former Programme Support Division and some elements of the Office of the Executive Director.
- (c) The newly proposed Project Office also combines some elements of the former Programme Support Division as well as elements from the former substantive Divisions.
- (d) The Regional Offices are expected to contribute to project identification and formulation functions, and identifying regional resources and funding opportunities. During the transitional period, the implementation arrangements for the on-going regional and country activities remain unchanged.

The Management Office, Project Office, External Relations and thematic Branches are now all fully functional. They are increasingly responsible for the implementation of the change process, while the Executive Director's Office continues with the overall coordination of the reform process. 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. All staff members have been provisionally redistributed to the new organizational units.

The seven thematic or substantive areas will also become the Focus Areas in the Strategic Plan for 2014-2019 and the Subprogrammes in the Work Programme and Budget, thus ensuring complete alignment between the six-year strategic plan, the two-year strategic framework, the two-year Work Programme and Budget, and the organizational structure of the agency.

On the programmatic side, UN-Habitat's work will continue to be guided by the MTSIP until the end of 2013, after which the new Strategic Plan for 2014-2019 will take effect. The foreseen complete alignment will simplify accounting and reporting, and enhance accountability and transparency. A plan to guide the delivery of the outputs of the 2012-2013 work programme and implementation of the remaining two years of the MTSIP 2008-2013 through the new organizational structure has been developed.

A UN-Habitat Staff-Management Consultative Committee was also established as a forum for addressing reform specific issues. In parallel, UN-Habitat has proceeded with direct consultation with the staff, providing them with information about the on-going restructuring process. So far the staff queries and concerns are mainly about the practical elements of the reform, including requests for clarification on issues such as reporting lines, organizational roles and responsibilities, and business processes and workflows.

Organizational reform is not a stand-alone process with a given deadline, but a course of processes, tools and techniques for managing the change. In line with the objectives of the reform to enhance efficiency, transparency, productivity and accountability in the delivery of UN-Habitat's mandate, various policies and procedures have been developed and presented to all staff since early 2012. These instruments are meant to guide and facilitate the work of the agency in addressing the main challenges and opportunities affecting the sustainable development of cities and other human settlements.

In addition, these policies support the project based approach adopted by UN-Habitat. Particular attention has been given to the provision of greater decentralization together with increase in responsibility and accountability; guiding the management of financial resources; outlining the responsibilities and accountabilities of staff; and providing clarity to the staff reporting lines under the transitional structure, for example. **Policy and procedures for Emergency Fund** outline the management framework for provision of timely and effective support to countries affected by natural disasters or complex emergencies, whereas the **Internal Development Fund** is to provide seed funding for pre-investment activities to facilitate the acquisition of new projects.

One of the key policies is the **Project Based Management Policy**. The main purpose of the policy is to ensure consistent quality approach in the management of UN-Habitat's project portfolio, and to give direction to the project based management covering the entire project cycle from project identification, formulation, planning, approval, implementation, monitoring, reporting and evaluation. The policy also introduces **Project Accrual and Accountability System** as a principal instrument for the management of the agency's portfolio.

As the implementation of the on-going reform impacts on virtually all aspects of UN-Habitat operations, these policies and procedures should be seen as a pragmatic and meaningful set of tools to all UN-Habitat staff members. Elaboration and further development of these policies will ensure their continued relevance towards the delivery of the agency's work.

The organizational reform process is almost complete and will culminate in the issuance of a new Secretary-General's Bulletin on the organization of UN-Habitat. An advanced draft of this document is now ready and has been shared with UNON, UNEP and staff representatives for comments. The formal completion report on the organizational review will be contained in the Executive Director's progress report on the work of UN-Habitat to be presented to Member States at the 24th session of the UN-Habitat Governing Council.

5.0 Status of the Development of Strategic Plan 2014-2019

5.1 Introduction

Implementation of the present Medium-term Strategic and Institutional Plan 2008-2013 (MTSIP 2008-2013) will come to an end in December 2013. In light of this, the UN-Habitat Governing Council, at its twenty third session, requested the Executive Director to develop, in consultation with the Committee of Permanent Representatives, a strategic plan for 2014–2019, including a road map for the preparatory process, taking into account the recommendations of the peer review and other reviews of the MTSIP 2008–2013, for presentation to and approval by the Governing Council at its twenty-fourth session in early 2013 (Governing Council Resolution 23/11). The present update highlights the progress made in the preparation of the draft Strategic Plan for the period 2014-2019.

5.2 Preparation Process and Progress to Date

At its regular meeting on 13 June 2011, the Committee of Permanent Representatives considered a concept note and a roadmap on the preparation of the Strategic Plan for 2014- 2019, both of which were approved. At the same meeting, the CPR further decided to establish an Open-ended Contact Group to facilitate the preparation of the strategic plan. The Group met fifteen times between 24 August 2011 and 4 July 2012 to prepare the Draft Strategic Plan, largely following the approved roadmap.

