



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

Forty-One Regular Session of the CPR to UN-Habitat

22 June 2011

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Acronyms

AMCHUD	African Ministerial Conference on Housing and Urban Development
CAP	Community Action Plans
CCCI	Cities and Climate Change Initiative
CDS	City Development Strategies
CERF	Central Emergency Relief Fund
CLUP	Comprehensive Land Use Plan
DIS	Donor Information System
EA	Expected Accomplishment
ECOWAS	Economic Commission for West Africa
ENOF	Enhanced Normative and Operational Framework
ERM	Enterprise Resource Management
ERSO	Experimental Reimbursable Seeding Operations
ESCAP	Economic and Social Commission for Asia and the Pacific
FA	Focus Area
GC	Governing Council
GLTN	Global Land Tool Network
GUSIP	Ger Area Upgrading Strategy and Investment Plan
GOPP	General Organisation for Physical Planning
GWOPA	Global Water Operators Partnership Alliance
HCPD	Habitat Country Programme Document
IPACC	Intergovernmental Panel on Climate Change
ISS	Information Services
LVWATSAN	Lake Victoria Water and Sanitation Programme
MEKWATSAN	Mekong Water and Sanitation Initiatives
MOA	Memorandum of Agreement
MTSIP	Medium-Term Strategic and Institutional Plan
MWEDO	Maasai Women's Development Organization
OCHA	Office of the Coordinator of Humanitarian Affairs
OIOS	Office of Internal Oversight Services
PRC	Programme Review Committee
RBM	Results-Based Management
RTCD	Regional and Technical Cooperation Division
SUDNet	Sustainable Urban Development Network
SUF	Slum Upgrading Facility
UNACLA	United Nations Advisory Committee of Local Authorities
UNCDF	United Nations Capital Development Fund
UNCSD	United Nations Conference on Sustainable Development
UNDAF	United Nations Development Assistance Framework
UNCT	United Nations Country Teams
UNICEF	United Nations Children's Fund
UNON	United Nations Office in Nairobi
UPMG	Urban Planning, Management and Governance
WHO	World Health Organisation
WSTF	Water & Sanitation Trust Fund
WSP-Af	Water and Sanitation Programme in Africa
WUF	World Urban Forum

Progress Report on Implementation of the MTSIP

I. Introduction

This is the tenth progress report since the beginning of the implementation of the Medium-term Strategic and Institutional Plan (MTSIP) in 2008. It is submitted in accordance with Governing Council (GC) resolution 22/7, paragraph 7, which calls upon UN-Habitat to report, using a results-based framework, on a half-yearly basis on progress made in the implementation of the MTSIP to the Governments through the Committee of Permanent Representatives (CPRs).

The report is based on headquarters, regional and country reporting, and on evaluations conducted during the reporting period. It presents results attained during the period of November 2010 to May 2011. It presents performance progress of the six focus areas of the MTSIP in relation to resources utilized. Challenges and corrective actions/next steps are also presented.

The draft report was presented to the CPR Working Group on Monitoring on 6 June 2010. Resulting suggestions, comments and inputs were incorporated in this final report, to be considered by the CPR at its regular session of 22 June 2011.

The report is presented in 6 sections. Section 1-III is about what is reported on: the MTSIP results framework and financial resources for 2011 annual work plans. Section IV highlights the main achievements, challenges and next steps at organizational level. Progress by each focus area, assessed at expected accomplishment level using indicators of achievement against targets, is presented in section V. Also presented in section V are achievements of the Enhanced Normative and Operational Framework (ENOF) and cross-cutting issues of gender, youth and disaster management. Section VI reports details of achievements at global, regional and country level by focus areas. Although emphasis is reporting on results, short-term outcomes, processes and outputs that significantly contributed towards attainment of the results are reported. This is because results often take some time to achieve. Challenges and next steps for each focus area are also reported.

Based on indicators of achievement and targets for 2011, it is evident that all focus areas have made significant progress, with some expected accomplishments being 'on track' and others showing 'mixed progress'.

II. The MTSIP results Framework reported on

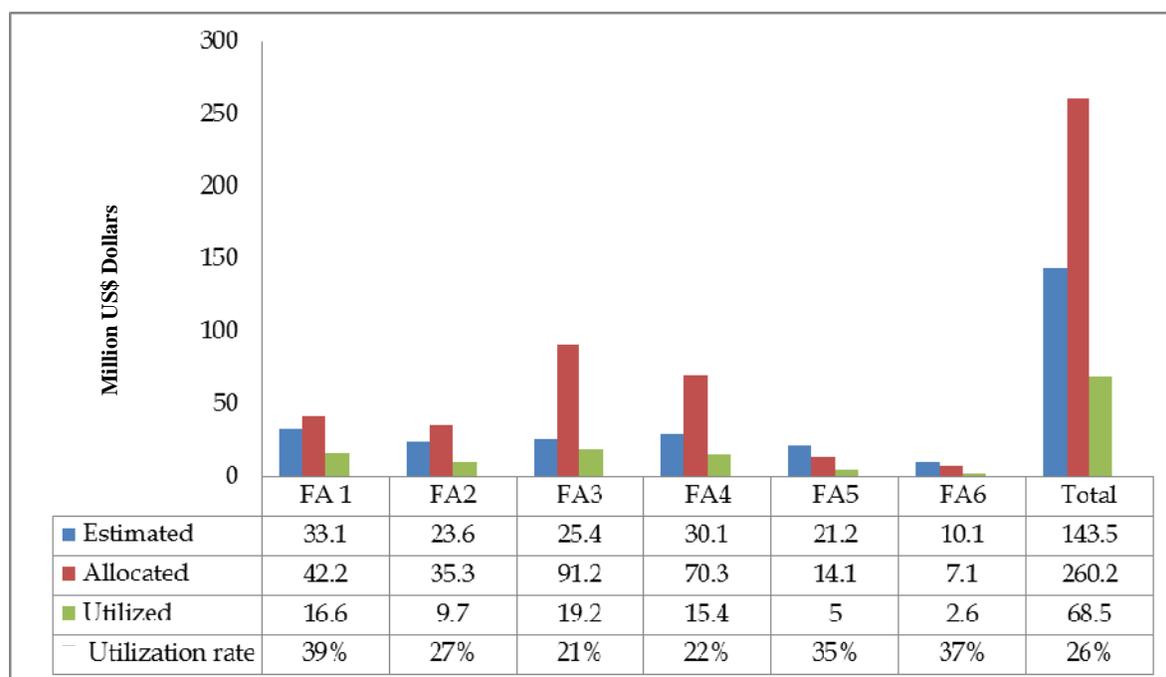
The MTSIP has six focus areas and the Enhanced Normative and Operational Framework (ENOF). Its results framework consists of strategic results, expected accomplishments, sub-expected accomplishments and indicators of achievement (Annex 1). The results framework now serves as the basis for organizational planning, programming, budgeting, monitoring, evaluating and reporting up to the end of 2013. The plan is implemented through biennial work programme and budget cycles.

III. Financial resources for 2011 annual work plans

Aligning resources with organizational objectives and results is one of the critical factors for effective application of Results-Based Management (RBM). It provides management and stakeholders with a resource - results picture and demonstrates transparent budget management processes. Figure 1, shows the budget estimates and allocation for 2011 and expenditure for the period of January to April 2011. A total budget of US\$143.5 million was estimated based on the indicative biennium budget of US\$287.2 million for the six focus areas; US\$ 260.2 million allocated in line with the funding received. As of 30 April 2011, US\$68.5 (26%) had been utilized for the six focus areas against a target of 33% for the first four months of the year.

The fact that allocated funds are higher than the estimated budget can be explained by the fact that estimates are based on policy-led planning, within the context of the work programme and MTSIP priority activities. Allocation is higher than budget estimates in FA1-FA4 as the allocations are based on the actual receipt of funds towards earmarked project activities in these focus areas at the country level, most of which are demand-driven. This trend is not observed for FA5 and FA6 during the reporting period.

Figure 1: Comparison of estimated, allocated and utilized financial resources, January-30 April 2011



IV. Highlights of achievements, challenges and next steps

This section highlights the significant accomplishments during the reporting period. It also presents the challenges and next steps to be undertaken at organizational level.

a) Significant achievements

- Overall policy making , direction coordination resulted in approval of the work programme and budget for 2012-2013 and adoption of 18 milestone resolutions at the 23rd session of the Governing Council that provide UN-Habitat and its partners the stimulus to move the urban agenda forward.
- The UN-Habitat organizational review for rationalization of current structures to enhance more efficiency and effectiveness of UN-Habitat has advanced considerably. The 3rd phase of the organizational review started with the coming on board of a senior change management consultant, together with a senior staff member from New York Headquarters in May 2011. They are engaging staff, the CPR and key stakeholders in a series of workshops to identify concrete ways in which UN-Habitat can become more efficient and effective in both its normative work and field operations.
- UN-Habitat's work continues to contribute to awareness raising on urbanization issues. Empirical evidence of the linkages between climate change and cities and towns are documented in the *Global Report on Human Settlements 2011: Cities and Climate Change*. The report is targeted at all concerned with improving the ability of towns and cities to mitigate and adapt to climate change.

- The UN-Habitat coordinated 2011 global celebrations of World Water Day held in Cape Town, South Africa on 22 March under the theme "Water and Urbanization". This event gave UN-Habitat yet another global platform for its advocacy work on water and sanitation. At the regional level, UN-Habitat and the Economic and Social Commission for Asia and the Pacific organized World Water Day celebrations in Bangkok, Thailand.
- Adoption by the United Nations Commission on Sustainable Development (UNCSD) of urban mobility and pro-poor sanitation as critical ingredients for sustainable development, in its outcome document in May 2011, will facilitate advancement of the principles of sustainable urbanization in UN-Habitat's new vision.
- 15 African countries supported by UN-Habitat are reviewing their land and urban legislation, as part of implementing the Bamako Plan of Action adopted at the third African Ministerial Conference on Housing and Urban Development (AMCHUD III) in November 2010.
- The implementation of the knowledge management strategy is very encouraging. The Urban Gateway is making a difference. Six months after its launch in October 2010, it has proved to be an effective tool for enhancing communication, knowledge sharing, collaboration and networking among UN-Habitat and its partners. As of 30 May 2011, over 200 partners had registered on the Urban Gateway and over 600 items had been posted on the Gateway.
- A total of 132 cities are implementing inclusive urban planning, management and Governance (UPMG) with support from UN-Habitat in areas of governance, safety, environment, risks and crisis to strengthen the capacity of national governments, local authorities and other Habitat Agenda Partners towards sustainable urbanization.
- Implementation of RBM is improving to strengthen UN-Habitat's planning, performance measurement and results reporting and accountability. Evaluation culture is improving and this is contributing to organizational learning and accountability. For the reporting period, five thematic evaluations on gender, youth, Experimental Reimbursable Seeding Operations (ERSO), Water and Sanitation Trust Fund (WSTF) and the Slum Upgrading Facility (SUF) were conducted by external evaluators.
- Staff skills are being aligned with MTSIP priorities, and staff are regularly informed of organizational priorities and reform through town hall meetings of the Executive Director (3 town hall meetings have taken place since November 2010), newsletters and improved intranet that is improving the culture of performance.
- Normative and operational programmes are being concentrated in 26 Enhanced Normative and Operational Framework (ENOF) "priority" countries in Africa, the Arab States, Asia-Pacific and Latin America and the Caribbean in order to achieve maximum impact.
- UN-Habitat continues to engage the youth to participate in the organization's work, for decision-making roles and sustainable livelihoods in human settlements management and development. UN-Habitat "Youth Envoys", "Messenger of Truth" and members of the Youth Advisory Board participated in the twenty third session of the Governing council.
- Work on strengthening gender mainstreaming in UN-HABITAT programmes has continued. UN-HABITAT has been requested by the newly created UN Women, in July 2010, to lead, support and coordinate the work on gender equality and the empowerment of women at global, regional and country levels, and to provide technical advice on gender and local governance in support of a country wide programme on training local authorities in **Moldova**.
- UN-Habitat continues to provide leadership within the Inter-Agency Standing Committee (IASC) in strengthening policies, tools and practices of the international humanitarian community for effective responses to humanitarian emergencies and follow-up on recovery activities in urban areas. It now chairs the IASC Reference Group for the implementation of the two-year Action Plan of the IASC Strategy. New and renewed working relationships have been forged between

UN-Habitat and other IASC partners (UNICEF, UNHCR, FAO, IFRC, OCHA and WFP) for shelter/housing, water and sanitation, health and livelihood restoration in emergency, early recovery and reconstruction phases of humanitarian crises in urban areas during the reporting period.

b) Challenges

Although significant progress has been made in implementing the MTSIP, there are still areas where improvement is needed and challenges still remain:

- Demands and spending needs of UN-Habitat are increasing, while staffing levels and financial resources remain insufficient. These demands will grow as the new vision of the organization takes root, moves towards Rio +20 and prepares for Habitat III.
- The governance structure of UN-Habitat has been a challenge in that complying with UN Secretariat requirements, at times; conflicts with what the Member States ask UN-Habitat to do as a Programme.
- The timely implementation of UN-Habitat operations, especially in the humanitarian area, is hampered by lengthy procurement procedures, which UN-Habitat has no control over.
- Another major challenge facing the organization is how to expand the donor base at a time when the effects of the global financial crisis are still being felt.
- The MTSIP 2008-2013, which is supposed to be the basis for the development of two-year work programmes (for the period 2008-2013), was not adequately aligned with the work programmes due to different UN Headquarters programming cycles. This resulted in two parallel monitoring and reporting systems, with reporting on the MTSIP being initially seen as a burdensome add-on. UN-Habitat intends to correct this problem by preparing the Strategic Plan for 2014-2019 before preparation of the work programmes for that period.
- Although coordinated service delivery in line with the “Delivering as One UN” approach is commendable, achieving more systematic integration of urban issues into country programming through the UNDAF process is still hampered by inadequate resources and capacities of Habitat Programme Managers (HPMs).

c) Next steps/actions before the end of 2011

- The UN-Habitat GC at its twenty third session, requested development of a strategic plan for 2014-2019, including a road map for preparatory work, taking into account the recommendations of the peer review and other reviews of the MTSIP 2008-2013 (Governing Council 23/11).
- The third phase of the organizational review is on-going. This aims at realigning the organizational structure of UN-Habitat to enable it to deliver its mandate effectively and efficiently.
- UN-Habitat will continue to pursue efforts to mobilize resources and expand the donor base, including reviewing the role of HPMs, the private sector and local authorities.
- Through ENOF, UN-Habitat will continue to promote alignment, coherence and coordination at the global, regional and country levels.

V. Progress of focus areas assessed against targets for 2011

This section assesses progress of each focus area, at expected accomplishment level using indicators of achievement against set targets. Colour coding has been used to indicate whether performance is on track (green), shows mixed progress (yellow) or needs high attention (red).

The key for performance colour coding is as follows:

On track – satisfactory progress	Mixed progress - stay alert	High attention required
Greater than 75%	Greater than 50% but less than 75%	Less than 25%

a). FA1: Advocacy, monitoring and partnership

Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at national and global levels.

Indicator (a): Number of media articles on flagship reports: Target set for 2011 is 16,000 articles

- Media coverage of UN-Habitat's flagship reports, including the State of Regional and Country Cities reports increased. As of April 2011, 14,532 media articles (English only) were recorded compared with 14,022 for 2010 and 7,910 in 2009. **China** published the Chinese Cities Report in November 2010.

Indicator (b): Number of downloads from UN-Habitat website of sustainable urbanization materials: Target for 2011 is 900,000 downloads

- There were 525,034 downloads from the UN-Habitat website from November 2010 to May 2011 and 161,703 from the social media site for publications (Scribd.com), which brings the total to 686,737 downloads. This demonstrates growing interest among users in UN-Habitat publications and greater marketing efforts by UN-Habitat, e.g. through the monthly electronic alerts on new publications. The most downloaded of UN-Habitat's flagship reports were the State of the World's Cities 2010/2011: Bridging the Urban Divide, State of the World's Cities 2008/2009: Harmonious Cities and The Challenge of Slums: Global Report on Human Settlements 2003, which recorded 17,120, 10,487 and 7,203 downloads respectively. The WUF report is also popular, with 7,000 downloads.

Indicator (c): Number of countries with National Urban Forums: Target for 2011 is 17 countries

- A growing number of countries are establishing National Urban Forums as platforms for discussions on sustainable urban issues. The number of countries with established national urban forums reached 35 as of May 2011, compared to 20 in November 2010 and 14 at the end of 2009. The new ones are in the context of the Enhanced Normative and Operational Framework (ENOF).

Expected Accomplishment 2: Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy

Indicator of achievement (a): Number of partnerships (by category) contributing to sustainable urbanization. Targets for 2011: international organization 35; national governments 45; training institutions/universities 32; foundations 10; private sector 36 and civil society organizations 50.

- Since 2008, UN-Habitat has entered into 1,213 cooperation agreements with various partners who have committed to agreed norms and principles of sustainable urbanization. For the year 2011, UN-Habitat had entered into cooperation agreements with 154 partners by 31 May 2011. These partnerships included 39 international organizations, 35 national governments and local authorities, 22 private sector organizations, 16 training institutions, and 4 youth groups, indicating increased participation of the Habitat Agenda partners in formulation of sustainable urbanization policies.

Expected Accomplishment 3: Monitoring of sustainable urbanization conditions and trends improved

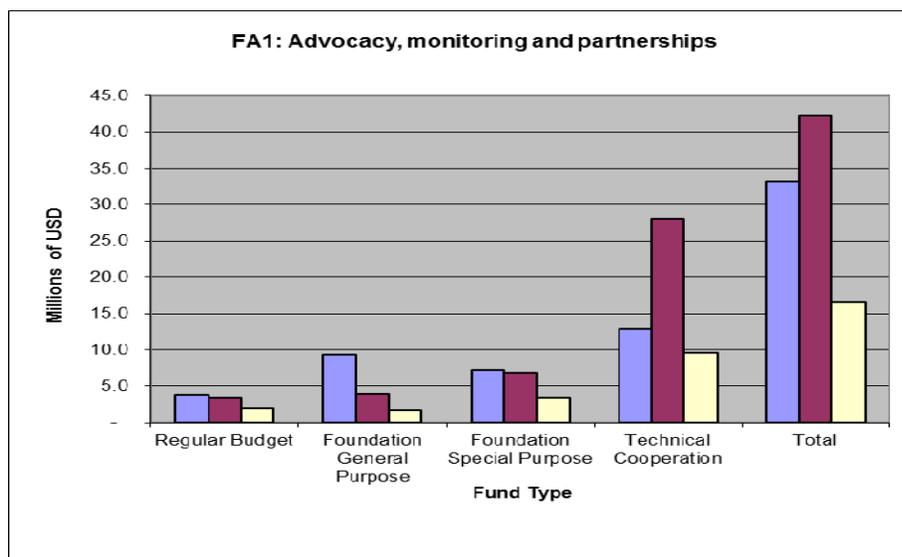
Indicator of achievement (a): Number of operational Urban Observatories. Target for 2011 is 160

- The monitoring function of UN-Habitat has expanded and strengthened capacities of national government departments to monitor urban indicators and assess conditions and trends. UN-Habitat also monitors the achievement of MDG goal 7, target 11. By May 2010 UN-Habitat was supporting 210 national and local urban observatories, up from 155 by November 2010.

Overall assessment of progress in Focus Area 1: UN-Habitat continues to disseminate knowledge through publications, media and websites and this has contributed towards improved awareness of urban issues among Habitat Agenda partners. Habitat Agenda partners are committing to agreed norms and principles for sustainable urbanization and there is increased use of monitoring systems, as well as increased demand for evidence-based knowledge and data from UN-Habitat. UN-Habitat's self-assessment, based on the indicator of achievements and targets for 2011 places all three expected accomplishments of FA1 on track.

