



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

**39 Session of Committee of Permanent Representatives**

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## Executive Summary

### 1. Introduction

The present progress report is the eighth since the beginning of the implementation of the Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013. It is submitted in accordance with the Governing Council (GC) resolution 21/2 paragraph 20, which requests UN-Habitat to report on progress and challenges related to the implementation of the MTSIP on a regular basis to the Committee of Permanent Representatives (CPR). The report builds on the last six-monthly progress report presented to the CPR in June 2010. It reviews progress, opportunities, challenges and next steps in the implementation of the six MTSIP focus areas as well as the enhanced normative and operational framework and cross-cutting issues (gender, youth and disaster prevention).

### 2. Highlights of Achievements for each focus area

#### **Focus area 1: Effective Advocacy, Monitoring and Partnership for sustainable urbanization**

The focus is on awareness raising and policy guidance, monitoring of urbanization conditions and trends, and participation of Habitat Agenda partners.

##### *Improved advocacy for sustainable urbanization*

Through global events, meetings and publications, awareness on urban issues is increasingly being raised.

- World Habitat Day is increasingly becoming a significant advocacy platform. In 2010, it was celebrated in 79 countries, with 239 recorded events, an increase of 120% from 2009.
- UN-Habitat, as a lead agency on urban issues coordinated the UN Pavilion at the Shanghai World Expo 2010, with the theme “Better City, Better Life”, in the model of UN “Delivering as One”. 40 UN agencies contributed through 150 technical and cultural events including lecture series on sustainable urbanization. The Pavilion attracted over three million visitors.
- The UN-Habitat global flagship reports are providing evidence-based knowledge on urban trends and challenges. There is a growing demand for production of regional State of Cities reports. The first State of Asian Cities Report 2010/2011 was launched in October. The State of European Cities in Transition Report is under preparation.
- The outcomes from the third Regional Ministerial Conferences: the Asia and Pacific, and the Africa Ministerial Conferences on Housing and Development held in June and November 2010, respectively show that countries have gained ownership of the conferences as important platforms for supporting sustainable urbanization as evidenced by the adoption of action plans for implementation.
- The dynamic translation of the UN-Habitat website into more than 50 local languages including UN languages, added in June 2010, is improving awareness of urban issues from local to global levels.
- A total of 28 international organizations and 158 research centres and universities have directly requested for urban indicator data and information from flagship reports as of November 2010.
- The first-ever strategy on humanitarian challenges in urban areas, developed by UN-Habitat in collaboration with 24 other UN agencies, was endorsed by the Inter-Agency Standing Committee (IASC) in November 2010. The set of recommendations for an IASC strategy and action plan will strengthen humanitarian operations in urban areas.

##### *Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy*

There is increased engagement between UN-Habitat and its Habitat Agenda partners.

- The Habitat Agenda partners database has expanded to over 2,800 partner organizations, compared to 2,500 at the end of 2009. The database facilitates identifying partners that commit to norms and principles of sustainable urbanization. It allows the partners to participate in awards such as the Habitat Scroll of honour, Dubai Best Practice and Sheikh Khalifa Awards and the Youth Opportunities Fund.
- Eight umbrella organisations have made commitments (through MOUs) to joined to promote 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.

- The Urban Gateway, a global online urban portal, launched in October 2010, has started to enhance knowledge sharing, collaboration and networking among Habitat partners and improving communication of UN-Habitat with its partners.
- In the framework of the World Urban Campaign, the 100 Cities Initiative website [www.100citiesinitiative.org](http://www.100citiesinitiative.org), developed and supported by UN-Habitat has become a key tool in promoting the campaign on a global basis. The initiative has allowed UN-Habitat and its partners to mobilize and engage cities in the World Urban Campaign.
- UN-Habitat's Regional Office in Warsaw, which coordinates activities for Central, Eastern and Southern Europe, launched a new report, November 2010, highlighting the agency's activities in the region with a view to promoting better urban planning, stronger local government, climate change measures and decentralization
- Through the "Opportunities Fund for Urban Youth-led Development", youths have been mobilized to participate in youth-led policy formulation, exchange of information and capacity strengthening in entrepreneurship skills. By October 2010, 53 youth groups from 33 countries have been granted funding through cooperation agreements with UN-Habitat.