The Draft Strategic Plan was presented to and considered by the CPR at its regular meeting on 28 June 2012 and was partially endorsed, pending agreement on the phrasing of the cross-cutting issue of ‘human rights’. The Contact Group held its last meeting on 4 July 2012 and reached agreement on the human rights issue. The slightly amended Draft Strategic Plan was finally considered and fully endorsed by the CPR at its extra-ordinary meeting of 22 August 2012.

5.3 General Structure of the Draft Strategic Plan, 2014-2019

The Draft Strategic Plan consists of three parts. Part I, titled ‘Strategic Analysis’, presents the Pan’s rationale, highlighting the external and internal factors that have shaped its content. In general, it answers the question “Why?” More specifically, it covers the following issues:

- Mandate of UN-Habitat;
- Urban Trends, Challenges and Opportunities;
- Lessons from the MTSIP 2008-2013;
- Strengths, Weaknesses, Opportunities and Threats; and
- Guiding Principles of the Strategic Plan for 2014-2019.

Part II, titled “Strategic Choice”, presents the core elements of the Strategic Plan, and addresses the question “What?” It includes the following elements:

- Vision;
- Mission;
- Goal;
- Strategic result;
- Focus areas; and
- Results framework.

Part III of the Draft Strategic Plan, titled “Strategy Implementation”, describes how the plan will be implemented, and focuses on the following:

- Overall strategy and phases for the implementation of the Strategic Plan;
- New organizational structure and management approach through which the Plan will be implemented;
- How the Plan’s implementation will be monitored and evaluated, within the context of results-based management and using the results framework presented in Part II; and
- Financial and human resources required for the successful implementation of the Plan.

5.4 Focus Areas, Results Framework and Cross-Cutting Issues

In light of the factors shaping twenty-first century cities and of UN-Habitat’s current strengths, weaknesses, opportunities and threats reviewed in Part I of the Draft Strategic Plan, the Plan proposes that four programme areas be prioritized during the period 2014-2019, namely: i) Urban Legislation, Land and Governance; ii) Urban Planning and Design; iii) Urban Economy; and iv) Urban Basic Services.

In the past, UN-Habitat has not paid sufficient attention to the first three of the areas above, yet they provide important frameworks for more efficient and effective delivery of basic services, housing, and upgrading of slums, as well as for more effectively responding to both human-made and natural disasters. Improved work in these focus areas will enable UN-Habitat to respond to the challenges and opportunities shaping twenty-first century cities in a more holistic way. They may be seen as the levers for the transformation of cities towards greater environmental, economic and social sustainability.

The fourth priority area, Urban Basic Services, is in response to the reality that large numbers of urban dwellers in developing countries do not have access to basic services, including water, sanitation and domestic energy, especially in slums (accommodating close to one billion people). UN-Habitat will also continue to work in three important focus areas, building on its past success; viz: Housing and Slum Upgrading; Risk Reduction and Rehabilitation; and Research and Capacity Development.

The Draft Strategic Plan emphasizes that all seven focus areas will be implemented simultaneously, as they are closely intertwined and are equally important. The Plan proposes eight cross-cutting issues relevant to all seven focus areas, but the following four will be prioritized: i) Gender; ii) Youth; iii) Climate change; and iv) Human rights, within the context of advancing the goals and mandate of UN-Habitat, as set-out in the Istanbul Declaration and the Habitat Agenda.

In all seven focus areas, UN-Habitat will concentrate its work on clearly defined strategic issues and actions that have a potential for triggering or catalyzing change at the urban level. Its main emphasis will be to assist local, regional and national authorities responsible for urban issues to discharge their governance, planning, management and service delivery responsibilities more effectively. This will be achieved through the implementation of clearly defined projects that combine both normative and operational work. As part of this, UN-Habitat’s catalogue of model projects (developed at the end of 2011) will be continually updated during the life of the Strategic Plan.

In addition, UN-Habitat’s organizational structure will be fully aligned to the seven focus areas in both the Strategic Plan and the biennial work programme and budget. A project-based management approach will also be pursued, thus ensuring greater transparency, accountability and effectiveness in the implementation of the Strategic Plan.

5.5 Way forward

The Draft Strategic Plan will be presented, for consideration and approval, to the UN-Habitat Governing Council at its 24th session, to be held from 15 to 19 April in 2013. Looking ahead, a number of mechanisms and policy documents will be developed before the end of 2013 in order to facilitate implementation of the Strategic Plan. These include:

- Refinement of the Strategic Plan’s results framework and establishment of baselines for all indicators of achievement in the results framework;

- Finalization of focus area policy papers to guide the work of each of the focus areas, as well as a policy paper on cross-cutting issues;
- Finalization of a policy paper on resource mobilization, a project acquisition policy to guide the development of new projects, and an updated catalogue of model projects;
- Finalization of policy papers on monitoring, evaluation, and advocacy;
- Finalization of an action plan, including a roadmap for the implementation of the Strategic Plan; and
- Establishment, of a Strategic Plan steering committee to oversee the implementation of the Plan, including assessment of the results of implementation and adjustment of the plan.

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