Linking results to resources is one of the critical factors for effective implementation of RBM. Figure 2 shows the 2011 estimated annual budget (US\$ 33.1 million) and allocated amount (US\$ 42.2 million) for FA1, as well as expenditure (US\$16.2 million) as of 30 April 2011, by type of funding. The utilization rate of all the funds allocated to FA 1 for the year is 39%. Given the fact that the early months of the year are usually devoted more to planning than implementation, this utilization rate is high.

Figure 2: Annual estimated budget, allocated resources and expenditure for FA 1 by type of funding



b) FA2: Participatory urban planning, management and governance (UPMG)

Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive UPMG

Indicator of achievement (a): Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles. Target for 2011 is 30 countries.

- With 39 countries having improved policies, legislation and strategies for UPMG with UN-Habitat's support, the target of 30 for 2011 is already exceeded. Three countries (the Philippines, Colombia and Tanzania) have undertaken local reviews of their planning legislation and policy in order to assess how best to integrate sustainable development concerns.

Indicator of Achievement (b): Number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures. Target for 2010-2011 is 10.

- A total of 11 crisis prone and post crisis countries have policies that incorporate urban risk and vulnerability measures, up from 9 in 2009, which are being implemented. In Antananarivo, Madagascar, UN-Habitat is working with UNICEF, UNFPA and OCHA to mitigate conflict and disaster risks through community-based improvements in sanitation and solid-waste management.

Expected Accomplishment 2: Strengthened institutions promote inclusive UPMG

Indicator of achievement (a): *Number of institutions in targeted countries that actively promote sustainable urbanization dimensions. Target for 2011 is 50*

- 46 institutions, up from 40 institutions at the end of 2010, of which 26 are local government training institutions, 11 are universities and 9 are local government associations and regional or global local government training institutions are promoting sustainable urbanization. The 26 government training institutions offer capacity development support for local governments in UPMG. Emphasis has been put on reporting learning results and outcomes as an integral part of targeting the strengthening of local authorities.
 - 11 Universities are actively promoting UPMG up from 8 at the end of 2010. The Africa Association of Planning Schools (a Network of 42 tertiary Planning institutions) has developed and is using the curriculum "Climate Change and African Cities in Planning Education" that draws on UN-Habitat experiences. The Federal University of Technology Minna is using a wide range of UN-Habitat tools in its training programme and for the development of a new graduate programme. A joint Masters Programme on Urban Sustainability is being tested by Kenyatta University and the University of Nairobi.
- 9 local government associations, regional or global local government training institutions now actively promote UPMG, up from 8 at the end of 2010. A regional training institute in Kenya was supported, which in turn 35 local authority personnel from over 20 municipalities in East Africa have benefited through participation in a diploma course on urban development studies. The course is conducted as a collaborative initiative with the Institute of Housing and Urban Development Studies, Netherlands, and the Lake Victoria City Development Strategies of UN-Habitat.

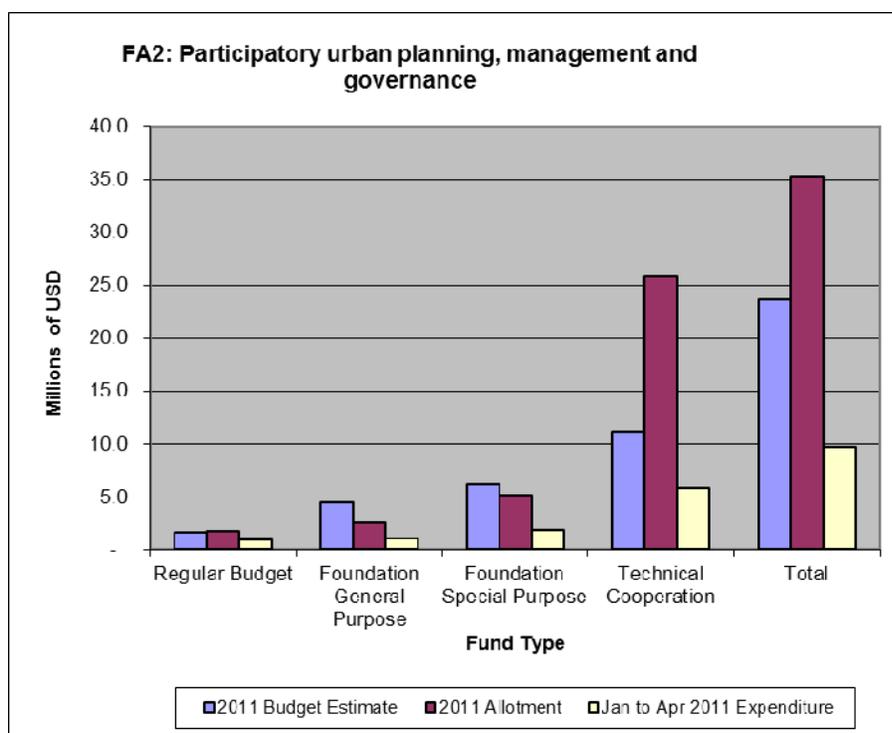
Expected Accomplishment 3: Improved implementation of inclusive UPMG

Indicator of achievement (a): *Number of cities implementing inclusive UPMG. Target for 2011 is 139*

- A total of 132 cities are implementing inclusive UPMG with support from UN-Habitat through participatory action planning and implementation in the areas of governance, safety, environment, risks and crisis. The Lake Victoria website spatial portal and repository for regional urban planning records, <http://gridnairobi.unep.org/lvsp/ptk>, is increasingly keeping track of East African regional indicators to assist in strategic planning and provide practical tools for use in urban planning.

Overall assessment of FA2: On the basis of the indicators of achievement, FA2 is on track in all 3 expected accomplishments. However, to measure inclusive UPMG is still work in progress. There is a need to establish means, partnerships and monitoring systems to assess results and reflect them in periodic reporting. Figure 3 shows the annual budget estimates (US\$ 23.6 million) and allocation (US\$35.3 million) for FA2, as well as expenditure (US\$9.7) as of 30 April 2011. This makes the utilization rate of all allocated funds for the whole year 27%.

Figure 3: Annual estimated budget, allocated resources and expenditure for FA 2 by type of funding



c) FA 3: Pro-poor land and housing

Expected accomplishment 1: Improved land and housing policies implemented

Indicator of achievement (a): Number of countries implementing improved land and housing policies. Target set for 2011 is 30 countries.

- As of May 2011, a total of 36 countries were in the process of developing, implementing or completing land and housing reforms with the support of UN-Habitat, up from 33 countries in 2010. New countries in the list are Burundi, DRC, and Sudan. They add to the list of -3 in Europe, 7 in Asia and the Pacific, 17 in Africa and Arab States, and 6 in Latin America and the Caribbean.
- In addition, 3 countries (Uganda, Nepal and Ghana) have been supported to initiate public and institutional debates, revise their housing policy and/or implement housing reforms through national consultation processes.

Expected Accomplishment 2: Security of tenure increased

Indicator of achievement (a): Number of countries implementing policies to improve security of tenure, including reduced forced evictions. Target for 2011 was 21 countries.

- 28 countries, up from 24 in 2010, are implementing policies to improve security of tenure and reduce forced evictions, including in post-disaster and post-conflict situations. The new countries include: Bolivia, Guinea, Ivory Coast and Peru.
- 15 African countries are in the process of implementing the Bamako Plan of Action which was adopted by AMCHUD in November 2010 with technical, financial and policy support by UN- Habitat. 14 countries (Burkina Faso, Burundi, Cameroon, Kenya, Morocco, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia and Zimbabwe) have further initiated reviews of their land and urban policies and legislation to increase access to secure tenure and affordable housing. In addition, 8 of these countries are further improving land management and administration. In recognition of AMCHUD's added value as a platform for advocacy and coordination, African countries are contributing USD130, 000 towards institutionalizing it.
- Six countries and Habitat Agenda Partners are utilizing-Habitat tools and methodologies to promote security of tenure. In **Haiti**, UN- Habitat raised USD10 million to carry out participatory enumeration

using the *Count me in: Surveying for tenure security and urban land management* tool developed by GLTN. In **Liberia, DRC** and **Burundi** land sector coordination platforms have been established, modelled on a similar mechanism developed by UN-Habitat in Kenya. In the area of post-conflict and post natural disaster, UN- Habitat mobilized USD4.7 million for a land mediation initiative in **DRC** using UN- Habitat's *land dispute resolution* methodology. UN- Habitat is further spearheading a regional initiative in the **African Great Lakes region** to address land and property rights of IDPs and refugees and has mobilized USD500, 000 of seed funding to begin implementation. The utility of UN-Habitat normative tools and methodologies have further contributed to the mobilization of USD2.2 million in **Liberia** and a total of USD8 million in **DRC**.

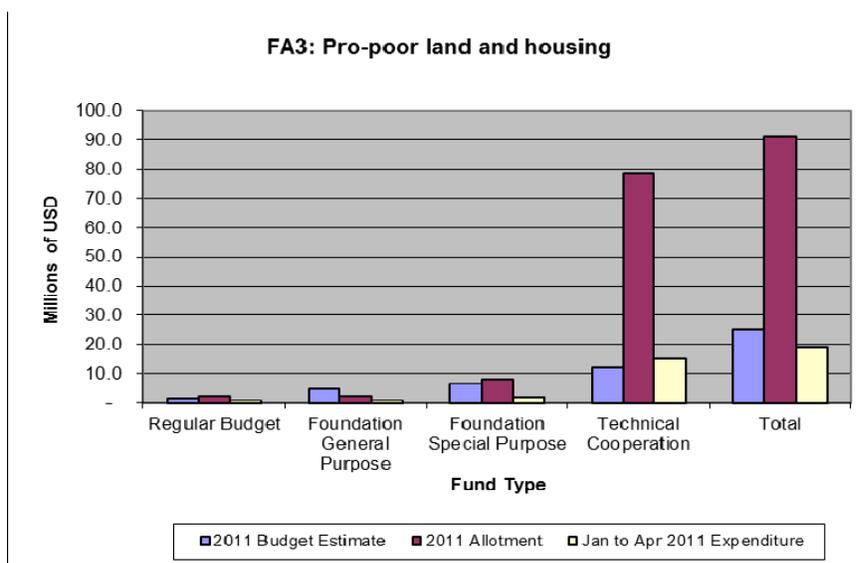
Expected accomplishment 3: Slum improvement and prevention policies promoted

Indicator of achievement (a): Number of countries implementing slum prevention and improvement policies. Target for 2011 is 26 countries.

Currently 33 countries (17 in Africa and Arab States, ten in Asia and the Pacific, one in Europe and five in Latin America and the Caribbean) are implementing slum prevention and improvement policies with UN-Habitat support.

Overall assessment of FA 3: Based on targets and indicators of achievement, assessment puts FA2 on track. However, with respect to slum improvement and prevention, although the target is met, considerable work remains to be done to improve Governments' and UN-Habitat partners' knowledge, capacity and implementation approaches for slum improvement and prevention. Figure 4 shows the annual budget estimate (US\$ 25.4 million) and allocation (US\$91.2 million) for FA 3, as well as expenditure (US\$9.1) as of 30 April 2011. This gives a 21% utilization rate of all funds allocated for the year.

Figure 4: Annual estimated budget, allocated resources and expenditure for FA3 by type of funding



d) FA 4: Environmentally sound basic urban infrastructure and services

Expected accomplishment 1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services

Indicator of achievement (a): Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services. Target for 2011 is 30 countries.

- The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services has reached 36 (13 in Asia and the Pacific, 7 in Latin America and the Caribbean, 15 in Africa and 1 in Central America), up from 35 in November 2010. The new added country is Honduras.
- During the reporting period, The 'Central American Solid Waste Management Technical and Institutional Assistance Initiative' expanded its scope to include Honduras in the group of four countries already

involved in the initiative, namely: Nicaragua, Guatemala, Costa Rica, and El Salvador. Letters of Agreement have been signed at ministerial level to endorse and adopt policies favourable for the establishment of a comprehensive, efficient and sustainable institutional framework for the management of municipal waste and the provision of related services.

Indicator of achievement (b): Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services. Target for 2011 is 105 institutions.

- The total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stands at 126, up from 123 institutions in November 2010.

Expected Accomplishment 2: Increased institutional efficiency and effectiveness in provision of basic urban infrastructure services

Indicator of achievement (a): Percentage of service providers (water and sanitation utilities supported by UN-Habitat) recovering at least 95% operation and maintenance cost of services. Target for 2011 is 40%.

The survey for this indicator will be undertaken and reported in the next progress report. However, UN-HABITAT has been working with service providers with the objective of increasing institutional efficiency and effectiveness. The following examples illustrate the progress achieved over the past six months.

- The Lake Victoria Water and Sanitation programme is supporting capacity development for seven water utilities in 3 countries under a programme that integrates improvements in physical infrastructure with training and capacity building. Five of the seven utilities report achieving over 95% cost recovery.
- During the reporting period, the Siaya Bondo Water and Sewerage Company was added to the list of four other utilities (namely, the South Nyanza Water and Sewerage Company, Gusii Water and Sewerage Company, Bukoba Urban Water and Sewerage Authority, and the Muleba Urban Water and Sewerage Authority) that are achieving over 95% cost recovery.
- Under the MEK-WATSAN programme, two towns, namely Xieun Ngeun and Sayabouly in Lao People's Democratic Republic (PDR) are recovering 100% of operations and maintenance costs.

Indicator of achievement (b): Percentage of consumers of targeted UN-Habitat partner service provider organizations reporting satisfaction with services provided. Target for 2011 is 62%.

The survey for this indicator will be undertaken and reported in the next progress report. However, a stakeholder survey conducted as part of the external evaluation of the Water and Sanitation Trust Fund revealed that 83% of the respondents perceived the programme to have created visible results at the level of beneficiaries.

Expected Accomplishment 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services.

Expected Accomplishment (a): Percentage of consumers ranking basic urban infrastructure services in the first three of their priority needs.

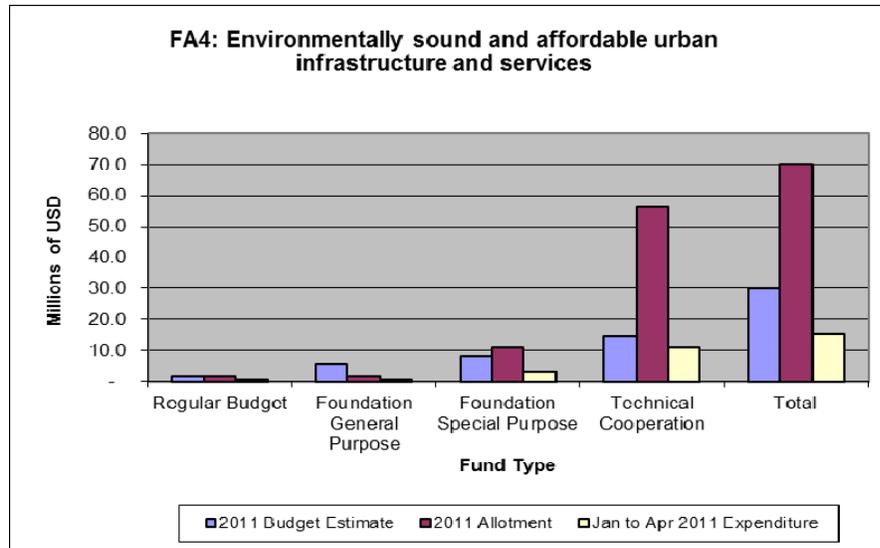
The survey for this indicator will be undertaken for the next reporting period. However, community participation and empowerment is a key feature of UN-Habitat's water and sanitation programme. In Nepal, for example, it has been assessed that following UN-Habitat's interventions, citizens in 7 municipalities and 14 small towns are more aware and empowered to demand and access improved services. In the Mekong region, consumer groups were formed in 26 small towns in Cambodia, Laos and Vietnam – with strong participation from women's groups such as the Lao Women's Union and Vietnam Women's Union.

Indicator of achievement (b): Percentage of initiatives with a difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities. The target for 2011 is 22%.

- The poor tend to pay much more for water. UN-Habitat's interventions in service provision and by facilitating pro-poor tariff setting bring down the price the poor have to pay. Progress on this indicator requires a survey, which is yet to be carried out. However, during the reporting period, through the LVWATSAN and MEKWATSAN programmes, 15,000 and 10,000 additional people are benefitting from pro-poor tariffs.

Overall assessment of FA 4: Based on indicators of achievement and targets, assessment considers only Expected Accomplishment 1, on improving enabling policy and institutional frameworks, to be on track. Expected accomplishments on increased efficiency and effectiveness of basic urban infrastructure services have mixed progress since the actual indicator of achievement does not indicate progress. Figure 5 shows the annual budget (US\$ 30.1 million) and allocation (US\$70.3 million) for FA 4, as well as expenditure (US\$15.4) as of 30 April 2011. This gives a utilization rate of 22% of all funds allocated for 2011.

Figure 5: Annual estimated budget, allocated resources and expenditure for FA4 by type of funding

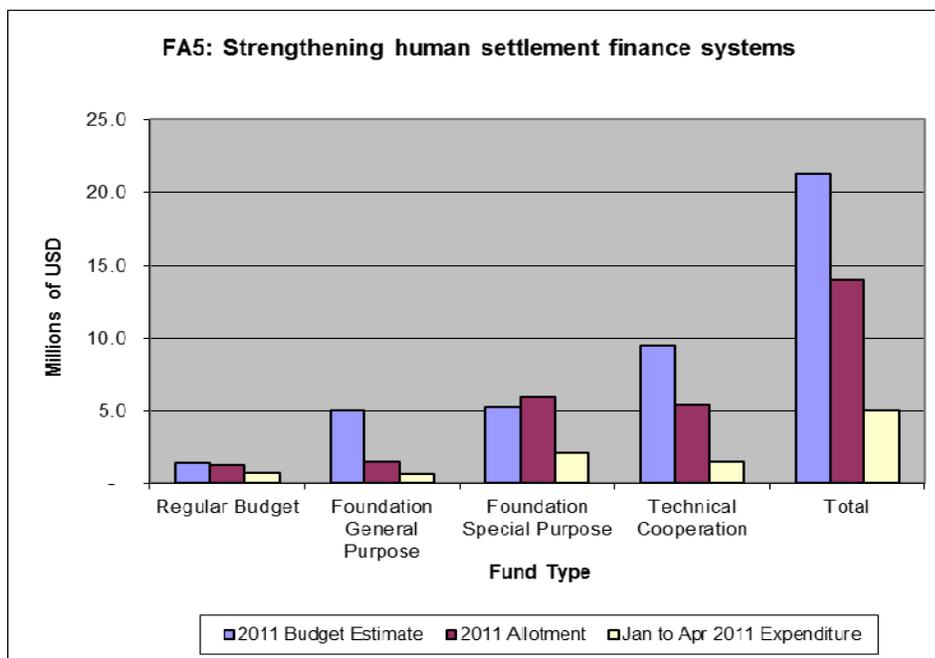


e) FA 5: Human settlements finance systems

<p>Expected Accomplishment 1: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure</p> <p><i>Indicator of achievement (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. Target for 2011 is about US\$7, 000,000.</i></p> <p>As at 31 May 2011, UN-Habitat had disbursed five loans in the context of the Experimental Reimbursable Seeding Operations (ERSO), totaling \$2.75 million (76%) of funds donated. UN-Habitat tested SUF grant-based mechanisms to expand access to housing finance for the poor. It established six Local Finance Facilities in Ghana, Indonesia, Sri Lanka and Tanzania and has disbursed US\$5,154,084 in the four pilot countries.</p> <p><i>Indicator of achievement (b): % of housing loans by domestic banks and micro-finance institutions going to low-income families and/or people with informal incomes. Target for 2011 is 5% of housing loans.</i></p> <ul style="list-style-type: none"> Progress on this indicator would require a survey. However, performance measurement has been on monitoring the number of low income households directly benefitting from housing loans and housing and infrastructure improvements through domestic banks and micro finance institutions collaborating with the ERSO programme of UN-Habitat. During the reporting period low income households directly benefitting from ERSO increased from 800 to 1,187. 	
<p>Expected Accomplishment 2: Increase in activities in municipal finance and affordable housing finance</p> <p><i>Indicator of achievement (a) Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure. The target for 2011 is about US\$ 6, 800,000 raised.</i></p> <ul style="list-style-type: none"> During the field-testing of ERSO for four years that ended in April 2011, UN-Habitat raised US\$ 3,629, 597 of which US\$2.75 million was disbursed as loans .This leveraged US\$550 million of investment in five pilot projects. 	