#### ***Monitoring urbanization conditions and trends.***

Mechanisms for collecting, analyzing and disseminating information on urban condition and trends have increased.

- Requests to UN-Habitat from countries in Asia, Africa and Latin America to establish national and local urban observatories have increased.
- Operational Local Urban Observatories for monitoring urban indicators at national level have increased from 145 in May 2010 to 155 by October 2010.
- On monitoring the Habitat Agenda and the Millennium Development Goals (MDG), UN-Habitat warned in the MDG Report 2010 that slum improvements have failed to keep pace with the growing ranks of the urban poor.

#### **Focus Area 2: Improved urban planning, management and governance (UPMG)**

The focus is on climate change, urban safety and urban economic development through improved policies, strengthened institutions and improved implementation.

#### ***Improved policies, legislation and strategies support inclusive UPMG***

- To-date, 22 cities in Africa, Asia and Pacific and Latin America are participating in the Cities Climate Change Initiative to strengthen climate change response of cities and local governments. Under the Cities and Climate Change Initiative, the "Urban Stakeholder Action Agenda on Climate Change" has been adopted for climate change adaptation planning.
- A total of 11 crisis-prone and post-crisis countries now have UPMG policies that incorporate urban risk and vulnerability measures, up from 9 in 2009.
- With technical support from UN-Habitat in participatory assessments, urban planning and capacity building, cities in the Lake Victoria, East Africa programme have developed strategic plans to mitigate the negative effects of rapid urbanization have been developed.

#### ***Strengthened institutions promote inclusive UPMG***

- The number of institutions that have received institutional capacity development support from UN-Habitat reached 41 by the November 2010, up from 37 institutions in May 2010, and up from 15 institutions at the beginning of the MTSIP period.
- UN-Habitat, in collaboration with the Tongji University, China, is building capacities of urban planners from East African countries in participatory spatial planning and solid waste management. The scholarship programme funded by the Chinese Government supports 5 urban planners each year.
- In partnership with Mount Carmel Training Centre, UN-Habitat has strengthened capacities of trainers on gender and local governance. Also, UN-Habitat has strengthened the capacity of the International Federation of Surveyors in conducting gender and land evaluation.
- UN-Habitat, in collaboration with the University of Philippines, strengthened capacities of the Universities of Australia, Indonesia, Mongolia, the Netherlands, Papua New Guinea, Sri Lanka, Thailand and Vietnam in urban planning.

- The Lake Victoria City Development Strategies initiative, in collaboration with the Netherlands Institute for Housing and Urban Development Studies, is running a diploma course on urban development studies. So far, 35 local authority personnel have been trained.
- Local authorities in 15 Liberian Cities received training on leadership, financial management and local economic development. 50 staff members from Iraq were trained on urban management, economic development and strategic planning.

#### ***Improved implementation of inclusive UPMG***

- A total of 132 cities, an increase from 112 in 2009, are implementing inclusive UPMG with the support from UN-Habitat in the areas of governance, safety, environment and risks and post-crisis management.
- The development of Lake Victoria website-based spatial portal (<http://gridnairobi.unep.org/lvsp/ptk>) provides a resource to keep track of regional indicators, strategic plans and practical tools for use in urban planning.
- The Disaster Management Committee in Kingston, Jamaica, refined its mandate in order to include urban women's security.

#### **Focus Area 3: Promotion of pro-poor land and housing**

The focus is on improved access to land and housing, security of tenure and slum improvement and prevention.

#### ***Improved land and housing policies***

UN-Habitat has mobilized and supported Governments and Habitat Agenda Partners to implement improved land and housing policies.