Overall assessment of FA 5: Based on targets and indicators of achievement, assessment puts all expected accomplishments on 'mixed progress'. An external evaluation conducted in early 2011 indicates that both ERSO and SUF programmes have had innovative financial impacts. For ERSO, there has been a 100% repayment rate for the due loans. For SUF, the bulk of the success has been noted in the strengthening of the local finance facilities and the impact they are having on national policy. For ERSO, the evaluator gave options for the future of the programme that were considered at the 23rd session of the Governing Council. The end of programme evaluation of the Slum Upgrading Facility recommended scaling up of the programme as part of the way forward and continued support of the local finance facilities as an important tool in mobilizing domestic investment and funds for low-income housing. Figure 6 shows the annual budget estimate (US\$ 12.2 million) allocation (US\$14.1 million) for FA 5, as well as expenditure (US\$5.0) as of 30 April 2011. This gives a utilization rate of 35% of all the funds allocated for 2011.

Figure 6: Annual estimated budget, allocated and expenditure for FA5 by type of funding



f) FA 6: Excellence in Management

The Excellence in Management focus area is concerned with improving the institutional performance of UN-Habitat in order to achieve more efficient delivery of its mandate. The focus is on improved institutional and administrative processes; effective Results-Based Management and knowledge management; and improved resource mobilization coordination.

Expected Accomplishment 1: Staff are empowered to achieve planned results

Indicator of achievement (a): Percentage of staff whose skills set is aligned with their MTSIP compliant job description. Target for 2011 is 100%

- Alignment of staff skills with the MTSIP stands at 99% and review of job descriptions to align the remaining 1% with the MTSIP is in progress. Job descriptions due for reclassification have been identified and instructions on redrafting sent out to the respective incumbents. All completed job descriptions are now in a classification database.
- Staff have been empowered through development and training programmes, including: Management Development Programme (50% of legible staff trained); performance appraisal of staff; RBM (60 staff trained this year); IPSAS and EPAS etc.

Indicator of Achievement (b): Reduction in time spent on completion of selected business processes: Target for 2011 average time for PRC to approve 8 days, average recruitment time 150 days, IT procurement time 4 days, average time for approval of Cooperation agreement

- The average time for programme review committees to appraise and have projects approved is 8 days, down from 9 days in 2010.
- For IT, the average procurement time remains at 50 days as of May 2010. For cooperation agreements, the average time taken for approval of 90% of cooperation agreements is 8 days, exceeding the target of 10 days set for 2011.
- The average time for recruitment is 170, i.e. below the target of 150 days, by the end of 2010. This is attributed to the phasing out of Galaxy and introduction of INSPIRA, a new recruitment tool that the managers and staff are still learning to use. In addition, development of all components of INSPIRA has not yet been completed.

Indicator of achievement (c): Percentage of staff reporting improved information and knowledge sharing. Target is 60% for 2011.

- The survey to capture specific data on this indicator will be conducted in September 2011. However, there has been an improvement in general information sharing platforms. The new intranet (Habnet), and the redesigned website, www.unhabitat.org, are both improved information technology platforms for information sharing. Information has also been shared through the directors meetings, senior managers meetings, as well as divisional and focus area retreats.

Expected Accomplishment 2: Institution aligned to deliver MTSIP results

Indicator of achievement (b): Number of key restructuring decisions implemented as recommended by the organizational reviews. Target 2011, 80%

- The completion of an organizational review that aligns the structure with the focus areas of the MTSIP and the achievement of results was a high priority outcome of the Peer Review of the Implementation of the MTSIP. Consultations with the Executive Director on the organizational review of UN-Habitat have been completed. The organizational review, led by a change management consultant, is now underway. Release of findings is expected by September 2011.
- Pursuant to Governing Council resolution 22/5 of 3 April 2009, UN-Habitat and its CPR members continued to implement the agreed quick-wins which were developed in Phase II of the Governance Review and approved at the 38th Regular Session of the CPR. Phase III of the Governance Review identified preliminary options for more fundamental structural reform. At the 23rd session of the Governing Council, a resolution on the Governance of UN-Habitat was adopted, setting in motion a process through which an action plan for a preferred reform option is to be developed jointly by the UN-Habitat Secretariat and the CPR. Work on this is now underway.

Indicator of achievement (a): Percentage of staff reporting increased inter-divisional and focus area collaboration.

- During the MTSIP Peer Review, 68% of the staff interviewed reported that the MTSIP had increased awareness of the need for collaboration. FA 1 reported establishment of linkages with the World Urban Campaign and Information Services Section, better alignment of resources, change in the organization's culture, and improved capacity to deliver.
- FA 2 indicated the Plan had introduced greater clarity into the team's work and distilled common objectives and made linkages with other focus areas.
- FA 4 indicated that the plan had enhanced the normative and operational work and reduced the "silo" mentality.

Expected Accomplishment 3: RBM principles applied

Indicator of achievement (a): Percentage of programmes and projects that are contributing to focus area results. Target for 2011 is 98%.

- There is improved alignment and contribution of UN-Habitat programmes and projects to MTSIP and work programme results/expected accomplishments, with the proportion rising from 97% in December 2010 to 98% by April 2011, as verified by an internal assessment which showed that all programmes and projects contribute to one or more focus area results.
- Through strengthened Programme Review Committee (PRC) processes, the quality of programmes and projects in UN-Habitat has significantly improved, with a strong chain of results and improved results orientation, thus ensuring that programmes and projects effectively contribute to MTSIP results.

Indicator of achievement (b): Willingness to be held accountable for MTSIP results. Target is 2.9 on scale of 5 (58%).

- Specific information will be available when the survey needed for this indicator is conducted in September 2011. However, staff, right from the executive management, through senior managers and substantive officers, down to support staff, all are willing to be accountable for the results of the MTSIP that they deliver. Institutionally, structures have been improved, including the creation of the MTSIP Steering Committee, Task Forces on thematic areas of the MTSIP, the Programme Review Committees, and focal points for MTSIP reporting etc. These structures are enhancing effective accountability of MTSIP results at the organizational level.
- At the level of personal accountability, the responsibilities of individual staff members are defined in their job descriptions and in their performance appraisal system (EPAS) plans.

Expected Accomplishment 4: Financial resources achieve MTSIP results

Indicator of achievement (a): Degree to which resource targets for non-earmarked and earmarked funding are met. Targets for the 2010-2011 biennium are US\$57 million for non-earmarked funds and US\$252 million for earmarked funds.

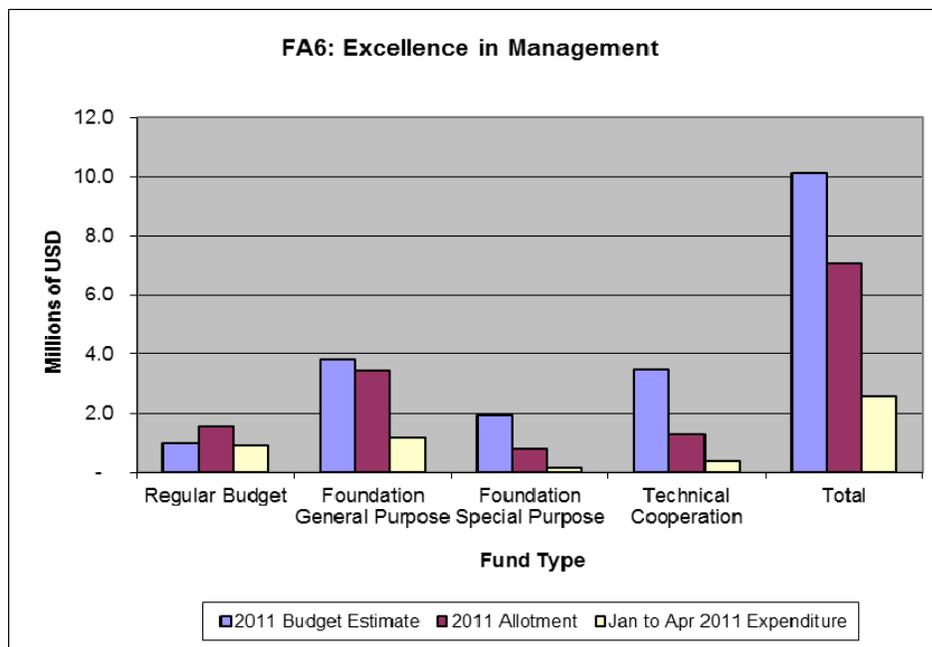
- As of 31 March 2011, US\$16.9million had been received for non-earmarked funds, which is about 30% of the target of US\$57million for the biennium 2010-2011. For earmarked resources, US\$261million had been received during the first 15 months of the biennium, which exceeds the biennium target of US\$252million by 3.6%.

Indicator of achievement (b): Percentage of earmarked/non-earmarked resources allocated to MTSIP focus area priorities.

- For the current biennium, so far it is assessed that 100% of both the non-earmarked and the earmarked resources have been allocated to MTSIP focus areas priorities.

Overall assessment of FA 6: Taking all critical factors for Excellence in Management into account, over all, FA 6 can be assessed as having made good progress. The organization has committed itself to manage for results. It has made a considerable effort in this area that has begun to transform UN-Habitat's business processes. However, it is still in transition with regard to managing 'excellently'. There have been good improvements in RBM, in terms of planning, reporting, monitoring, and evaluation. This is in spite of remaining constraints, including inadequate human resources capacity, financial resources, appropriate systems, and documentation of lessons learned from field operations. Figure 7 shows the annual budget estimate (US\$10.1 million) and allocation (US\$7.1 million) for FA 6, as well as expenditure (US\$2.6 million) as of 30 April 2011. This gives a utilization rate of 37% of all allocated funds for 2011.

Figure 7: Annual estimated budget, allocated and expenditure for FA6 by type of funding Expenditure



g) Enhanced Normative and Operational Framework (ENOF)

The ENOF is a key component in the implementation of the MTSIP. In essence, the framework provides a bridge between UN-Habitat’s normative and operational work, seeking better integration of the global policy pillar with regional and country activities.

- UN-Habitat is intensifying its work in 26 pilot “ENOF Priority Countries” to support the efforts of the national governments and other stakeholders, including the local authorities. Currently, the selected ENOF priority countries are Burkina Faso, Democratic Republic of Congo, Ghana, Kenya, Liberia, Mozambique, Nigeria, Senegal, Tanzania and Uganda (Africa countries); Egypt, Iraq, Libya and Sudan (Arab States); Bangladesh, Indonesia Nepal, Pakistan, Philippines, Sri Lanka, Vanuatu and Vietnam (Asia-Pacific States); Colombia, Ecuador, Haiti and Nicaragua (Latin America and Caribbean States).
- UN-Habitat continues to support the development of the Habitat Country Programme Documents (HPCDs) which, when well prepared, are useful for strategizing, planning, coordination and monitoring. They link with other formal strategies and frameworks such as UNDAFs. UN-Habitat is currently back-stopping some countries to update their HPCDs, including Burkina Faso, Malawi, Senegal, DRC, Kenya, Vietnam, Philippines, Vanuatu, Colombia and Mexico.
- UN-Habitat continues to enhance, through ENOF, the establishment and operation of National Urban Forums. As of May 2011, 35 countries had established National Urban Forums, up from 20 in 2010. These forums are formed to provide multi-stakeholder platforms for urban campaigns and other public debates on urban issues at national level. UN-Habitat is currently assisting in the establishment of National Urban Forums in Burkina Faso, Ghana, Malawi, Mozambique, Nigeria, Rwanda, Senegal, Lebanon, Nepal, Philippines, Viet Nam, Fiji, Cuba and Nicaragua.
- Municipal Urban Forums have been formed in 5 municipalities of Arua, Mbale, Mbarara, Jinja and Kabale as platforms for promoting sustainable urbanization and adequate shelter for all.
- Through the Habitat Programme Managers, UN-Habitat is part of the UN country teams, contributing to elaboration and implementation of the national United Nations Development Assistance Frameworks (UNDAF) which focus on poverty reduction, in line with the MDGs. As of May 2011, human settlements issues had been integrated into 44 UNDAFs, up from 23 in 2009, and into 38 National Development plans.

- There is increased integration of programme activities at the global, regional, and national levels, as well as inter-divisional and focus area collaboration on various programmes. The ENOF Task Force is providing a platform for internal policy dialogue and coordination among all the MTSIP focus areas and related organizational branches.
- An external evaluation of 'Delivering as One UN', which aims to assess the opportunities and challenges for UN-Habitat, has been completed. It will give direction to UN-Habitat's future involvement in the 'Delivering as One UN Initiative'.

The challenges

- Integration of the ENOF framework into the UNDAF processes and dynamics at the regional and country levels is still a challenge.
- Lack of adequate resources to support the coordination of the ENOF.

Next steps

- UN-Habitat will have to address the constraints in resources for supporting ENOF, and to ensure increased inter-divisional collaboration for its success.
- Design and develop guidelines on the National Urban Forums (NUFs), which will clarify the roles of partners and the objectives of the NUFs in supporting the World Urban Campaign and the World Urban Forum.
- Implement the recommendations resulting from the Delivering as One evaluation.

h) Disaster Management

- Following the endorsement of the UN-Habitat-led medium-term Strategy for Meeting Humanitarian Challenges in Urban Areas and two-year Action Plan for its implementation, in November 2010, the Inter-Agency Standing Committee (IASC) created an IASC Reference Group to coordinate, track and monitor the implementation of the Strategy and Action Plan under UN-Habitat's leadership. UN-Habitat is currently chairing this IASC Reference Group. New and renewed working relationships are being forged between UN-Habitat and other IASC partners (UNICEF, UNHCR, FAO, IFRC, OCHA and WFP). In Haiti, for example, UN-Habitat has been advocating a neighbourhood approach to reconstruction, drawing upon community enumeration methodologies. These methodologies are now being adopted by a variety of UN Agencies, including the International Organization for Migration (IOM) and NGOs.
- UN-Habitat continues to support local authorities and other institutions to be actively engaged in its. At the 3rd meeting of the Global Platform for Disaster Reduction in Geneva, Switzerland, in May 2011, UN-Habitat supported mayors and local authorities from around the world to prepare the "Mayors' Statement on Resilient Cities," which included a call to establish a permanent Secretariat for the "Making Cities Resilient Campaign" – a campaign that is linked to UN-Habitat's World Urban Campaign.
- Humanitarian agencies such as UNICEF, UNHCR and Oxfam have requested UN-Habitat's technical advice to strengthen urban water supply, sanitation and basic services programmes. UN-Habitat is increasingly recognized as having specific competence in urban areas and humanitarian actors are seeking this expertise to improve the quality of their programmes.
- At the country level, UN-Habitat has provided technical advice to UNHCR on sanitation and solid waste management issues in the Dadaab refugee camp in northern **Kenya**. As a result, a new programme has been formulated for more sustainable solid-waste management. UNICEF and UN-Habitat are collaborating to initiate a programme to improve access to sanitation and basic services in Antananarivo. Oxfam and UN-Habitat have agreed to collaborate in a select number of pilot cities in which both agencies have existing programmes.
- Strengthened headquarters support for humanitarian challenges is being provided to a number of countries, including Haiti, Iraq, Sri Lanka, Pakistan, Afghanistan, Sudan, Iraq, and Somalia. In addition, UN-Habitat's country level work has been profiled in a series of brochures on land and property, housing, and urban planning, including the *UN-Habitat in the Somalia Region Newsletter*.
- In the Occupied Palestinian Territories, UN-Habitat participated in the revision of the reconstruction Guidelines for the Gaza Strip through the reconstruction working group, which brings together all actors in the housing sector. UN-Habitat has advocated for self-help approaches, through cash compensation and technical support.

Challenges

UN-Habitat needs to continue augmenting its human resources for operating in complex urban context in order to ensure that its normative comparative advantage in this area is fully operationalized.

Next steps

UN-Habitat will continue to coordinate the implementation of the two-year Action Plan for meeting the Humanitarian Challenges in Urban Areas with 24 partner agencies.

i) Gender Mainstreaming

- UN-Habitat's institutional arrangements for gender mainstreaming involve many actors, including the Gender Unit, a network of Gender focal points and the Gender task force. To strengthen gender mainstreaming in UN-Habitat, the terms of reference for gender focal points at headquarters and in the field have been developed. At the regional level a survey to assess UN-Habitat actions on gender and disaster management in four countries – Afghanistan, Nepal, Pakistan and Myanmar, was completed and an expert- meeting to draft guidelines on gender mainstreaming in disaster management is scheduled to take place during 20-21 June 2011 in Bangkok, Thailand.
- UN-HABITAT is increasingly being recognized as an agency with expertise on gender, housing, land and local governance. To this end, UN-Habitat has been requested by the newly established UN Women, in July 2010, to lead, support and coordinate the work on gender equality and the empowerment of women at global, regional and country levels, and to provide technical advice on gender and local governance in support of a country wide programme on training local authorities in **Moldova**.

UN- Habitat's work in access to water and sanitation provision shows a significant degree of gender sensitivity. The Water for African Cities Programme has sought to engage stakeholders in local government and utility companies to raise awareness on the gender equality issues pertinent to the sector.

- UN-Habitat was part of a team of gender experts that facilitated training of district officers on performance contracts and gender in **Kenya** in January and February 2011.
- UN-Habitat has joined other UN agencies in designing a Joint programme on gender equality and empowerment of women in **Kenya**, and an MOU has been prepared for this purpose.

Challenges

- Effective gender mainstreaming is challenged by inadequate resources (staff) to effectively facilitate engagement with all focus areas and coordination of activities across the organization in the area of gender equality and women's empowerment.
- In post-conflict and disaster management, work is a need for active support of women's land rights in accordance with UN-Habitat's policy.

Next Steps

- UN-Habitat will continue strengthening gender mainstreaming in its normative and operational work through a series of training programmes scheduled for the last half of the year. UN-Habitat will also respond to the GC23 resolution on gender.
- Implementation of the recommendations from the external evaluation of gender mainstreaming, carried out in February 2011.

j) The Urban youth

Youth related issues are integrated in the agency's work along two strands: youth mainstreaming; and dedicated youth programmes.

- The youth mainstreaming work is partly done by the Youth Empowerment Programme and partly by a selected number of sections by integrating youth related perspectives in their respective programmes and projects. The Youth Unit collaborates with branches/sections to enhance the integration of youth in UN-Habitat's policy and programme formulation.
- The Youth Unit regularly influences the rest of the agency by having meetings and sending out information about its work throughout the agency. Its main communication channels include Facebook, Twitter and the Global Youth Help Desk. The Urban Youth Empowerment Programme strives to identify elements of youth culture in order to establish communication platforms (especially artistic ones) by which their mobilization for participation in sustainable urban development may be addressed.
- *Messengers of Truth Initiative*: UN-Habitat works closely with some of the world's leading popular artists and musicians. Stars such as MV Bill from the "City of God" favela in Rio de Janeiro, Brazil, La Etnia from Colombia, Nikke Posse from Greenland, and Gidi Gidi Maji Maji from Kenya, Godessa from South Africa or La Mala Rodríguez and Samsaya from Norway. The artists perform around the world as UN-Habitat Messengers of Truth (MOT). Every two years it has become something of a tradition to hold a rock or hip-hop "party of purpose" to raise awareness on matters ranging from women's rights to urban slum conditions. Rolf Stahlhofen now works closely with the Water and Sanitation programme and has written and performed a "Water Song". This song will be adapted to the conditions in various countries, such as India, in cooperation with UN-Habitat's Youth Envoys.
- *Youth Envoys*: Four Youth Envoys were nominated during the twenty-third session of the UN-Habitat Governing Council, in April 2011. They command millions of fans in many parts of the world, and UN-Habitat has tapped into the phenomenal popularity of these internationally acclaimed Nollywood and Bollywood film actors to empower young people in their communities.
- *Cooperation with International Olympics Committee (IOC)*: UN-Habitat works closely with the International Olympics Committee, which supports a number of youth and sports projects in Laos, Nepal and Kenya, in the context of UN-Habitat's water and sanitation programmes. As a part of the agency's safer cities work, nearly one million footballs donated by Hyundai Motor Co. are being distributed to countries in Africa. The project has enhanced youth development using sports as a tool to empower youth and has promoted youth inclusion in urban development.
- About 1000 youth have gone through training at the One -Stop Youth Centres in Nairobi, Kampala and Dar Es Salaam. The training has included ICT, entrepreneurship, drug and substance abuse, Music, Dance and sports. The 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.
- A further 450 youth have gone through climate change training that focused on mitigation and adaptation in three cities. The training has helped youth learn to reduce the sources or enhance the sinks of greenhouse gases. It has also helped youth learn to respond to climate change by reducing the vulnerability of natural and human systems to climate change effects. This is especially important in developing countries since those countries are predicted to bear the brunt of the effects of climate change. Youth have also formed "Green Teams" that are aimed at creating self-employment.
- Five manuals on scaling up the One Stop Centre model have been finalized. The manuals will assist local authorities to better understand the needs of youth and guide them in ways of meeting the challenge. The manuals are entitled 'Urban Youth Centre Setup Guide', 'Working Manual for One Stop Youth Information Resource Centres', 'Asset Mapping Programme Manual for Urban Youth Centres', 'Entrepreneurship Programming for Urban Youth Centres' and 'Programme Planning and Evaluation in Urban Youth Centres.' The manuals, which are being disseminated globally, have also assisted in the enhancement of the operational capacities of existing One Stop Youth Resource Centres.
- Three training sessions have been held in Latin America, Africa and in Asia for the 61 coordinators of youth projects that qualified for the 2010 Urban Youth Fund. The training is meant to enhance the capacity of the coordinators of the youth projects to better manage their projects and hence achieve

higher success rates. The training focuses on project management, financial management and monitoring and evaluation.

- 5649 applications from 81 countries have been received in the latest call for applications to the UN-Habitat Youth Fund. This is a four-fold increase over 2010 applications. This is more so in Latin America where the numbers of applications jumped to 480 from last year's 191 applications.
- UN-Habitat, in partnership with the government of Norway, launched a USD 100,000 "Zanzibar Funding Window" of the Urban Youth Fund. The event was attended by over 70 youth from youth organizations in Zanzibar. Since the launch in early 2011, sensitization workshops on the fund have been held in and around Zanzibar and over 2000 young men and women have attended. The fund is managed by UN-Habitat in collaboration with the Government of Zanzibar. In Ghana, through the Opportunities Fund for Urban Youth-led Development, over eighty unemployed youth are being trained in various micro-enterprises.

VI. Detailed achievements, challenges and next steps per focus area

a) FA 1: Advocacy, monitoring and partnership

<p>Strategic result: Improved sustainable urbanization policies from local to global levels adopted : The FA focuses on raising awareness and policy guidance on global human settlements conditions through dissemination of knowledge using flagship reports; monitoring and reviewing progress of the implementation of the MDGs and the Habitat Agenda using urban monitoring systems, authoritative and disaggregated data; and increased participation of Habitat Agenda Partners that commit to agreed norms and principles for sustainable urbanization.</p>	
<p>Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at the national and global levels</p>	
<p>a) <i>Number of media articles on Flagship reports and World Habitat day.</i> Baseline 2009: 7,910 Targets: 2011: 16,000</p>	<p>a) Progress on indicators: As of April 2011, 14,532 media articles on flagship reports (cumulatively, English only) were recorded, compared with 14,022 for 2010 and 7,910 in 2009.</p> <p><u>Global and Regional achievements.</u> Improved awareness and policy guidance on urbanization issues is done by dissemination of knowledge through flagship publications, urban campaigns, global events, conferences and meetings.</p> <ul style="list-style-type: none"> • Empirical evidence on linkages between climate change and cities and towns are documented in <i>the Global Report on Human Settlements 2011: Cities and Climate Change</i>. The report is targeted at all concerned with improving the ability of towns and cities to mitigate and adapt to climate change. Its abridged version is also available in all UN languages. • UN-Habitat coordinated the World Water Day (WWD), in March 2011 in Cape Town, South Africa. This event, held annually on 22 March as a means of focusing attention on the importance of freshwater and advocating for sustainable management of freshwater resources. This year's event attracted over 1,500 people. During the WWD, UN-Habitat held seminars, caucus and workshops on human values-based water, sanitation and hygiene education, best practices for sustainable programmes, waste water management in coastal cities, and water and urbanization for Africa. WWD was also commemorated in the Asia and Pacific region, at the UN Conference Centre (UNCC) in Bangkok, Thailand. The event was organized jointly by the Economic and Social Commission for Asia and the Pacific (ESCAP) and UN-Habitat. Globally, WWD was celebrated in 32 countries. • Adoption of urban mobility and pro-poor sanitation as critical ingredients for sustainable development by the United Nations Commission on Sustainable Development (UNCSD) in its outcome document, in May 2011, will facilitate advancement of the principles of sustainable urbanization in UN-Habitat's new vision. • Incorporation of sustainable urban development issues in the report of the UN High Level Committee on Programmes (HLCP) on its March 2011 meeting, and in the discussions of the Executive Committee for Economic and Social Affairs (EC-ESA), in February 2011, indicates enhanced policy coherence in the management of human settlement issues in the UN-System. • Adoption of the resolution on human settlements by the member states of the General Assembly in December 2010, requesting the Secretary-General to prepare a report on Habitat III and requesting the UN-Habitat Governing Council to consider the establishment of global and national strategies and frameworks for the improvement of the lives of slum dwellers, is an indication of the growing interest of member States in sustainable human settlements development. <p><u>Country achievements</u></p> <ul style="list-style-type: none"> • Awareness was raised through information dissemination, campaigns, national forums, best practices, or WWD in Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Mexico, Bolivia, Cape Verde, Vietnam, Uganda, Cameroon, Nepal, Ghana, China, Colombia, Viet Nam, Morocco, Malawi, Nigeria and Iraq. In Haiti, awareness was raised through

<p><i>b) Number of downloads from UN-Habitat website on sustainable urbanization materials</i> <i>Baseline 2009: 283,539</i> <i>Target 2011 900,000</i></p> <p><i>(c) Number of countries that have established a National Urban Forum</i> <i>Baseline 2009: 14</i> <i>Target 2011: 19</i></p>	<p>the Oral Rehydration Centres.</p> <ul style="list-style-type: none"> • In Malawi, UN-Habitat secured funding from Cities Alliance to support the activities of the Malawi Urban Forum, which will bring stakeholders together to discuss urban issues. • In Nigeria, UN-Habitat has launched the revitalization of the Nigeria National Urban Forum. The World Urban Youth Assembly with the theme “Youth and Prosperity of Cities” has been planned and supported by UN-Habitat. It will take place during 28-30 June 2011 and will examine youth visions and prosperity in cities. • In Cameroon, UN-Habitat supported the Government in launching a national best practices ward on local governance. In both Morocco and Cameroon, UN-Habitat supported the respective Governments in launching a national best practices award on local governance. In China, the Ministry of Housing and Urban-Rural Development announced the first “China Habitat Environmental Award” winners in March 2011. • In Indonesia, improved awareness since November 2010 is related to the position of Indonesia as the host of APMCHUD Conference in June 2010. Indonesia is now championing the outcome of the Solo Declaration on “Sustainable Urban Development: Associating Growth with Equity and Identity.” • In Fiji, there has been regular reporting in the media on progress on the national housing policy (urban and peri-urban squatter and informal housing focus) and on “climate planning” in urban areas through Cities and Climate Change Initiative activities. <p>b) Progress on indicators Access by partners to information on human settlements continues to improve. There were 525,034 downloads from the website during the period of November 2010 to May 2011, and 161,703 downloads from the social media site for publications (Scribd.com) during the same reporting period, which brings the total to 686,737 downloads.</p> <p>Global Achievements</p> <ul style="list-style-type: none"> • The increased down loads from the website and Scrib.com demonstrates growing interest among users in UN-Habitat publications and greater marketing efforts by UN-Habitat, e.g. through the monthly e-Alert on new publications. The most downloaded of UN-Habitat’s flagship reports were the State of the World’s Cities 2010/2011: Bridging the Urban Divide, State of the World’s Cities 2008/2009: Harmonious Cities and The Challenge of Slums: Global Report on Human Settlements 2003, which recorded 17,120, 10,487 and 7,203 downloads respectively. The WUF report is also popular, with 7,000 downloads. • The most read UN-Habitat publications on Scribd.com social media were Challenges of Municipal Finance in Africa, Improving the Lives of 100 Million Slum Dwellers: Guide to Monitoring Target 11, and Impact of Global Financial Crisis on Housing Finance, which registered 9359, 8515 and 5782 reads respectively. • The most popular downloaded UN-Habitat flagship report was State of the World’s Cities 2010/2011: Bridging the Urban Divide, with 15,937 downloads. • UN-Habitat publications on Scribd.com recorded 140,477 reads within the reporting period. Compared with 74,469 reads in November 2009, this is a 100% increase. On-going efforts to produce UN-Habitat publications for mobile devices such as the iPad and Kindle are expected to further increase the dissemination of information on sustainable urbanization. <p>c) Progress on indicator The number of countries with established national urban forums reached 35 as of May 2011 compared to 20 in November 2010 and 14 at the end of 2009</p> <p>Country achievements</p> <ul style="list-style-type: none"> • A growing number of countries are establishing National Urban Forums as platforms for promoting sustainable urbanization and adequate shelter for all. The number of countries with established national urban forums reached 35 as of May 2011 compared to 20 in November 2010 and 14 at the end of 2009. The new ones are in the context of the Enhanced Normative and Operational Framework (ENOF). • ENOF priority countries will be supported to establish national urban forum (NUF).
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	Countries currently supported include Burkina Faso, Ghana, Malawi, Mozambique, Nigeria, Rwanda, Senegal, Lebanon, Nepal, Philippines, Vietnam, Fiji, and Cuba.
Expected Accomplishment 2: Number of partnerships contributing to sustainable urbanization.	
<p><i>Number of partnerships (by category) contributing to sustainable urbanization. Targets for 2011: international organization 35; national governments 45; training institutions/universities 32; foundations 10; private sector 36 and civil society organizations 50</i></p>	<p><u>Progress on indicator</u> For 2011, UN-Habitat had entered into cooperation agreements with 154 partners by 31 May 2011. These partnerships included 39 international organizations, 35 national governments and local authorities, 22 private sector organizations, 16 training institutions, and 4 youth groups.</p> <p><u>Global and regional achievements</u></p> <p>The completion of the UN-Habitat Partnership Strategy in December 2010 is creating an enabling environment and structures that will enhance UN-Habitat's partners to work with the relevant divisions and sections within the agency. During the reporting period, UN-Habitat improved cooperation with agencies in the United Nations system, including UN-Water, WHO, UN-Energy, UNEP, UNITAR, ILO, the World Bank, WFP, UNODC, and others. Beyond the UN system, UN-Habitat has continued its strategy of consolidating relations with international organization, national governments, local authorities, the private sector and youth organizations.</p> <ul style="list-style-type: none"> • At GC 23, UN-Habitat formally approved the Habitat Professional Forum (HPF) Charter: the role of human settlements professionals in delivering a sustainable and equitable future. HPF is committed to supporting the work of UN-Habitat by promoting human settlements, sustainable urbanization and harmonious and inclusive urban settlements, among others, through increasing inter-professional co-operation and communication for the transfer of knowledge and skills through education, practice and lifelong learning. • Eight umbrella organisations have made commitments (through MOUs) to join the World Urban Campaign on the agreed work and principles relating to sustainable urban development. Two networks, print (CitiScope) and electronic (South-South News) have joined to promote the World Urban Campaign messages and principles. • 5649 applications from 81 countries have been received in the latest call for applications to the UN-Habitat Youth Fund. This is a four-fold increase over 2010 applications. This is more so in Latin America where the numbers of applications jumped to 480 from last year's 191 applications <p><u>Country achievements</u></p> <ul style="list-style-type: none"> • UN-Habitat, jointly with WHO, sponsored a demonstration programme on 'water safety plans (WSP) -Policy and institutional strengthening and scaling up' in Vietnam. • United States of America: An advisory board has been created at Harvard University to explore the possibility of a grant-making portfolio on international urban development at the Ford Foundation, where UN-Habitat serves as board member. In addition, there is enhanced cooperation between the World Bank and UN-Habitat following high level discussions between the Executive Director and the Bank Managing Director, in March 2011, and subsequent discussions with the Bank's Vice-President on Sustainable Urbanization in May 2011. • Egypt: UN-Habitat collaborated with Hyundai and the Egyptian National Sports Council to sponsor 80,000 footballs towards championing youth groups in Egypt. • Philippines: UN-Habitat continued to support the operations of the Philippine Urban Consortium Stakeholders' Forum, in collaboration with the World Bank. • UN-Habitat initiated a joint study with FLACSO University in Spain on human rights to adequate housing. • Costa Rica: Humanitarian Accountability Partnership (HAP) partners involvement was improved through active participation of the government (3 Ministries) and NGO partners in the National Urban Forum;. Other advances include strong UN-Habitat HPMs involvement in the current (2013-2017) CCA/UNDAF formulation process; alliance with UN Agencies working on urban groups, such as UNHCR and IOM, in a

	<p>new initiative called Rutas de Aprendizaje (Learning Paths); and new partnership with the National Institution for Municipal Improvement.</p> <ul style="list-style-type: none"> • Haiti: HAP partners' involvement improved through consolidation of a national Sustainable Urban Development Network (SUDNET) for local governments. This is a useful tool for the elaboration and design of policies oriented to mitigate and adapt to climate change. A new partnership with the Association of Mexican Municipalities (AMMAC) was established. • UN-Habitat supported capacity development of 26 local and national government training institutions (from all regions) to formulate learning results and outcomes as an integral programme for strengthening local authorities. • Kenya, a stakeholder meeting with the Kibera-Soweto Community to determine the management structure of the newly completed Kibera-Soweto Resource Centre was held.
Expected Accomplishment 3: Monitoring of sustainable urbanization conditions and trends improved	
<p><i>Number of operational Urban Observatories</i></p> <p><i>Baseline: November 2009: 135</i></p> <p><i>Targets: 2011: 160;</i></p>	<p><u>Progress on indicator:</u> The Number of Operational Local Urban Observatory has increased to 210 by May 2011, up from 155 in October 2010.</p> <p><u>Global achievements</u></p> <p>There is increased use of urban monitoring systems, increased demand for evidence-based knowledge in policy making and practice, and increased use of information resources to support decision-making.</p> <ul style="list-style-type: none"> • The Governing Council of UN-Habitat, at its 23rd session in April 2011, adopted a resolution that encourages countries to enumerate their slum populations, and to set realistic national, regional and local targets for improving the lives of slum dwellers, beyond the current slum target, with a deadline of 2020. Priorities include housing and basic services, infrastructure such as water and sanitation facilities, transport, energy, health and education. Countries are also urged to promote access to affordable land with secure tenure and to create the conditions in which people are able to carve out and sustain livelihoods. • The monitoring function of UN-Habitat has expanded and strengthened capacities of national departments to monitor urban indicators and assess conditions and trends. UN-Habitat also monitors the achievement of MDG goal 7, target 11. • There are increasing requests to UN-Habitat from cities in Asia and the Arab States for support to establish local urban observatories (100 requests from Asia, 20 from the Arab States and 5 from Africa). • Philippines: UN system agencies, such as WHO, UNFPA and UNICEF have utilized UN-Habitat urban data in their respective areas of specialization. UN-Habitat jointly with the World Bank, and the Philippine Urban Consortium (PUC) and the Department of Interior and Local Government (DILG) are supporting establishment of the Philippine Urban Observatory (PUO). • Kuwait: The regional programme for urban observatories in Arab cities was initiated in partnership with the Arab Development Institute and the Arab Towns Organizations.

Challenges and threats

The main challenges include:

- Resource constraints and problems of synchronizing UN-Habitat calendar of events with public holidays of the 'event' host country. The press event during which the 'Cities and Climate Change' flagship report was launched was delayed due to a public holiday in Vietnam, 11-12 April 2011.
- Lack of relevant urban data at the national and local levels for advocating urban issues. Further, requests from cities to UN-Habitat for technical support to establish local urban observatories are far much higher than the resources available.
- The overall unstable political situation in the Arab region, coupled with bureaucratic delays, is seriously hampering UN-Habitat's support for the Kuwait urban observatory projects.
- Growing urbanization is outpacing slum improvements, calling for realistic national and local targets.