- As of October 2010, 33 countries were in the process of developing, implementing or completing land and housing reforms with the support of UN-Habitat, up from 26 countries in 2009.
- Through the Global Land Tool Network (GLTN), UN-Habitat continues to facilitate a network of important actors in the land sector. By October 2010, the network had increased its partners to 42 organizations compared to 33 in 2009, with individual membership of 1,550 from 142 countries.
- UN-Habitat supported the Land Policy Initiative in Africa in collaboration with the Economic Commission for Africa and the African Development Bank by providing technical, policy and financial support which resulted in the development of the Africa Land Policy now under implementation.
- In **Kenya**, the Government approved the National Land Policy, which constitutes a chapter in Constitution promulgated in August 2010. UN-Habitat, as Chair of the Development Partners Group on Land, in line with Paris Declaration on donor coordination, provides continued support to the policy development process and implementation.
- The *Land, Environment and Climate Change* published in 2010, based on 20 case studies, focuses on the linkages between land and the environment moving from scientific framework to a country-level implementation framework.

#### ***Security of tenure increased***

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.

- 24 countries, up from 19 in May 2010, are implementing policies to improve security of tenure, including reducing forced evictions.
- The challenge of monitoring forced evictions is now addressed through the “*Global Eviction Monitoring Facility*”, which is part of the Urban Gateway that was launched in October 2010.
- In Kandahar City, Afghanistan, 18,500 plots have been registered, with the assistance of UN-Habitat. The process has been replicated by Lashkar Gah City in Helmand Province, targeting 6,000 plots. This has increased security of tenure.

### ***Slum improvement and prevention policies promoted***

UN-Habitat's priorities in post-crisis situations are land and housing delivery, slum prevention and slum upgrading through local, city and national level policy and interventions.

- 12 African countries are participating in the Participatory Slum Upgrading and Prevention Programme implemented by Regional Technical Cooperation Division and supported by the Shelter Branch as part of the Enhanced Normative and Operational Framework (ENOF).
- The third African Ministerial Conference on Housing and Urban Development (AMCHUD 3) convened in Mali, November 2010 made commitment to support the Africa Land Policy Initiative. The two-year action plan was adopted to address land and housing policies at the country level.
- In Colombia, a 1,000,000 new houses national programme was launched by the National Government in the framework of the National Development Plan 2010-2014. UN-Habitat contributes especially to the slum up-grading component.

### **Focus Area 4: Environmentally sound and basic urban infrastructure and services**

The focus is on enabling policy and institutional frameworks, increased institutional efficiency and effectiveness, and enhanced consumer demand for environmentally sustainable basic urban infrastructure.

#### ***An enabling policy and institutional frameworks***

- UN-Habitat *Solid Waste Management in the World's Cities Report* won the 2010 International Solid Waste Association (ISWA) Publication Award. The report draws attention to of the challenge of waste management in reaching the UN Millennium Development Goals. The report is recommended as essential reading for city planners and policy makers.
- By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 92 in October 2009.
- The Global Water Operators Partnerships Alliance, a strategic partner for UN-Habitat, has expanded to more than 100 partners, including the French Development Agency, the Caribbean Development Bank and the Development Bank of South Africa, which has strengthened the support to urban infrastructure development.
- In Eastern Africa, capacities of 20 institutions have been strengthened to promote expansion of basic urban services in the Lake Victoria region.
- In the Latin American region, five decentralized sustainable sanitation knowledge nodes have been established in five countries that are expanding and promoting the integration of sustainable sanitation approaches.
- In Central America, UN-Habitat is supporting the implementation of the Solid Waste Management Initiative in Nicaragua, Guatemala, El Salvador and Costa Rica. A total of 20 partner institutions and 50 community institutions are currently benefiting from UN-Habitat's capacity development programme, which started in October 2010.
- UN-Habitat laid a foundation for strengthening research in 6 Sub-Saharan countries in the fields of motorized transport and through participation in the *TEST- Network*

#### ***Increased institutional efficiency and effectiveness***

UN-Habitat has strengthened its catalytic role in leveraging partnerships and resources for improved access to water and sanitation in cities with direct impact on beneficiaries.