Next steps – priorities for 2011

- Efforts to continue to raise awareness of urbanization and its challenges amongst a wide range of governments, local authorities, civil society, private sector organizations, etc. Concerted efforts and strategies should be put in place to raise awareness on new priorities of UN-Habitat.
- Complete preparation of State of the World's Cities Report 2012/2013 and Global Report on Human Settlements 2013.
- Translate all three UN-Habitat global urban observatory tools into 4 UN-languages and develop a corporate strategy in localizing the tools to enhance the local monitoring, decision making and policy planning mechanism.
- Coordination of the preparation of the State of European Cities in Transition Report to be produced in partnership with research institutes, partner governments and organizations from the region.
- Preparation of the 2012 State of the African Cities report and the State of Arab Cities Report.
- Capacity strengthening of HPMS on partner mobilization, establishment of National Urban Forums, and preparation for effective participation in WUF.
- Urban Private Sector Advisory Board (UPSAB) to be activated with action plan.
- 'Habitat Professionals Forum Charter' to be implemented by HPF partners through key actions including the preparation of a publication for WUF6.

b) FA 2: Participatory urban planning, management and governance

<p>Strategic result: Inclusive urban planning, management and governance (UPMG) improved at national and local levels: FA2 has three pillars: improved urban policy, strengthened institutions, and improved implementation. These three pillars have four entry points: climate change, urban safety, urban economic development, and collaboration with other FAs.</p>	
<p>Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive UPMG</p>	
Indicator of achievement	Progress/accomplishments
<p>(a) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles</p> <p>Baseline 2009: 28 Targets: 2010-2011: 30</p>	<p>Progress on indicators: 39 countries have improved policies, legislation and strategies for UPMG with UN-Habitat's support, up from 28 in October 2009, exceeding the target of 30 for the biennium.</p> <p>Global achievements</p> <ul style="list-style-type: none"> • UN-Habitat is contributing to global efforts to address climate change by putting the spotlight on cities. UN-Habitat's <i>Global Report on Human Settlements 2011: Cities and Climate Change</i> details the linkages between climate change and cities. • Focusing on enhancing implementation of city climate adaptation and mitigation strategies, UN-Habitat coordinated inputs from 10 UN Agencies at a UNFCCC 16 side event in Cancun, December 2010, to expose approaches and tools used in the UN system to support cities to act on mitigation of and adaption to climatic change. • UN-Habitat engaged with a network of authors and researchers at the Intergovernmental Panel on Climate Change's (IPCC's) Expert Group on Human Settlements and Infrastructure, which provides inputs to IPCC's forthcoming <i>5th Assessment Report</i>. This Report in turn will strongly influence the global debate and agreements on addressing climate change. [Kolkata, March 2011] • In preparation for the 2012 United Nations Conference on Sustainable Development (UNCSD), UN-Habitat prioritized key areas of urban action towards a green economy, including compact urban expansion, renewable energy and green infrastructure, green technology innovations and planning and building regulations. • UN-Habitat launched 2 advocacy and capacity building tools – local leadership for climate action, and planning for climate change. <p>Regional achievements</p> <ul style="list-style-type: none"> • 24 countries in Africa and the Arab States endorsed a regional framework for enhancing the culture of prevention and urban safety. • UN-Habitat supported the African Association of planning Schools d to develop a curriculum on 'Climate Change and African Cities in Planning Education'. • Over 20 municipalities in East Africa participated in a diploma course on urban development studies organized by the Lake Victoria Development Strategies initiative. • Representatives from 18 cities in the Asia-Pacific region (India, Bhutan, Indonesia, Japan, Philippines, Sri Lanka and Nepal) attended the UN-Habitat Human security training. • UN-Habitat supported capacity building in mainstreaming climate issues into urban development for leadership in Philippines, Vietnam, Afghanistan, Turkey, Serbia and Mongolia. • In Africa and Arab States, five cities in Egypt, Gabon, Benin, Ghana and Burundi were piloting the General Organization for Physical Planning (GOPP) tool developed in Egypt.

Country achievements

- Three countries (the **Philippines, Colombia, Tanzania**) have undertaken local reviews of their urban planning legislation and policy in order to assess how best to integrate sustainable development concerns. In addition, the exercise has resulted in recommendations on areas of focus in terms of review of urban planning and initial elements for a common methodology. As part of the exercise, local plans have also been reviewed.
- Capacity of local authorities in Liberia, Burundi, Burkina Faso and Botswana benefited from training in climate change and urban planning.
- In Kenya, an action plan for a safer slum was adopted by the Nairobi City Department of Education.
- Different countries (**Mexico, Philippines, Jordan, Norway and Spain**) and 10 UN system agencies participated in an UNFCCC event on operationalizing COP 16 to support cities to act on climate mitigation and adaptation.
- In **Lebanon**, a committee on urban planning was established within Beirut Municipal Council and UN-Habitat is represented through the Habitat Programme Manager. The committee is to oversee the strategic planning of the city.
- In February 2011, an expert group discussed how cities such as **Amman, Bogota, Kampala, Cape Town, Curitiba and Cities in Korea** are contributing to decoupling the rate of economic growth from the rate of energy and material use and environmental degradation.
- In March 2011, the UN-Habitat Executive Director presented, to senior management, seven strategies for promoting urban patterns for sustainable development towards a green economy.
- **Afghanistan**: UN-Habitat assisted the Ministry of Urban Development Affairs to prepare a background document as input for the development of informal settlement upgrading policy.
- **The Philippines** has mainstreamed climate change adaption and mitigation issues into the national development planning process by integrating participatory vulnerability assessments into the two mandated local plans for all local government units. A memorandum of agreement (MOA) has been formalized with the Philippines Department of Interior and Local Government (DILG), in February 2011, for national replication of the mainstreaming approach.
- **Vietnam** developed a regional draft on inclusive UPMG with GIS and spatial planning on sustainable urban planning.
- **Sri Lanka**: UN-Habitat enhanced administrative capacity by supporting localized vulnerability assessment tools on climate change impacts.
- **Benin**: UN-Habitat facilitated the completion of the City Development Strategy for Cotonou, which is currently being printed.
- **Burkina Faso**: UN-Habitat facilitated the validation of the City Development Strategy (CDS) of Ouagadougou by local authorities, government and donors.
- **Gabon**: UN-Habitat facilitated the finalization of the urban housing sector analysis.

<p><i>(b) Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures</i></p> <p><i>Baseline 2009: 9 Targets: 2010-2011: 10</i></p>	<ul style="list-style-type: none"> • Gambia: The country's Urban Profile (PSUP Phase 1) was completed. • Namibia,: UN-Habitat supported a national consultative workshop which made recommendations towards a national urbanization strategy. • Capacity of 26 local and national government training institutions (from all regions) was enhanced to formulate learning results and outcomes as an integral programme for strengthening local authorities. • Burundi: In December 2010, UN-Habitat supported the finalization of the urban safety situation analysis. • Myanmar: The United Nations Country Team (UNCT) carried out thematic analysis to assess the potential of accelerating achievement of MDGs. UN- Habitat is spearheading two strategies: 1) Encouraging inclusive growth, both rural and urban and enhancement of employment opportunities, and 2) Reducing vulnerability to natural disasters and climate change. • Indonesia: The Government revised regulations (Law #1/2011) aimed at ensuring a better mechanism for national-local housing policy coordination, including the mechanism for working with local stakeholders and community organizations. <p><u>Progress on indicator</u></p> <p>A total of 11 crisis prone and post crisis countries have policies that incorporate urban risk and vulnerability measures, up from 9 in 2009 and are now implementing the policies. For example, in Antananarivo, Madagascar, UN-Habitat is working with UNICEF, UNFPA and OCHA to mitigate conflict and disaster risks through community- based improvements of sanitation and solid-waste management.</p> <p><u>Global achievements:</u></p> <ul style="list-style-type: none"> • Using an expert from the African Capacity Building Foundation, UN-Habitat supported 26 local and national training institutions on capacity for formulating learning results and outcomes as an integral part of local authorities planning. • In early 2011, UN-Habitat institutionalized the Task Force on Meeting the Humanitarian Challenges of Urban Areas, which is chaired by UN-Habitat. <p><u>Country achievements</u></p> <ul style="list-style-type: none"> • Sudan: UN-Habitat established its presence in Darfur in the area of regional urban planning, land management and housing construction. • Egypt: UN-Habitat continued to support implementation of strategic urban plans (SUP), the elaboration of detailed plans at the neighbourhood level and realization of priority projects in the SUPs. • UN-Habitat supported different youth initiatives engaged in climate change and started to mainstream youth involvement in cities and climate change initiatives (CCCI) in Kenya and Uganda. • CCCI cities in Philippines and Mozambique have begun to pass by-laws and undertaking concrete activities to enhance climate resiliency or reduce GHG emissions. • Burkina Faso: A UN-Habitat-led construction community centre is almost complete, to serve as a demonstration for improving settlements in flood-affected areas. • Madagascar: The 'Human security project for the prevention of violence and
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	<p>vulnerability reduction for the most vulnerable inhabitants of Antananarivo' was approved and funding secured.</p> <ul style="list-style-type: none"> • Senegal: UN-Habitat facilitated the validation of the City Development Strategy (CDS) by all local authorities within the Metropolitan area of Dakar. • Haiti: an umbrella Haiti reconstruction programme of USD 30,000 is jointly being implemented by UN-Habitat, UNEP, UNICEF and UNFP.
Expected Accomplishment 2: Strengthened institutions promote inclusive UPMG	
<p><i>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions</i></p> <p><i>Targets:2009: 30; 2011: 50</i></p>	<p>Progress on indicator: 46 institutions, up from 40 institutions at the end of 2010 , of which 26 are local government training institutions, 11 are universities and 9 are local government associations and regional or global local government training institutions, are promoting sustainable urbanization.</p> <p><u>Global and regional achievements</u></p> <ul style="list-style-type: none"> • The institutions counted by the indicator are national local government training institutions, local government associations that provide training and universities that, after being strengthened by UN-HABITAT, actively promote sustainable urbanization dimensions. In addition, other institutions, such as local government associations, their members as well as national governments are reported on but do not contribute to the numeric element of the indicator. • The 26 government training institutions offer capacity development support for local governments in UPMG. Emphasis has been put on formulating learning results and outcomes as an integral part of targeting the strengthening of local authorities. • 11 universities are actively promoting UPMG, up from 8 at the end of 2010. The Africa Association of Planning Schools (a network of 42 tertiary urban planning institutions) has developed and is using the curriculum "Climate Change and African Cities in Planning Education" that draws on UN-Habitat experiences. The Federal University of Technology Minna is using a wide range of UN-Habitat tools in its training programme and for the development of a new graduate programme. A joint Masters Programme on Urban Sustainability is being tested by Kenyatta University and the University of Nairobi, Kenya. • 9 local government associations, regional or global local government training institutions now actively promote UPMG, up from 8 at the end of 2010. A regional training institute in Kenya was supported which in turn trains 35 local authority personnel from over 20 municipalities in East Africa. • The 23rd session of the Governing Council of UN Habitat adopted a resolution on sustainable urban development through policies for safer cities and urban crime prevention. This is the first resolution from UN-Habitat which directly addresses the importance of safety in sustainable urban development. • UN-Habitat launched two advocacy and capacity-building tools: the Local Leadership for Climate Action and Planning for Climate Change. The tools are for use by urban planners. These tools were used by facilitators to build the capacity of local officials and stakeholders in Kampala, Uganda, in February 2011. • Over 20 municipalities in East Africa have benefited from participating in a diploma course on urban development studies prepared and administered by the Lake Victoria City Development Strategies initiative, in collaboration with the Institute for Housing and Urban Development Studies, the Netherlands. The diploma course is now running a second round. Similarly, a Training of Trainers course has built the capacity of local trainers, with over 35 local authority personnel trained or certified as trainers. • Local government representatives from 18 cities in the Asia Pacific region (India, Bhutan, Indonesia, Japan, Philippines, Sri Lanka, and Nepal) developed their capacity

through Human Security training conducted by UN-HABITAT.

- A regional framework to enhance the culture of prevention in Africa has been developed and endorsed by 24 countries in **Africa and the Arab States**. The framework has a strong component on city-to-city co-operation between the Arab and African states.
- Capacity of police institutions in both Anglophone and Francophone countries in Africa was further enhanced through training on "policing public events". The training curriculum was developed by UN-Habitat in partnership with the Institute of Public Security in Barcelona and the Police Platform for Urban Development.
- UN-Habitat expanded its knowledge resource for partners on urban safety by introducing the "Youth Crime and Violence Prevention manual" for Latin America and the Caribbean.
- The City of **Istanbul, Turkey**, has committed its support in enhancing sharing best practices and networking among local authorities jointly with UN-Habitat. Through the UN Advisory Committee of Local Authorities (UNACLA), in which UN-Habitat serves as secretariat, the Mayor of Istanbul, who is also President of the United Cities and Local Governments (UCLG), has committed to implement with UN-HABITAT a 3-year work programme aimed at working with concrete issues that integrate planning, management and governance in cities which are members of UNACLA and UCLG.
- Capacity of police institutions in both Anglophone and Francophone countries in Africa was further enhanced through training on "policing public events". The training curriculum was developed by UN-HABITAT in partnership with the Institute of Public Security in Barcelona and the Police Platform for Urban Development.
- Agreement by the Brookings Institute to work with UN-Habitat to create forums for debate among policy makers on urban planning, legislation and economy.
- Commitment by the Millennium Challenge Corporation (MCC) to introduce urban planning dimension to development cooperation initiatives on a pilot basis, with consideration of Zambia, Cape Verde and Indonesia.
- UN-HABITAT expanded its knowledge resource for partners on urban safety by introducing the "Youth Crime and Violence Prevention manual" for Latin America and the Caribbean.

Country achievements

- Capacity of local government staff in **Liberia** was developed in the areas of Leadership Development, Urban Financial Management and Local Economic Development. 80% of participants in an impact assessment workshop (that reviewed 2 years of work and results of training 3000 staff) have reported noticeable improvements with regards to the timeliness and cost efficiency of decision-making processes.
- Climate change concepts and knowledge have been integrated into the University of **Botswana** undergraduate Urban Planning Programme. 24 courses touch on climate change and Course 506 "Planning and Management for Climate Change" is fully based on the course outline designed in the "Climate Change and Urban Planning" meeting of May 2009 hosted by UN -Habitat in cooperation with the Commonwealth Association of Planners and the Institute of Housing and Urban Development Studies (IHS) of Erasmus University.
- Local Safety Committees were established in four (4) municipalities in Bujumbura, **Burundi** with the help of advice and facilitation from UN-Habitat. In addition, Municipal Safety Boards have been established in 4 municipalities in **Serbia**. Local safety assessments have been completed in 13 municipalities. UN-Habitat and partners delivered 33 urban safety training courses on strategic participatory planning, stakeholder analysis and inclusive action planning to municipal staff and other key

	<p>stakeholders in 10 municipalities (totalling more than 300 participants) in Serbia.</p> <ul style="list-style-type: none"> • An Action Framework for a Safer Korogocho was adopted by the City Department of Education of Nairobi, Kenya. • Municipal staff and other key stakeholders in Ouagadougou, Burkina Faso developed their capacity in the area of police community relations, institutionalization of crime prevention, urban safety observatories and mainstreaming urban safety approaches within the municipal urban development agenda. Local authorities were also trained in areas of awareness raising, situational prevention and road safety. Furthermore, a city-wide victimization survey and women’s safety survey was conducted in Ouagadougou.
Expected Accomplishment 3: Improved implementation of inclusive UPMG	
<p><i>c) Number of cities implementing inclusive UPMG</i></p> <p><i>Baseline 2009: 112</i></p> <p><i>Targets: 2010-2011: 139;</i></p>	<p>Progress on indicators:</p> <p>A total of 132 cities are implementing inclusive UPMG with support from UN-Habitat. This is an increase of 112 from 2009. This includes a total of 49 cities working on inclusive urban safety.</p> <p>Achievements</p> <ul style="list-style-type: none"> • Urban youth have become engaged in climate change topics and are mainstreaming their involvement in CCCI cities. To date, CCCI has launched multi-day youth sensitization, dialogue and skills development workshops, followed by demonstration projects, in Mombasa (Kenya) and Kampala (Uganda). • CCCI cities in Asia and Africa have begun to pass by-laws and otherwise undertake concrete activities to increase climate change resiliency or reduce greenhouse gas emissions. Sorsogon City in the Philippines has passed local legislation to convert public buildings and streets to more energy efficient lighting, and gradually upgrade the city’s fleet of motorized tricycle taxis. • With UN-Habitat support, Maputo, Mozambique, is developing a pilot mangrove coastal zone area, which officials expect will yield benefits both in terms of mitigation as well as resilience to extreme weather events. • With UN-Habitat support, Ouagadougou, Burkina Faso, is developing the second phase of an UPMG programme. <p>UN-Habitat is supporting safer settlements planning through development of series of guidance notes and training/capacity building of planners, professional societies, academia and government bodies on multiple hazards. UN-Habitat is assisting to develop the first ever national building codes and building by-laws.</p>
Challenges and threats related to Focus Area 2	
<ul style="list-style-type: none"> • The means and capacity to monitor and assess long-term results, and to reflect these in our short-term reporting has to be appraised. • Improve utilization of innovative partnerships and networks in order to better implement at local level, and monitor the results of our interventions. • Urban planning as a multi-sectoral approach needs to build on inter-divisional collaboration, particularly in the areas of urban mobility and energy. • Capacity for documenting, monitoring and assessing performance of our programme, especially on cross-cutting issues of gender, environment and human rights is still inadequate; • The capacity/strategy of UN-Habitat to utilize innovative partnerships and networks for better results at local level is weak. • The Enhanced Normative and Operational framework (ENOF) needs to be fully utilized and institutionalized in order to strengthen normative interventions at country level. 	
Next steps – priorities for 2010-2011 : Focus Area 2	
<ul style="list-style-type: none"> • The efforts made in supporting the establishment and strengthening of local capacity building institutions, and facilitating deeper links with the Institute for Housing and Urban Development Studies, for delivery of the diploma course should be supported further. An MoU has been signed with a local capacity building institution to deliver diploma courses on city development studies. The second round of the course is on-going, beginning April 2011, and several municipalities throughout the region 	

are participating.

- UN-Habitat is in the process of harnessing the resources of the sustainable urban development (SUD) networks. The Urban Gateway will be the platform for these SUD networks to share tools, experiences and strategies, and collaborate on concrete local, regional and global urban programmes. At least 12 urban networks of planners, local authorities, academic and research institutions, civil society and private sector representatives are in the process of organizing dedicated sites (called "network landing pages") on the Urban Gateway to enable the launch of collaboration activities during the course of 2011 and beyond.
- Through UNACLA, UN-Habitat and city-members will focus on working with sustainable urban transport strategies in selected cities during 2011-2012. Local authorities will be provided with a menu of tools and resources on the Urban Gateway which will aid in the implementation of city programmes. Facilities and features that will enable city-to-city interaction and peer-collaboration among mayors will also be launched on the Urban Gateway.
- The Global Network on Safer Cities will be launched and established.
- The UN Guidelines on Safer Cities are being developed.
- A Strategy for Networking on Sustainable Urban Development is being developed.

c) FA 3: Pro-poor land and housing

Strategic result: Improved access to land and housing. The focus is on improved land and housing policies, security of tenure and slum improvement and prevention policies.

Expected Accomplishment 1: Improved land and housing policies implemented

<p><i>(a) Number of countries implementing improved land and housing policies</i> <i>Baseline:</i> 2009: 28 <i>Target:</i> 2010-2011: 30</p>	<p>a)Progress on indicator</p> <p>UN-Habitat continued to mobilize and support Governments and Habitat Agenda Partners to implement improved land and housing policies. As of May 2011, a total of 36 countries were in the process of developing, implementing or completing land and housing reforms with the support of UN-Habitat, up from 33 countries in 2010. New countries in the list are Burundi, DRC, and Sudan. They add to the list of -3 in Europe, 7 in Asia Pacific, 17 in Africa and Arab States, and 6 in Latin America and the Caribbean.</p> <p><u>Global /Regional achievements</u></p> <ul style="list-style-type: none"> • The adoption of resolution 23/17 by Member States at the 23rd session of the UN-Habitat Governing Council endorsed the review of the implementation of the Global Strategy for Shelter in order to formulate a new global housing strategy that is compatible with the need to integrate housing policies into broader urban planning strategies and governmental actions. • ECOWAS and EAC, in their respective regions, have started to implement the Africa Land Policy Initiative (LPI) framework and guidelines which were approved by the African heads of states. The LPI Implementation Plan has been developed by the Economic Commission for Africa and the African Union with technical, policy and financial support from UN-Habitat, and has increased equitable access to land for vulnerable groups. <p>Nine Eastern Caribbean states are initiating improvements to their land policies and land management systems based on methodology and tools developed by UN-Habitat (<i>Social Tenure Domain Model (STDM), How to establish an effective land sector, How to develop a pro-poor land policy</i>) and applying experiences from the LPI process. USD1.2 million has been mobilized by UN-Habitat in support of this initiative.</p> <ul style="list-style-type: none"> • Three more countries (Uganda, Nepal and Ghana) have been supported to initiate public and institutional debates, revise their housing policy and/or implement housing reforms through national consultation workshops. <p><u>Country achievements</u></p> <ul style="list-style-type: none"> • UN-Habitat supported public debates on housing reforms and/or secure shelter in Uganda, Nepal and Ghana, Egypt, Rwanda, and Tanzania.
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	<ul style="list-style-type: none"> • Fiji developed and launched its national housing policy with technical assistance (TA) provided by UN-Habitat. • In March 2011, Papua New Guinea approved a settlement upgrading programme through Cities Alliance support. • Solomon Islands included the budget for housing assessment for 3 urban centres in the national budget. • Vietnam: In March 2011, the Quick Guide for Policy Makers in Housing the Poor in Asia was translated into Vietnamese; also a Housing Profile Study was conducted and the findings are expected to provide the government and other actors with information for making better decisions. • Myanmar: UN-Habitat organized the first ever workshop on land issues in Myanmar, and a Guidelines Note on Land Issues was launched. • Sudan: UN-Habitat made significant advances in leading negotiations for a joint programme for sustainable urbanization with 10 other Agencies. UN-Habitat has recruited a 'Habitat Technical Advisor' and placed him in the Ministry of Housing and Local Government. • China is forming a multi-level housing supply system, and has introduced a series of housing and land management policies. • Burkina Faso: With UN-Habitat support, the Ministry of Housing and Urban Development and the Municipality of Ouagadougou are developing housing cooperatives. UN-Habitat continued to encourage the Government of Burkina Faso to implement a national policy of housing and urban development and to go ahead building social housing.
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Expected Accomplishment 2: Security of tenure increased

<p><i>(a) Number of countries implementing policies to improve security of tenure, including reducing forced evictions.</i></p> <p><i>Baseline: 2009: 19 countries</i></p> <p><i>Targets: 2011: 21 countries;</i></p>	<p>Progress on indicator</p> <p>28 countries, up from 24 in 2010, are implementing policies to improve security of tenure and reduce forced evictions, including in post-disaster and post-conflict situations. New countries include: Bolivia, Guinea, Ivory Coast and Peru.</p> <p>Global and regional achievements</p> <ul style="list-style-type: none"> • Based on normative tools and technical assistance, UN-Habitat has mobilized a number of Governments and Habitat Partners to improve security of tenure and reduce forced evictions. • The adoption of resolution 23/18 by Member States in April 2011 endorsed pluralism of tenure systems, alternative forms of land administration and records systems, as well as land-based taxation mechanisms. • 15 African countries (Burkina Faso, Burundi, Cameroon, Kenya, Morocco, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia and Zimbabwe) are in the process of implementing the Bamako Plan of Action which was adopted by AMCHUD in November 2010 with technical, financial and policy support by UN-Habitat. 14 countries have further initiated reviews of their land and urban policies and legislation to increase access to secure tenure and affordable housing. In addition, 8 of these countries are further improving land management and administration. In recognition of the added value of AMCHUD as a platform for advocacy and coordination, African countries are contributing USD130, 000 towards institutionalizing it. • Six countries and Habitat Agenda Partners are using UN-Habitat tools and methodologies to promote security of tenure. In Haiti, UN-Habitat raised USD10 million to carry out participatory enumeration using the <i>Count me in: Surveying for tenure security and urban land management</i> tool developed by GLTN. In Liberia, DRC and Burundi, land sector coordination platforms have been established, modelled on a similar mechanism developed by UN-Habitat in Kenya. In the area of post-conflict and post natural disaster, UN-Habitat mobilized USD4.7 million for a land mediation
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	<p>initiative in DRC using UN-Habitat’s land dispute resolution methodology. UN-Habitat is further spearheading a regional initiative in the African Great Lakes region to address land and property rights of IDPs and refugees and has mobilized USD500,000 of seed funding to begin implementation. UN-Habitat normative tools and methodologies have further contributed to the mobilization of USD2.2 million in Liberia and a total of USD8 million in DRC.</p> <p><u>Country achievements</u></p> <ul style="list-style-type: none"> • Different countries (Haiti, Liberia, DRC, and Burundi) continued to use UN-Habitat tools and methodologies for promoting security of tenure. • More than 850 women in Tanzania acquired land certificates as a result of an intervention by a local NGO -the Maasai Women’s Development Organization (MWEDO), with financial, technical and capacity building support from the UN-Habitat. • Five countries (Bolivia, Colombia, Ecuador, Peru and Venezuela) committed to the full and progressive realization of the Human Right to Adequate Housing through their participation in a UN-Habitat-led research project (in partnership with FLACSO University) which informs the policy process for improving indigenous peoples’ access to adequate housing in cities of the Andean region in Latin America. • Two countries (Nepal and Vietnam) have committed to assess the performance of their urban housing delivery system from the Human Right to Adequate Housing perspective, through the integration of a detailed checklist template (with questions specifically related to housing rights indicators) developed by UN-Habitat into their Housing Sector Profiles, and discussing and debating those issues publicly during national consultation workshops held around the results of their Housing Sector Profiles. • Costa Rica: Through UN-Habitat technical support has increased security of tenure, and national policies and strategies for housing and human settlements are being implemented. • Rwanda: Upon request and in collaboration with the Ministry for Housing and Urban Development, UN-Habitat has supported the resettlement of Rwandan returnees expelled from Tanzania and assisted the hosting district, Bugesera, to secure shelter and land tenure for 50 of the affected returnee households • In Eastern DRC, 160 pygmy households have been given secure tenure on 12 hectares of land as a result of a land mediation initiative led by UN-Habitat. GIZ and OHCR have committed to provide secure shelter for the 160 families.
Expected Accomplishment 3: Slum improvement and prevention policies promoted	
<p><i>(a) Number of countries implementing slum prevention and improvement policies</i></p> <p><i>Baseline: 2009: 24 countries;</i></p> <p><i>Targets: 2011: 26 countries</i></p>	<p>Progress on indicator: Currently 33 countries (17 in Africa and Arab States, ten in Asia and the Pacific, one in Europe and five in Latin America and the Caribbean) are implementing slum prevention and improvement policies with UN-Habitat support. No reforms have been completed in the biennium.</p> <ul style="list-style-type: none"> • In south Pacific, UN-Habitat initiated work with humanitarian partners on housing, land and property issues. • Occupied Palestinian Territories: UN-Habitat took part in the revision of the Reconstruction Guidelines for the Gaza Strip through the Reconstruction Working Group which brings together all actors in the housing sector. Further, UN-Habitat provided technical inputs into the negotiations with Israel to facilitate flow of building materials to local markets in the Gaza Strip to support self-help housing

	<p>initiatives.</p> <ul style="list-style-type: none"> • Sri Lanka: UN-Habitat supported the ‘Shelter Support to Conflict Affected People Through Housing’ project and promoted field tested tools and methods for development induced resettlement to reduce forced eviction. UN-Habitat also supported war affected IDP families to rehabilitate damaged houses back into use through a home-owner driven approach. • Ghana and Gambia: UN-Habitat supported the launching/completion of the Urban profile and Urban Housing Sector profile. • Nepal: UN-Habitat in partnership with the Centre for Integrated Urban Development (CIUD) prepared the Nepal Urban Housing Sector Profile study report. • Gambia: Urban profiles (PSUP Phase 1) completed. • In Colombia and Costa Rica, slum upgrading and prevention policies and strategies are being tested. • Philippines initiated workshops, in December 2010 and May 2011, aimed at establishing national baselines and targets for improvement of the lives of slum dwellers. • Bangladesh: The Urban Partnerships for Poverty Reduction (UPPR) project in Bangladesh is the largest urban poverty reduction initiative in the country, and one of the largest in the world, with the total budget of USD 120 million. Its objective is “to improve the livelihoods and living conditions of three million urban poor and extremely poor people, especially women and girls”. UN-Habitat has the responsibility of supporting the communities to prepare and manage community-contracts to implement various settlement upgrading activities. During the reporting period, the coverage of the Urban Partnerships for Poverty Reduction (UPPR) project expanded to 23 cities and towns (from 16 towns). In these cities 18,411 primary groups and 1,700 Community Development Committees (CDCs) have been formed involving 495,652 households (2.137 million population). Starting November 2010 to March 2011, US\$ 1.5 million was disbursed to some of these CDCs for implementation of 150 community contracts for small-scale infrastructure works, e.g. 2,066 latrines, 17.4 km of footpath, 52.4 km of drainage, 239 tube wells, 42 community centres, etc. While some CDCs are implementing the above mentioned physical improvement activities others are planning their priority projects. • Settlement and Vacant Land Mapping (SLM) has been completed in 13 cities and towns in Bangladesh: Narayanganj (population 230,294), Savar (125,000), Gazipur (124,000), Chittagong (4,133,014), Khulna (966,837), Rajshahi (489,514), Satkhira (86,000), Comilla (168,000), Sylhet (356,440), Rangpur (251,000), Tangail (128,000), Sirajganj (133,007) and Kushtia (120,000), Tongi (282,000) and Gopalganj (104,003) where the maps will be upgraded using satellite imagery. UPPR expects SLM to be complete in all towns by September 2011. SLM provides the basis for targeting the most vulnerable settlements in the towns and for the preparation of town-wide poverty reduction strategies
Challenges and threats	
<ul style="list-style-type: none"> • Limited resources to permit expansion into country-level activities and seize emerging opportunities. • Delays in recruitment process, procurement and partnering (cooperation agreements). • Slippages in implementation by partners and consultants. 	

Next steps
<ul style="list-style-type: none"> • Increase activities <i>at country</i> level through collaboration with partners. • Mobilize additional resources to address staff shortages and implement country activities. • Follow-up on the implementation of GC23 resolutions and the Bamako Plan of Action. • Building the capacity of GLTN partners and others to apply the Gender Evaluation Criteria in their work through training-of-trainers. Undertake training impact study. • Implement recommendations that from the external evaluation of the GLTN.

d) **FA 4: Environmentally sound basic urban infrastructure and services**

Strategic result: Expanded access to environmentally sound basic urban infrastructure services with a special focus on the un-served and underserved populations	
Expected Accomplishment 1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	
<p><i>(a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</i></p> <p><i>Targets:</i> 2009: 28countries 2011: 30 countries</p>	<p><u>Progress on indicator:</u></p> <p>The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services has reached 36 (13 in Asia, 7 in Latin America and the Caribbean, 15 in Africa and 1 in Central America), up from 35 in November 2010. The new added country is Honduras.</p> <p><u>Global achievements</u></p> <ul style="list-style-type: none"> • During the reporting period, The ‘Central American Solid Waste Management Technical and Institutional Assistance Initiative’ expanded its scope to include Honduras in the group of four countries already involved in the initiative, namely Nicaragua, Guatemala, Costa Rica, El Salvador. Letters of Agreement have been signed at ministerial level to endorse and adopt policies favorable to the establishment of a comprehensive, efficient and sustainable institutional framework for the management of municipal waste and the provision of related services. • As part of the Sustainable Urban Transport Programme, strengthened awareness about the importance of policies and investment for sustainable urban transport infrastructure in developing countries and emerging economies as well as intensified North-South and South-South collaboration has been achieved through UN-Habitat’s contribution and support for participants from Africa, Latin America and Asia to Velo-city 2011, the world’s largest bicycle conference. • Through advocacy efforts of the Global Water Operators Partnerships Alliance (GWOPA) programme, Water Operators’ Partnerships (WOPs) are being institutionalized as a capacity building strategy through the following frameworks: <ul style="list-style-type: none"> (i) UN Economic Commission for Latin American and the Caribbean (ECLAC) included WOPs in its "Guidelines on Public Policies for Water and Sanitation in LAC region". (ii) The <i>Agence Francaise de Development</i> (AFD) has adopted WOPs as an approach to the capacity building components of their loans and grants to utilities. (iii) Three national water associations (Brazil, Mexico, and Pakistan) representing hundreds of municipal basic service providers, have launched – and are operationalizing national WOP platforms to help develop the member utilities’ capacity through WOPs. <p><u>Regional achievements</u></p> <p>Africa</p> <ul style="list-style-type: none"> • UN-Habitat contributed to the policy dialogue on “Water and Urbanization” which formed part of the main outcome of the 3rd Africa Water Week held in Addis Ababa, Ethiopia in November 2010. During the Week, UN-Habitat coordinated deliberations

on the sub-theme “Water and Urbanization” on behalf of the African Ministers’ Council on Water (AMCOW). The recommendations of the sub-theme were further discussed and endorsed during the World Water Day celebrations in Cape Town, March 2011.

- UN-Habitat organized the annual Water for African Cities City Managers’ Meeting in the margins of the African Water Week. The meeting reviewed progress on project activities in 10 participating countries (20 cities) and identified areas of focus in the next phase of the programme.
- Formal launch of the GEF-funded project "Promoting Sustainable Transport Solutions for East African Cities" (Sustran East Africa) took place during the reporting period. Government focal points for the three project cities of Nairobi, Kampala and Addis Ababa have been identified and project work plan and organizational frameworks for project implementation finalized.
- Senior officials of local and national governments were exposed to the importance of the biogas technology as a better sanitation solution. This has resulted in the approval of different clean energy systems such as the construction of biogas plants in three prisons (2 in **Kenya and one in Mali**). Preparations for the construction of other biogas plants for public latrines are ongoing in 5 countries (**Kenya, Uganda, Central African Republic, Malawi, Cameroon, Sierra Leone**) to be used as pilot demonstration projects. These pilot/ demonstration projects will also include solar energy for domestic lighting.
- During the reporting period the approval of a USD 110 million grant by the African Development Bank in December 2010 for a second phase in 15 towns of the LVWATSAN, including **Rwanda and Burundi**, marked an important milestone in the scaling up of the Programme. The project has also leveraged an estimated USD500, 000 from community savings (for sanitation micro-credit), the private sector and private foundations.
- Scaling up of the LVWATSAN Phase II: Implementation of the Agreed scope of work in TCB in water, sanitation and solid waste management services in another 15 towns of the 5 East African Community countries. A total of about 800,000 people are expected to benefit.

Mekong region (Lao PDR, Cambodia, Vietnam):

- Approximately 5,500 people benefitted from improved water supply and 25,000 people from improved sanitation in **Cambodia**, Laos and Vietnam.
- Partnerships were forged with international agencies such as UNDP and WHO so as to engage UN-Habitat in more sector-based activities: with UNDP for Water, Sanitation and Hygiene in **Lao PDR**; with WHO on capacity building on water safety issues in **Vietnam**.
- A cost-efficient and effective model was developed involving communities in small towns (14 small towns in **Laos**, 7 small towns in **Cambodia** and 5 small towns in **Vietnam**) – these established public-people partnership to serve as a catalyst for provision of services for the urban poor.

Country Achievements

- **Burkina Faso:** In the Wendou District of the Dori Municipality affordable water tariffs were negotiated by UN-Habitat and the policy decision-makers to facilitate access to the poor. UN-Habitat supported the municipality and the households of Dori to build sanitation facilities (public and individual) and to connect them to the city water network. The same thing has been done in Ouagadougou and Bobo Dioulasso. UN-Habitat also provided support for on-going pilot actions which made a diagnosis of the effectiveness and efficiency of water and sanitation devices as well the status of distribution networks within public entities in Ouagadougou. Retrofitting activities were developed to reduce water consumption.
- **India:** An estimated 1,850 people benefitted from improved water supply and an estimated 4,150 people benefited from improved sanitation. Provision of safe drinking water and sanitation facilities improved in 34 schools, up from 24 in November 2010,

	<p>benefitting 50,000 students, teachers and the community members.</p> <ul style="list-style-type: none"> • India: 35 elected representatives/ officials of 6 urban local bodies were oriented towards policy and technological options for promoting effective delivery of water and sanitation services for the poor. Baseline surveys for the development of city sanitation plans for the city of Gwalior (population exceeding 1 million) and in a small but growing town of Nasrullaganj, with a population of 17,000, in Madhya Pradesh have been completed. • Partnership through matching financing access to water and sanitation in LV-WATSAN was increased and respective capacity built. • UN-Habitat expanded the scope of the Central America Solid Waste Management Technical and Institutional Assistance Initiative in another 5 countries – Nicaragua, Guatemala, Costa Rica, El Salvador and Honduras; • Nepal: Under the Water for Asian Cities Programme, UN-Habitat has supported the Government of Nepal in developing a sector policy document for achieving the MDGs and universal access to sanitation. The Sanitation and Hygiene Master Plan 2010 is a sector policy document guiding development and achievement of the 2015 MDG target and universal access to sanitation in the country by 2017. The Master Plan is currently being reviewed in preparation for the final stage of approval. This will guide execution of a five year Global Sanitation Fund (GSF) Programme, currently executed by UN-Habitat and the Government of Nepal.
<p><i>(b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services</i></p> <p><i>Targets</i> 2009: 81 institutions 2011: 93 institutions</p>	<p>b) Progress on indicator:</p> <p>The total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stands at 126 by May 2011, up from 123 institutions in November 2010.</p> <p><u>Global Achievements</u></p> <ul style="list-style-type: none"> • The capacity for utilities worldwide to monitor performance changes as a result of the Water Operators’ Partnerships has been enhanced by the introduction of GWOPA Monitoring and Evaluation web tools. • The Water Safety Plans (WSP) approach has been adopted in the curriculum of Ecole Nationale du Genie Rurale des Eaux et des Forets (ENGREF), Montpellier, France – a major international training centre for water utility managers – following WSP training prepared and delivered by GWOPA in partnership with WHO, IWA, and some champion utilities in Africa. <p><u>Regional Achievements</u></p> <p>Africa</p> <ul style="list-style-type: none"> • The African Development Bank provided follow up investments to Kenya, Rwanda, Nigeria, and Burkina Faso, amongst others, to scale up/or extend various components of the Water for African Cities Programme. • UN-Habitat’s continuous engagement with other UN-agencies to deliver as ONE in pilot countries for the betterment of the coordination mechanism of delivery of water and sanitation services for the poor is also well advanced in Tanzania (UNDAP) and Rwanda (UNDAF). In Rwanda the ONE UN mechanism has provided resources for the continuation of the WAC programme. • Since November 2010, 10 African utilities have prepared and adopted Water Safety Plans to safeguard water services to millions of citizens, with another 10 additional utilities being mentored by other utilities to prepare such plans. • A total of 2293 persons have so far benefitted from the LVWATSAN capacity building programme, comprising local government personnel, utility managers and technical staff, representatives of community groups, women and youth groups and local NGOs. Women participants make up 33% of the total.

- UN-Habitat is assisting urban water and sanitation utilities to undertake vulnerability assessments and prepare adaptation plans. A pilot project implemented in 3 water utilities in Masaka **Uganda**, Bukoba **Tanzania** and Kisii in **Kenya** has already produced tool kits to assist small water utilities to prepare climate change adaptation plans.

Mekong region

- In **Lao PDR**, two water utilities are recovering 100% of operations and maintenance costs in Xieng Ngeun and Phine.
- Strengthened capacity of service providers have been achieved in 10 public provincial water utilities in **Laos**, 5 public utilities in **Cambodia** and 2 provincial water utilities in **Vietnam**. The capacity building programme included training on operations and maintenance, project management, financial management, poverty mapping, GIS mapping, MDG monitoring and HVWSHE.
- Strengthened capacity involving communities in 24 small towns resulted in increased capacity of communities in terms of construction of sanitation facilities and water, sanitation and hygiene education.
- Revolving funds are operational in 6 towns in **Cambodia**, 4 towns in **Vietnam** and 7 towns in **Laos**.
- The Project Performance and Monitoring and Evaluation Framework developed by UN-Habitat is being implemented to monitor project progress in 18 small towns.