- The total number of people benefiting from interventions of the water and sanitation programmes supported by UN-Habitat in Asia, Africa, Latin America and the Caribbean stood at 1.25 million beneficiaries by the end of October 2010, up from 1.15 million in April 2010 and up from 1.02 million in November 2009.
- UN-Habitat's support in capacity development for water and sanitation utilities has shown significant results. For example in East Africa, assessment revealed that four out of seven utilities are achieving over 95% cost recovery and one other utility is achieving 86% cost recovery and is on track to achieve the 95% target.
- The Lake Victoria Region programme leveraged US\$110 million in grants from the African Development Bank for a second phase in 15 towns. The programme has benefited 208,301 in 2010, up from 79,320 in 2008, with improved access to safe drinking water. The number of persons who have been provided with access to basic sanitation increased from 13,500 in 2008, to

68,985 in 2010. The project has also leveraged an estimated US\$500,000 from community savings (for sanitation micro-credit) from the private sector and private foundations.

- In India, UN-Habitat's programme has benefitted an estimated 12,700 people through improved water supply and an estimated 25,900 people through improved sanitation. Also, 39,000 people benefitted from improved collection of solid waste. In Nepal, the numbers of beneficiaries for water and sanitation during the reporting period is about 5,000.

#### ***Enhanced consumer demand***

- The on-line tool, "*Monitoring to Inform and Empower Platform*", launched during the Stockholm World Water Week, in March 2010, is contributing to more accurate and comprehensive assessments of water and sanitation service provision.
- UN-Habitat is providing technical assistance to a two-year project in Bangladesh to improve water, sanitation and hygiene in 30 schools serving the urban poor in Comilla and Dhaka.
- In Mongolia, in cooperation with Japan International Cooperation Agency, UN-Habitat in August 2010 inaugurated a new water supply system installed, as part of a community-led initiative. Around 2,600 people from 554 households will directly benefit from gaining access to water.

### **Focus Area 5: Strengthening Human Settlements Finance Systems**

The focus is on mobilizing finance for affordable housing and related infrastructures, and increased activities in municipal finance.

#### ***Finances raised for affordable and social housing stock and related infrastructure.***

- Through Experimental Reimbursable Seeding Operations (ERSO), an initial seed funding of only US\$2,750,000 has resulted in a leverage of US\$ 550,000,000 (for every dollar that UN-Habitat has invested through ERSO, an additional two hundred dollars has been attracted for affordable housing and infrastructure projects).
- To date, grant agreements worth US\$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania.
- Total combined loans and grants through SUF and ERSO for the 8 countries is US\$ 9,523,684.

#### ***Increase in activities in municipal finance and affordable housing.***

- ERSO made a loan to DFCU Bank in Uganda. The loan is aimed at benefitting up to 250 households of the Kasoli housing association (Tororo municipality).
- In Tanzania, an ERSO loan has been made to Azania Bank for on-lending to Mwanza City Council for peri-urban development. The target is to benefit 700 middle income and 2100 lower income households.
- In Nepal, ERSO made a loan to Habitat for Humanity International-Nepal that will benefit 900 families.
- In Nicaragua, the loan is for infrastructure development and support to microfinance housing loans, benefiting an estimated of 2000 households.
- In the Occupied Palestinian Territories, the loan will develop up to 30,000 units of affordable housing for low to middle-income Palestinian public sector workers.

### **Focus Area 6: Excellence in Management (Focus Area 6)**

The focus is on staff empowerment, institutional alignment, RBM application and financial resources to deliver MTSIP results.