Country Achievements

- **Rwanda:** An outcome of a mid-term review of the Water for African Cities initiative in Kigali by the Ministry of Infrastructure led to a decision to scale up to cover other peri-urban settlements of Kigali City and those of other major cities. The Ministry has thus committed to avail adequate counterpart funds to facilitate the continued implementation of this initiative.
- **Mali:** UN-Habitat collaborated with WaterAid Mali to assist the Municipal Authorities to update a draft water and sanitation action plan for the District No. 1 of Bamako. The Municipality has adopted the plan and has approached donors to elicit funds to enable implementation of the action plan.
- **Senegal:** Two pumping stations have been installed in collaboration with the National Office for Sanitation, ONAS, to pump the wastewater effluent collected by a 1.3 km small bore sewerage network, developed as a component of the WAC programme, into the main sewerage system of the Dakar City.
- **Nicaragua:** Within the framework of the project 'Improving Solid Waste Management in Managua, Nicaragua', UN-Habitat has concluded the intervention on strategic planning and institutional strengthening, which was designed to assist the municipality of Managua in developing institutional capacities to undertake a strategic planning process for solid waste management and subsequently implement a strategic sector plan. Through collaboration with the association of municipalities of Nicaragua (AMUNIC), the same process is being implemented in other cities throughout the country.
- **Madagascar:** Under the name of 'Tanaservices', UN-Habitat is implementing an initiative to address the issue of urban vulnerability and access to basic services and infrastructure in Antananarivo. The programme uses solid waste management as an entry-point to promote multi-service centres which could become hubs of services (water, sanitation, SWM and energy) that are completely self-managed by the community and highly resilient towards the eventuality of urban crisis. In parallel, the municipality and relevant utilities are involved in a capacity building programme to review and adapt the existing systems of service delivery.
- **Nepal:** 300 toilets were built in 7 municipalities. Similarly, water supply services were provided for more than 200 families in 7 municipalities and 9 small towns. One small town through its enhanced management capacity has been able to serve 24 hours

	<p>water supply to more than 1800 households. Community based conservation and management of a traditional water source in Lalitpur municipality in support of Coca Cola India has demonstrated an alternative water management initiative to meet the daily water demand. Further, the Bagmati Action Plan has been developed and endorsed by the Government in partnership with National Trust for Nature Conservation (NTNC). Water Supply System for Urban Poor Communities in Tokha benefitted around 10,000 people in two communities with water supply.</p> <ul style="list-style-type: none"> • Bangladesh: Under the “Water, Sanitation and Hygiene Improvement in Schools Serving Urban Poor in Camilla and Dhaka” project, supported by UN-Habitat and Coca Cola, 35 schools (10 in Dhaka and 25 in Camilla) have been selected and 35 Community Based Project Committees (CBPC) have been formed in each of the catchment areas. <ul style="list-style-type: none"> - Training programmes have been conducted for the project staff, CBPC members and community hygiene promoters. - WASH facilities, mainly rain water harvesting systems and toilets, have been established in 4 schools and awareness campaigns have been conducted in all 35 schools. • Madagascar: As part of the UN-Habitat funded project ‘Tana Services’ in Antananarivo, an analysis was carried out of the sanitation and solid waste management sector to identify weaknesses, especially governance and disaster preparedness. • Mozambique: In the coastal city of Vilanculaos, UN-Habitat provided the design and technical assistance to the construction of 2 permanent cyclone-resistant emergency shelters. • Bolivia: Under an MOU signed between UN-Habitat and the Ministry of Environment and Water in February 2011, collaboration has started to draft regulations in water treatment and promoting decentralized sanitation solutions.
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Expected Accomplishment 2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services

<p>a) <i>Percentage of service providers (water and sanitation utilities supported by UN-Habitat) recovering at least 95% operation and maintenance cost of services</i></p> <p>Baseline 2009: 33% Targets: 2011: 40%;</p>	<p><u>Progress on Indicator</u></p> <p>The survey needed for this indicator will be undertaken and reported in the next progress report. However, UN-Habitat has been working with service providers with the objective of increasing institutional efficiency and effectiveness. The following examples illustrate the progress achieved over the past six months.</p> <ul style="list-style-type: none"> • The Lake Victoria Water and Sanitation programme is supporting capacity development for seven water utilities in 3 countries under a programme that integrates improvements in physical infrastructure with training and capacity building. Five of the seven utilities report achieving over 95% cost recovery. During the reporting period, the Siaya Bondo Water and Sewerage Company, was added to the list of four other utilities (namely, the South Nyanza Water and Sewerage Company, Gusii Water and Sewerage Company, Bukoba Urban Water and Sewerage Authority, and the Muleba Urban Water and Sewerage Authority) that are achieving over 95% cost recovery. • Under the MEK-WATSAN programme, two towns, namely Xieun Ngeun and Sayabouly in Lao People’s Democratic Republic (PDR) are recovering 100% of operations and maintenance costs. <p><u>Regional Achievements</u></p> <p>Africa</p> <ul style="list-style-type: none"> • More than 100 African utilities have enhanced their service delivery monitoring mechanisms through a 3-year, continent wide, benchmarking exercise carried out by GWOPA in partnership with the Water and Sanitation Programme in Africa (WSP-Af). <p>Asia and the Pacific</p> <ul style="list-style-type: none"> • Under the MEK-WATSAN programme, a cost-effective model which includes
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	<p>community participation was developed in programme countries (Lao PDR, Cambodia, and Vietnam). Under the MEK-WATSAN programme, two towns are recovering 100% of operations and maintenance costs. Other towns (18 in all) are expected to achieve similar levels of cost recovery over the next 1-2 years</p> <p>Country Achievements</p> <p>Nepal</p> <ul style="list-style-type: none"> • UN-Habitat supported the sector reform process initiated by the Ministry of Physical Planning and Works / Sector Efficiency Unit (MPPW/SEIU) by participating in all five thematic groups. Position papers have been drafted and the 1st Joint Sector Review conference is planned for May 2011. • Billing software developed and 29 small towns trained on its operational aspects. Currently, 15 small towns are operating this software. <p>b)Progress on indicator</p> <p>The survey needed for this indicator will be undertaken and reported in the next progress report. However, the Stakeholder survey conducted as part of the external evaluation of the Water and Sanitation Trust Fund revealed that 83% of the respondents perceived the programme to have created visible results at the level of beneficiaries.</p> <ul style="list-style-type: none"> • The sanitation micro-credit initiative in Jos (Nigeria), Nyanza Province (Kenya), Jinja, Masaka and Rakai (Uganda) and Kagera and Mala Regions (Tanzania), being implemented by women organizations from local communities has thus far led to the building of a total number of 2760 improved toilets being used by 30,760 people. In Tanzania for example, as a result of the initiative, households have been motivated to construct toilets from their own resources. This represents about 25% of the toilets constructed so far. 3535 people had registered to have access to the sanitation micro-credit loans. Local leaders, involved in monitoring the proper use of the built facilities and tracking the repayment of the loans, report satisfaction with the micro-credit initiative.
<p>Expected Accomplishment 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services</p>	
<p>a) <i>Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs. Baseline and targets being collected</i></p> <p>b) <i>Percentage of initiatives with a difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities</i></p> <p><i>Baseline 25% Target 2011: 22%</i></p>	<p>Progress on Indicator:</p> <p>The survey for this indicator will be undertaken for the next reporting period. However, community participation and empowerment is a key feature of UN-Habitat' water and sanitation programme. In Nepal, for example, it has been assessed that following UN-Habitat's interventions, citizens in 7 municipalities and 14 small towns are more aware and empowered to demand and access improved services. In the Mekong region, consumer groups were formed in 26 small towns in Cambodia, Laos and Vietnam - with strong participation from women's groups such as the Lao Women's Union and Vietnam Women's Union.</p> <p>Progress on Indicator:</p> <p>The poor tend to pay much more for water. UN-Habitat's interventions in service provision and by facilitating pro-poor tariff setting bring down the price the poor have to pay. Progress on this indicator requires a survey, which is yet to be carried out. However, during the reporting period, through the LVWATSAN and MEKWATSAN programmes, 15,000 and 10,000 additional people are benefitting from pro-poor tariffs.</p> <p>Global and Regional Achievements</p> <p>Asia and the Pacific</p> <ul style="list-style-type: none"> • The poor in the Mekong region, with no access to improved water supply system, often pay 15 to 20 times that of the rest of consumers who have access to piped water network. UN-Habitat's MEKWATSAN projects with a pro-poor focus have been able to respond to this situation by providing the poor with access to improved and affordable water supply and sanitation. • Pro-poor water supply and sanitation provision is on-going in 14 small towns in Laos, 7

	<p>small towns in Cambodia and 5 small towns in Vietnam.</p> <ul style="list-style-type: none"> • Consumer groups have been formed in 26 small towns in Cambodia, Laos and Vietnam – with strong participation from women’s group such as the Lao Women’s Union and Vietnam Women’s Union. <p>Africa</p> <ul style="list-style-type: none"> • Micro-credit facilities were introduced in Nigeria, Kenya, Uganda and Tanzania for women groups to support the construction of toilets. <p><u>Country Achievements</u></p> <p>Kenya:</p> <ul style="list-style-type: none"> • As a result of the achievements of the UN-Habitat Soweto East Village (Kibera) Integrated Water and Sanitation Project and strengthened collaboration with the African Development Bank, an extension of water supply mains and tertiary sewerage connections in three villages of the Kibera informal settlements is nearing completion. This will benefit about 200,000 people when completed. • The Mirera Karagita Integrated Water and Sanitation Initiative in Naivasha is also being expanded under the partnership with the Water and Sanitation for the Urban Poor (WSUP). The expansion will cover two additional settlements (Kamere and Kasarani) and is estimated to benefit 50,000 people. <p>Nepal:</p> <ul style="list-style-type: none"> • Consumers are more aware and empowered in 7 municipalities and 14 small towns through various training, education campaigns and interactions. • GWOPA monitoring and evaluation web tools have been introduced. • In the Mekong, approximately 5,500 people benefitted from improved water supply and 25,000 people from improved sanitation in Cambodia, Laos and Vietnam. These improvements have resulted in major reductions in the cost of water for the poor, both in terms of the price paid for water and the opportunity cost of the time spent fetching water. • Under the LV-WATSAN, an estimated 220,000 persons have benefited from improved water services through piped connections, access to community-managed water kiosks and rainwater catchments, which have targeted the most vulnerable families. • In Mongolia, 3 water kiosks improved the access to potable water supply of over 6,500 people living in the Ger areas in 3 project areas, with time saved in fetching water devoted for other activities to improve their living condition; 446 streetlights prevented crimes and accidents in 4 project areas, which has protected especially women and children; 826- meter footpaths improved the physical conditions and facilitated movement in 4 project areas benefiting 15,163 people. • In Nepal, consumers are more aware and empowered in 7 municipalities and 14 small towns following UN-Habitat’s support.
Challenges and threats	
<ul style="list-style-type: none"> • Limited capacity of government partners to deliver multi-dimensional programmes especially in terms of managing and institutionalizing revolving funds and in developing participatory plans, in consultation with communities, for improving water supply and sanitation. • Political instability has led to delays in programme implementation. • Lack of resources for expanding the programme. 	
Next steps – priorities for 2011	
<ul style="list-style-type: none"> • The first round interventions in the Global Sanitation Fund activities initiated, covering 5 districts and five municipalities of Nepal, is planned for Bajura and Bardiya districts and Tikapur and Guleriya municipalities. • Two consultants have been recruited to undertake vulnerability assessment and adaptation plan, 	

respectively, as part of the Climate Change in Cities Initiatives (CCCI) in Kathmandu Valley, Nepal.

- Complete climate change vulnerability assessment and adaptation planning for Kathmandu Valley.
- Finalize the European Investment Bank (EIB)-supported formulation study for up-scaling the Lake Victoria Water and Sanitation Initiative in Mwanza and Kisumu.
- Expand cooperation and partnership with government and educational institutions.
- Focus on capacity building of government counterparts (continue capacity building activities, including but not limited to the following: project management, financial management, operations and maintenance).

e) **FA5 Human settlements finance systems, including ERSO**

Strategic result: Increased sustainable financing for affordable and social housing and infrastructure	
Expected Accomplishment 1: Financing raised for affordable and social housing stock and related infrastructure	
Indicator of achievement	Progress/accomplishments
<p>a) <i>Value of commercial loans, government subsidies and donor grants made available for affordable housing, upgrading and basic infrastructure in targeted countries and communities</i> <i>Baseline: 2009: US\$1,840,000</i> <i>Targets: 2010-2011: US\$ 6,714,084;</i></p>	<p>Progress on indicators: As at 31 January 2011, UN-Habitat had disbursed five loans in the context of the ERSO, totaling \$2.75 million (76%) of funds donated. UN-Habitat tested SUF grant-based mechanisms to expand access to housing finance for the poor. It established six Local Finance Facilities in Ghana, Indonesia, Sri Lanka and Tanzania and has disbursed US\$5,154,084 in the four pilot countries.</p> <p>Achievements</p> <ul style="list-style-type: none"> • Two financial services programmes, revolving loan fund of the experimental reimbursable seeding operations (ERSO) and a grant programme of the Slum Upgrading Facility (SUF) are to fulfill the expected accomplishments of FA 5. The ERSO trust fund received a total of some \$3,629,597 million in financial voluntary contributions from the Government of Spain (US\$2,879,597) , Bahrain (US\$500,000), Rockefeller foundation (US\$ 250,000) . For the Slum Upgrading Facility Programme, UN-Habitat received a total of US\$19,233,000. UN-Habitat tested SUF grant-based mechanisms to expand access to housing finance for the poor. It established six Local Finance Facilities in Ghana, Indonesia, Sri Lanka and Tanzania. The end of programme evaluation of SUF recommended continued support of the local finance facilities, for they are an important tool in mobilizing domestic investment and funds for low-income housing.
<p>(b) <i>% of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and /or people with informal incomes.</i> <i>Baseline: 2008-2009: N/A</i> <i>Targets: 2010-2011:5% of housing loans</i></p>	<p>Progress on Indicator</p> <ul style="list-style-type: none"> • Progress on this indicator would require a survey, which has not yet been carried out. However, the number of low income households directly benefitting from housing loans and housing and infrastructure improvements through domestic banks and micro finance institutions collaborating with the ERSO programme is being tracked. • During the reporting period, low income households directly benefitting from ERSO increased from 800 to 1,187.
Expected Accomplishment 2: Increase in activities in municipal finance and affordable housing finance	

<p>(a) Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure</p> <p>Baseline: 2008-2009: Targets: 2010-2011: US\$ 6,586438</p>	<p>Progress on Indicator</p> <ul style="list-style-type: none"> During the field-test of ERSO for four years that ended in April 2011, UN-Habitat raised US\$ 3,629, 597 of which US\$2.75 million was disbursed as loans. This leveraged US\$550 million of investment in five pilot projects.
Challenges and threats	
<ul style="list-style-type: none"> The operational platform for lending within UN-Habitat is not sufficiently robust to administer loans and scale up the programme. Donor support is not predictable, making it difficult to undertake proper long-term planning and target setting. Links with other UN-Habitat activities should be strengthened. The political situation in the Occupied Palestinian Territories is still unstable and makes it difficult to predict the pace of implementation and absorption capacity of the project funds. 	
Next steps - priorities for 2010	
<ul style="list-style-type: none"> Development of an internal strategic plan and proposal on the operational platform that is necessary to efficiently run housing finance in and with UN-Habitat. A review study is recommended to advise ERSO on alternatives for implementation of lending operations in cooperation with a partner or partners. Negotiation and liaison with partners in financing affordable housing. To reduce administrative challenges, consultations with UNON will take place. UN-Habitat should share experience in innovative financial mechanism with other UN agencies. 	

f) **FA 6: Excellence in management**

Strategic result: UN-Habitat delivers MTSIP planned results effectively and efficiently	
Expected Accomplishment 1: Staff are empowered to achieve planned results	
Indicator of achievement	Progress/accomplishments
<p>(a) Percentage of staff whose skills set are aligned with their MTSIP compliant job description</p> <p>Baseline 2009 Target 2011: 100%</p>	<p><i>Indicator: Percentage of staff skills aligned with MTSIP</i></p> <ul style="list-style-type: none"> Alignment of staff skills with MTSIP stand at 99%. All completed job classifications are now in a classification database. Staff are empowered through development and training programmes. They have been trained in various development programmes, including: Management Development Programme (50% of legible staff); performance appraisal of staff; RBM (60 staff trained this year); IPAS and EPAS etc. Priority Training needs for PMOs have been identified and training has commenced - priorities include budget and financial management, procurement process, refreshers on HR recruitment process. <i>Performance appraisal of staff:</i> Coaching and practice sessions with pilot teams by an external expert have been conducted. Pilot groups have been established for each Division on performance management. The development of an incentive structure for performance has commenced, with staff being requested to make suggestions for <i>recognition awards</i> for outstanding performance and/or special contributions to

<p>b) Percentage of staff reporting improved information and knowledge sharing</p> <p><i>Baseline October 2009: Score: 2.5 (57.9% of staff reported improved knowledge sharing over the last 12 months)</i> <i>Targets: 2011: 2.6;</i></p>	<p>the organization.</p> <p><u><i>Staff reporting improved information and knowledge sharing</i></u></p> <ul style="list-style-type: none"> • The survey to capture specific data on this indicator will be conducted in September 2011. However, there has been an improvement in general information sharing platform forms. The new intranet (Habnet), and the redesigned website, www.unhabitat.org, are improved information technology platforms for information sharing. Information is also shared through the Directors meetings, senior managers meetings, divisional and focus area retreats. • <i>Knowledge management</i>: The Knowledge Management Strategy to support results based management was approved in November 2010. The strategy has two main objectives: to improve knowledge management and knowledge sharing within the agency, and to position UN-Habitat as the first port of call and the premier reference on knowledge about sustainable urbanization among all our partners. • A new email tool for all out posted staff, who are now all connected by e-mail and can access both the intranet and internet websites. • Kosovo (within its context of UN Security Council resolution 1244 of 1999), staff capacity has been improved through development of work plans and project plans, and are now responsible for working towards programme objectives, contributing to MTSIP
<p>(c) Reduction in time spent of completion of selected business processes complying with rules and quality standards</p> <p><i>Average time Programme Review Committee review Baseline 2008: 9 Targets 2011: 8;</i></p> <p><i>Average selection time of UN-Habitat recruitments December 2009: 178 Targets: 2011: 150;</i></p> <p><i>Average time for IT procurement: 2009: 67 days (within UN-Habitat and 63 days in UNON) Targets: 2011: 40 days;</i></p> <p><i>Average time for approval of Cooperation Agreement Baseline 2009: 11.6 days Target 2011: 10 days.</i></p>	<p><u><i>Indicators: time spend on business processes- PRC approval, recruitment, IT procurement, approval of cooperation agreements</i></u></p> <ul style="list-style-type: none"> • The average time for programme review committees to review and have projects approved is approximately 8 days, down from 9 days in 2010. • The average time for recruitment is above 170 days, i.e. below the set target of 150 days. This is attributed to the phasing out of Galaxy and introduction of INSPIRA, a new recruitment tool that managers and staff are still learning to use. • The 2nd phase of the implementation of the e-Roster for managing recruitments has been finalized. As of 1st April, 2,445 consultant profiles are registered in the e-Roster. For the period November 2010 to May 2011, 80 consultants have been recruited, using the e-roster. This has facilitated faster identification of qualified contractors and enhanced quality control. <ul style="list-style-type: none"> • For IT, the average procurement time remains at 50 days as of December 2010. <ul style="list-style-type: none"> • For Cooperation agreements, the average time taken for approval of 90% of the cooperation agreements remains at 10 days, on the target of 10 days set for 2011.
<p>Expected Accomplishment 2: Institution aligned to deliver MTSIP results</p>	
<p>(a) Percentage of staff reporting increased horizontal collaboration (inter-divisional, inter-focus area)</p> <p><i>Baseline October 2009: 2.5 (65% reported improved</i></p>	<p><u><i>Staff indicating increased inter-divisional collaboration</i></u></p> <ul style="list-style-type: none"> • During the MTSIP Peer Review, 68% of the staff interviewed reported that MTSIP had increased awareness of the need for collaboration. Focus Area 1 reported establishment of linkages with the World Urban Campaign and the Information Services Section, and that the MTSIP had brought better alignment of resources against the organization and that it changed the organization's culture and improved capacity to deliver. • Focus Area 2 indicated the Plan had introduced greater clarity into the team's work and distilled common objectives and made linkages with other focus areas.

<p><i>collaboration across units and divisions and 61% reported improved that collaboration between Headquarters and out posted offices over the last 12 months). Targets 2011:2.7</i></p> <p>(b) Number of key restructuring decisions implemented as recommended by organizational review</p> <p><i>Baseline: organizational not yet complete Target 2013: 100%</i></p>	<ul style="list-style-type: none"> • Focus Area 4 indicated that the plan had enhanced the normative and operational work and reduced the “silo” mentality. <p><i>Indicator: key restructuring decisions:</i></p> <ul style="list-style-type: none"> • The completion of an organizational review that aligns the structure with the focus areas of the MTSIP and the achievement of results was a high priority outcome of the Peer Review of the Implementation of the MTSIP. Consultations have been completed with the Executive Director on the form of a new organizational review of UN-Habitat. The organizational review, led by a change management consultant, is now underway. Release of findings is expected by end of July 2011. • Pursuant to Governing Council resolution 22/5 of 3 April 2009, UN-Habitat’s Governance Review has continued in close collaboration with CPR members and UN-Habitat. UN-Habitat and its CPR members continued to implement the agreed quick-wins which were developed in Phase II and were presented and approved at the 38th Regular Session of the CPR. Implementation of Phase III of the Governance Review suggested options for more fundamental structural reform. At the 23rd session of the Governing Council, a resolution on the Governance of UN-Habitat was adopted, setting in motion a process through which an action-plan for a preferred option is to be developed jointly by the Secretariat and the CPR. Work on this is now underway.
Expected Accomplishment 3: RBM principles applied	
<p>(a) Percentage of programmes and projects that are contributing to focus area results</p> <p><i>Baseline: 2008-2009: 95% Targets: 2011: 98%;</i></p> <p>(b) Willingness to be held accountable for MTSIP results (1-4 scale):</p> <p><i>Baseline 2009: 2.8 Targets: 2011: 2.9</i></p>	<p><i>Indicator % of programmes and projects aligned to MTSIP</i></p> <ul style="list-style-type: none"> • There has been improved planning, as evidenced by the biennial work programme and budget for 2012-2013, which is fully aligned to the MTSIP results and was endorsed by the ACABQ and the Governing Council in April 2011. • There has been an increase in the percentage of programmes and projects contributing to MTSIP focus area results, up from 97% in December 2010 to 98% in May 2011 (internal assessment carried out in May 2011). • There has also been a notable improvement in the knowledge and application of RBM, as evidenced by the improved quality of programme and project documents. • The strengthened PRC processes and tools have enhanced quality of programme and projects, reduced the review time from 9 to 8 days in May 2011 and improved the results chain and mainstreaming of RBM in programmes and projects. • There is improved staff capacity in RBM and results orientation, as evidenced by improved focus on results during project design and results focused reporting. Over 60 staff members were trained, giving a cumulative total of over 280 since 2009. <p><i>Indicator - willingness to be accountable to the MTSIP results.</i></p> <ul style="list-style-type: none"> • Specific information will be available when the survey will be conducted in September 2011. However, staff is increasingly willing to be accountable for results for MTSIP results. Institutionally, structures have been created, including the MTSIP steering Committee, Task Forces on all thematic areas of the MTSIP, programme review committees at headquarters and at the regional offices, and focal points for MTSIP reporting etc. Monitoring and evaluation culture are improving and this is contributing to learning as well as accountability. During the reporting period, 5 strategic thematic evaluations were conducted: of the Gender, the SUF, ERSO, Youth and Water and Sanitation programmes. <p>At personal accountability, the responsibilities of individual staff members are defined in their job descriptions and in their EPAS plans. There is a shared understanding that MTSIP has created more enthusiasm and commitment among staff and reduced internal barriers through better collaboration and greater focus on shared results of MTSIP.</p>
Expected Accomplishment 4: Financial resources to deliver MTSIP results available	
<p>(a) Degree to which resource targets for</p>	<p>As of 31 March 2011, US\$16.9million has been received for non-earmarked funds,</p>

<p>non-earmarked and earmarked funding are met</p> <p><i>Non earmarked Baselines: 2009: \$21.5 million 2011: \$28.5 million</i></p> <p><i>Earmarked (million US\$): Baselines: 2009: 99.5; 2010: 126; 2011: 126.</i></p> <p>(b) Percentage of (earmarked/ non-earmarked) resources allocated to MTSIP focus area priorities <i>Baseline 2008/2009: 61% (earmarked) / 80% (non-earmarked).</i></p> <p><i>Targets: 2010/2011: 74% (earmarked) / 100% (non-earmarked)</i></p>	<p>which is about 30% of the target of US\$57million for the biennium 2010-2011.</p> <p>For earmarked resources, US\$261million had been received during the first 15 months of the biennium, which exceeds the biennium target of US\$252million by 3.6%.</p> <p>For the current biennium so far, it is assessed that 100% of both the non-earmarked resources and the earmarked resources have been allocated to MTSIP focus areas priorities.</p> <p>Budgeting and resource allocation</p> <ul style="list-style-type: none"> • Enhancements of the Grant Management Information System (GMIS) have been developed and are currently being tested and finalized. It is expected that Project Managers and Programme Management Officers will be trained by the end of July 2011. The enhancements will further improve the tracking and reporting of contributions and expenditures of programmes and projects to MTSIP focus area results. • A draft Programme Support Cost Policy has been developed and is currently under review. The objective of the policy is to review the adequacy of the existing programme support fee rate and to provide guidance for a new programme support fee rate. <p>Resource Mobilisation:</p> <ul style="list-style-type: none"> • A new edition of the catalogue “UN-Habitat Products and Services” was issued and launched at the 23rd Session of the Governing Council with a more results-oriented text, success stories and financial information. • The first portfolio review ever done in the agency was finalized assessing the financial and thematic characteristics of all UN-Habitat's programmes and projects and informed the on-going organizational review; • The new Donor Information System (DIS) was enhanced and further training was given to staff; • Research was initiated on potential fundraising opportunities with private foundations for the priority programmes selected by Division Directors; • The Royal Government of Thailand has agreed to host a UN-Habitat regional event with current and potential Development Partners; • Further enhancements to the budgeting tool to allow systematic distribution of resources • Development of an invoicing system to facilitate the reconciliation of contribution agreements and deposits.
<p>Challenges</p>	
<ul style="list-style-type: none"> • As predicted the average time for recruitment exceeded the 178 achieved in the last reporting period. The phasing out of Galaxy meant an erratic availability of the recruitment tool, with managers unable to access their vacancies for processing for extended periods. • The number of slots for training courses provided by HQ for the management development and leadership development programmes remain limited, and will possibly be reduced for the coming year. • UN-Habitat’s systems for effective monitoring and reporting of programmes and projects during their implementation and completion phases need to be strengthened. • There is further a need to strengthen a culture of information use to fine-tune current interventions and inform future programming in the organization. • Slow pace in cultural change in resource mobilization towards a corporate approach. 	

Next steps

- Further enhancements to the budgeting tool to allow systematic distribution of resources;
- Review of existing systems in view of establishing a simplified and harmonized cost recovery and resource/cost allocation mechanism, including recommendations on the implementation strategy;
- Further population and use of the Donor Information System;
- UN-Habitat will commence the development of the next six year strategic planning process once the roadmap is endorsed and ensure the 2014 - 15 strategic framework and work programme are derived and fully aligned to the results framework of the strategic plan.
- The organization is in the process of developing an interim comprehensive and integrated results oriented management tool for planning, monitoring and reporting at all levels, while awaiting the rolling out of UMOJA, the UN system-wide tool currently under development.
- The organization will strengthen the results chain from the corporate level to the country level by ensuring that the next generation of Habitat Country Programme Documents reflect corporate level development results.

Goal Sustainable urbanization created by cities and regions that provide all citizens with adequate shelter, services, security and employment opportunities regardless of age, sex, and social strata

MTSIP Strategic Result Sustainable urbanization principles drive policy and practice

Indicators

- a) *Proportion of urban population living in slums in developing regions*
 - b) *Percentage access to piped water and sanitation services in developing regions*
 - c) *Percentage access to durable housing and sufficient living area in developing regions*
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Focus Area Strategic Results	1 Improved sustainable urbanization policies from local to global levels adopted	2 Inclusive urban planning, management and governance (UPMG) improved at national and local levels	3 Improved access to land and housing	4 Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and under-served populations	5 Increased sustainable financing for affordable and social housing and infrastructure	6 UN-Habitat delivers MTSIP planned results effectively and efficiently
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Expected Accomplishments	1.1 Improved awareness of sustainable urbanization issues at the local to global levels	2.1 Improved policies, legislation and strategies support inclusive UPMG	3.1 Improved land and housing policies implemented	4.1 An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	5.1 Financing raised for and increases recorded in affordable and social housing and infrastructure	6.1 Staff are empowered to achieve planned results
	1.2 Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy	2.2 Strengthened institutions promote inclusive UPMG	3.2 Security of tenure increased	4.2 Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	5.2 Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)	6.2 Institution aligned to deliver MTSIP results
	1.3 Monitoring of sustainable urbanization conditions and trends improved	2.3 Improved implementation of inclusive UPMG	3.3 Slum improvement and prevention policies promoted	4.3 Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services	6.3 Results-based management principles applied	6.4 Financial resources to deliver MTSIP results available

Focus Area 1

Effective advocacy, monitoring and partnerships
Results framework

Goal	Sustainable urbanization principles drive policy and practice		
Strategic Result	Improved sustainable urbanization policies from local to global levels adopted		
<u>Indicators</u>	a) <i>Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues</i>		
Expected Accomplishments	1 Improved awareness of sustainable urbanization issues at the national and global levels	2 Habitat Agenda partners (HAP) actively participate in the formulation of sustainable urbanization policy	3 Monitoring of sustainable urbanization conditions and trends improved
<u>Indicators</u>	a) <i>Number of media articles and on Flagship reports and World Habitat day</i> b) <i>Number of downloads from UN-Habitat website</i> c) <i>Number of countries that celebrate World Habitat Day</i> d) <i>Number of countries with National Habitat Forums</i>	a) <i>Number of partnerships (by category) contributing to sustainable urbanization</i>	a) <i>Number of operational urban observatories (national/local)</i>
Sub-Expected Accomplishments	1.1 Effective dissemination of evidence-based knowledge on urban issues 1.2 Expanded use of evidence-based knowledge in education	2.1 Improved awareness increase HAP participation 2.2 HAP commit to agreed norms and principles for sustainable urbanisation 2.3 HAP capacity in monitoring government policy and implementation strengthened	3.1 Increased capacity for implementation of urban monitoring systems 3.2 Increased demand for evidence-based knowledge in policy making and practice, including sex- and age disaggregated data

Focus Area 2

Promotion of Participatory Planning, Management & Governance
Results framework

Goal	Sustainable urbanization principles drive policy and practice		
Strategic Result	Inclusive urban planning, management and governance (UPMG) improved at national and local levels		
<u>Indicators</u>	<p>a) <i>Number of countries promoting comprehensive UPMG, including the economy, ecology and equity dimensions of sustainable urbanization</i></p> <p>b) <i>Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems</i></p>		
Expected Accomplishments	1 Improved policies, legislation and strategies support inclusive UPMG	2 Strengthened institutions promote inclusive UPMG	3 Improved implementation of inclusive UPMG
<u>Indicators</u>	<p>a) <i>Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles</i></p> <p>b) <i>Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures</i></p>	<p>a) <i>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions.</i></p>	<p>a) <i>Number of cities implementing inclusive UPMG</i></p>
Sub-Expected Accomplishments	<p>1.1 Improved policy analysis</p> <p>1.2 Policy advocacy improved, including through Campaign (see FA1)</p> <p>1.3 Increased application of best policy practices</p> <p>1.4 Effective policies and strategies related to UPMG, including in crisis-prone and post-crisis human settlements contexts</p>	<p>2.1 Strengthened organisational structures and processes for UPMG</p> <p>2.2 Improved competencies and enhanced base of human resources for UPMG</p> <p>2.3 Improved development of, access to and application of tools for UPMG</p>	<p>3.1 Improved inclusive action planning</p> <p>3.2 Enhanced strategic partnerships for UPMG</p> <p>3.3 Improved management of financial resources for UPMG</p> <p>3.4 Improved capacity to apply UPMG, including in crisis-prone and post-crisis human settlements contexts</p>

Focus Area 3

Promotion of pro-poor land and housing
Results framework

Goal	Sustainable urbanization principles drive policy and practice		
Strategic Result	Improved access to land and housing		
<u>Indicators</u>	a) <i>Increased number of countries implementing policies to improve access to land and housing, including crisis affected countries</i>		
Expected Accomplishments	1 Improved land and housing policies implemented	2 Security of tenure increased	3 Slum improvement and prevention policies promoted
<u>Indicators</u>	<i>Number of countries implementing improved policies</i>	a) <i>Number of countries implementing policies to improve security of tenure, including measures to reduce forced evictions</i>	a) <i>Number of countries implementing slum prevention and improvement policies</i>
Sub-Expected Accomplishments	1.1 Govt/HAP knowledge of innovative land and housing policies and programmes improved	2.1 Govt/HAP knowledge of equitable land and housing rights increased	3.1 Govt/HAP knowledge on slum upgrading and prevention improved
	1.2 Govt/HAP capacity to promote hazard-resistant and sustainable housing construction increased	2.2 Govt/HAP capacity to achieve equitable land and housing rights strengthened	3.2 Govt/HAP capacity to develop slum upgrading and prevention policies and strategies strengthened
	1.3 Govt/HAP capacity to implement land and housing policies increased	2.3 Govt/HAP capacity to effectively address housing, land and property in crisis-prone and post-crisis contexts increased	3.3 Govt/HAP supported in implementing slum upgrading and prevention policies and strategies
		2.4 Govt/HAP utilise alternative approaches to forced evictions	

Focus Area 4

Environmentally sound basic urban infrastructure and services
Results framework

Goal	Sustainable urbanization principles drive policy and practice		
Strategic Result	Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations		
<u>Indicators</u>	<ul style="list-style-type: none"> a) Numbers of people in target communities with access to environmentally sound basic urban infrastructure services. b) Percentage of institutional stakeholders reporting positive perception of UN-Habitat's contribution to expanded access for the poor to basic urban infrastructure services in selected communities. 		
Expected Accomplishments	1 An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services	2 Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services	3 Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services
<u>Indicators</u>	<ul style="list-style-type: none"> a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services 	<ul style="list-style-type: none"> a) Percentage of service providers recovering at least operation and maintenance cost of services b) Percentage of consumers of UN-HABITAT partner service provider organizations reporting satisfaction with services provided 	<ul style="list-style-type: none"> a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs b) Percentage difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities
Sub-Expected Accomplishments	2.1 Strengthened service-provider capacity	2.2 Improved service delivery monitoring mechanisms inform decisions	2.3 Enhanced capacity of service providers to address climate change
		3.1 Environmentally sound standards and practices in place	3.2 Enhanced knowledge of consumers on their rights to basic urban infrastructure and services
			3.3 Sustainable consumption practices utilised

Focus Area 5

Strengthened human settlements finance systems
Results framework

Goal Sustainable urbanization principles drive policy and practice

Strategic Result Increased sustainable financing for affordable and social housing and infrastructure

- Indicators
- a) *Increased financing for sustainable and inclusive cities*
 - b) *Increased number of households with improved housing and infrastructure*
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Expected Accomplishments

<p>1 Financing raised for and increases recorded in affordable and social housing stock and related infrastructure</p>	<p>2 Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)</p>
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- Indicators
- | | |
|--|---|
| <ul style="list-style-type: none"> a) <i>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</i> b) <i>% of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and / or people with informal incomes</i> | <ul style="list-style-type: none"> a) <i>Level of municipal finance sector activity</i> b) <i>Level of affordable housing finance sector activity</i> |
|--|---|
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Sub-Expected Accomplishments

<p>1.1 Established sustainable revolving credit and loan facilities</p> <p>1.2 Local Finance Facilities to facilitate slum upgrading through blended commercial and community finance and partnerships between government, communities and the private sector</p> <p>1.3 Effective mechanisms for technical assistance to Banks, Micro-finance Institutions and community groups in housing finance</p>	<p>2.1 Targeted government programmes to support affordable housing and slum upgrading</p> <p>2.2 Effective consumer education and protection systems in housing finance</p> <p>2.3 Catalyzing local Institutions to provide access to financial services and financing of basic infrastructure</p>
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Focus Area 6

Excellence in management
Results framework

Goal Sustainable urbanization principles drive public policy and practice

Strategic Result UN-HABITAT delivers MTSIP planned results effectively and efficiently

Indicators

- a) *Score on organizational efficiency and effectiveness from staff survey*
- b) *Score on organizational performance from external evaluations*

Expected Accomplishments

1 Staff are empowered to achieve planned results	2 Institution aligned to deliver MTSIP results	3 RBM principles applied	4 Financial resources to deliver MTSIP results available
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Indicators

<ul style="list-style-type: none"> a) <i>Percentage of staff whose skills set are aligned with their MTSIP compliant job description</i> b) <i>Reduction in time spent on completion of selected business processes</i> c) <i>Percentage of staff reporting improved knowledge and information sharing</i> 	<ul style="list-style-type: none"> a) <i>Number of key restructuring decisions implemented as recommended by organizational review</i> b) <i>Percentage of staff reporting increased horizontal collaboration</i> 	<ul style="list-style-type: none"> a) <i>Percentage of programmes and projects that are contributing to focus area results</i> b) <i>Percentage of staff reporting willingness to be held accountable for MTSIP results</i> 	<ul style="list-style-type: none"> a) <i>Degree to which resource targets for non-earmarked and earmarked funding are met</i> b) <i>Percentage of (earmarked/non-earmarked) resources allocated to MTSIP focus area priorities</i> c) <i>Percentage of staff reporting transparency in resource allocation decisions</i>
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Sub-Expected Accomplishments

<ul style="list-style-type: none"> 1.1 Strengthened staff competencies related to the MTSIP 1.2 Knowledge management systems effectively utilised 1.3 Incentive structure for performance in place 1.4 Delegation of authority within an accountability framework 1.5 Efficient business processes applied 	<ul style="list-style-type: none"> 2.1 Rationalised organisational structure 2.2 MTSIP focus area result delivery system operational 	<ul style="list-style-type: none"> 3.1 Programmes derived from MTSIP results 3.2 Performance measurement and evaluation informs decision-making and programming 3.3 Quality standards consistently applied in the achievement of planned results 	<ul style="list-style-type: none"> 4.1 Effective mobilisation of resources to achieve MTSIP results 4.2 Allocation of resources to MTSIP priority results
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