#### ***Staff empowered to achieve planned results***

- Last year, 28% of staff that responded to the staff survey for organizational effectiveness, said they were not informed of what is going on in the organization. The monthly UN-Habitat newsletter introduced in June 2010, keeps staff up to date on the latest developments in the organization.
- The percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up to 94% from 93% in May 2010. All new posts for recruitment are screened to ensure MTSIP compliance.

### ***Institution aligned to deliver MTSIP results***

- The external assessment of Focus Area 6 and the Peer Review of the implementation of the MTSIP, August 2010 concluded that the MTSIP has provided an overall corporate vision and has introduced new drive and motivation among staff.
- The joint CPR and UN-Habitat review of the governance structure of UN-Habitat is on track. The “quick wins” already identified by the review are being implemented.

### ***RBM principles applied***

There is progress in the application of RBM principles to planning, monitoring, evaluation and reporting.

- An internal assessment concluded that 97% of programmes and projects approved by PRC are aligned with MTSIP focus area results.
- Capacity building in RBM concepts and application has continued with more than 200 staff trained, up from 125, by the last reporting period.
- The biennial strategic framework prepared in an inclusive and participatory manner for 2012-2013 is aligned with the MTSIP results framework.
- Evaluation culture is improving to assist in learning how well we are achieving the MTSIP results. The MTSIP Peer Review was completed in August 2010; evaluation of Habitat Country Programme Documents was completed in October 2010, while evaluations in gender and youth and ERSO, SUF and “Delivering as One” are ongoing.

### ***Financial resources achieve MTSIP results***

- An agency-wide Resource Mobilisation Database to support better coordination of resource mobilisation within UN-Habitat has been put in place.
- For earmarked resources, US\$119 million had been received by November, 2010, representing 94% of the annual target of US\$126 million. However, for non-earmarked funds, only US\$13 million had been received, representing 45.6% of the annual target of US\$28.5million.
- To date, assessment shows that 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, while for the earmarked resources, 95% have been allocated to MTSIP focus area priorities in line with the donor agreements.

### **Enhanced Normative and Operational Framework (ENOF) as a cross cutting component**

ENOF is designed to enhance cohesion, alignment, collaboration and guide UN-Habitat in-country activities.

- Habitat Country Programme Documents (HCPDs): Evaluation of the first 33 HCPDs was completed in July 2010. The recommendations from the evaluation included one on updating HCPDs in order to bring the ENOF agenda closer to partners at the country level. This recommendation is already being implemented.
- 20 National Urban Forums, up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for the World Urban Campaign and other dialogues on urban issues at the national level.
- Integration of urban issues and UNDAFs and national priorities: Human settlements issues have been integrated into 43 UNDAFs by November 2010, up from 23 in 2009, and into 38 national development plans, up from 20 in 2009.
- Inter-divisional work within UN-Habitat at country level is improving. Various programmes are being implemented within the ENOF.
- Using the set criteria, UN-Habitat has now selected 29 “focus” countries, in Africa, Arab States, Asia-Pacific and Latin America and the Caribbean to facilitate the development and implementation of programmes and activities for maximum impact.

### **Cross-cutting issues including gender, youth and disaster**

- Gender mainstreaming is being implemented through the Gender Equality Action Plan.
- The “Opportunities Fund for Urban Youth-led Development” has empowered youths to enhance their capacity in entrepreneurship skills and in leading youth-led development initiatives. Grants totaling US\$893,000 to 53 youth-led projects have been disbursed to projects in Africa, Asia and Latin America.

### **3. Challenges**

- MTSIP has necessitated the introduction of new tools and products as part of the internal change initiatives. The organization is still faced with the challenge of ensuring that these result in efficiency.
- Given the number of ongoing initiatives, strengthening the internal technical and methodological capacities is still limited despite recruitment of additional staff.
- Achieving more systematic integration of urban issues into country programming through UNDAF and the Delivering as one UN initiative is still a challenge given the limited staff capacity and funding.
- Mobilization of resources at global level for normative activities at country level has continued to be difficult.
- Although the organization is committed to RBM, and exposure and capacity building is ongoing, application of RBM is not yet internalized through out the organization. Considerable room for improving planning, monitoring and reporting processes remains. The systems that should adequately support effective application of RBM are not yet in place. The UN Secretariat resource management system (IMIS) and its programmatic management system (IMDIS) are not linked to each other. This makes it difficult to relate results achieved to resources.
- Though MTSIP results framework has contributed to better alignment and increased the understanding of the need for collaboration to achieve the results, indicators and targets are still not realistic and there is insufficient capacity to collect necessary data and information on indicators of achievement.

### **4. Next steps**

- Implementation of the MTSIP Peer Review Recommendations, including a comprehensive organizational review that aims at aligning the organizational structures of UN-habitat with the MTSIP results.
- Implementation of the resource mobilization strategy.
- Resource mobilization for implementation of global, regional and country-level work in the ENOF countries.
- Exploring of ways to address emerging programme priorities that raise the global urban agenda including: cities and climate change; city/municipal financing, urban planning for sustainable cities; and addressing the needs of the urban poor including urban mobility and energy.
- Implementation of phase 3 of the joint CPR and the Secretariat review of UN-Habitat's governance structure.
- Preparations for the twenty-third session of the Governing Council.

## **I Introduction**

This is the eighth progress report since the beginning of the implementation of the Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013. It is submitted in accordance with the Governing Council (GC) resolution 21/2 paragraph 20, of 20 April 2007, in which the GC requested the Executive Director to report on progress and challenges related to the implementation of the MTSIP on a regular basis to the Committee of Permanent Representatives (CPRs).

The MTSIP, which contains six focus areas and the Enhanced Normative and Operational Framework (ENOF), are implemented in phases. The first phase, 2008-2009, witnessed significant progress in implementing the “quick wins” and “must dos” in relation to the priorities set by the GC. Evidence on significant progress in the implementation of the first phase of IMTSP was based on the six-monthly progress reports and external evaluations including Assessment of Excellence in Management (2009); Review of the World Urban Forum (2009), and Mid-term Assessment of the Global Land Tool Network (2010).

The present progress report is the second in the second phase of the MTSIP implementation for 2010-2011. It builds on the last progress report that was presented to the CPR at its regular session of June 2010. It covers the period from May to November 2010.

The report focuses on the achievements in relation to the planned expected accomplishments (results) per focus area. Its format and use of “traffic lights” were prescribed and agreed upon with the CPR, in November 2008.

Data sources for this report vary and include Programme Managers self-assessments, evaluation reports, and review of official records. Reporting on country and regional levels has been facilitated by Habitat Programme Managers and Regional Office staff. The report focuses on the expected accomplishment level since long term outcomes take place over a long time and involve many actors and objective assessment of contribution is done through independent evaluations.

The draft report was presented and discussed with the CPR Working Group on MTSIP and the Work Programme on 29 November 2010. Comments and inputs were incorporated in this final report.

The report starts with an Executive Summary of achievements, challenges and next steps. The Introduction section captures the context, while; Section II summarizes the status of progress per focus area. Section III presents detailed progress against indicators of achievements, lists achievements and describes challenges, opportunities and next steps for each of the six focus areas. In additions, achievements on ENOF and cross-cutting issues (gender, youth and disaster), are reported on. Section IV highlights the strategic directions going forward. MTSIP Results Framework is attached as annex.

It is evident that all focus areas have made significant progress, with some expected accomplishments being “on track” and some showing “mixed progress”.

## II Status of progress per focus area assessed against expected accomplishments, indicator of achievement and targets

On track – satisfactory progress	Mixed progress - stay alert	High attention required

Advocacy, monitoring and partnership (Focus Area 1)	
<p><b>Expected Accomplishment 1: Improved awareness of sustainable urbanization issues</b></p> <p><b>Indicator (a): Number of articles on flagship reports and world Habitat Day: Target set for 2011 is 16,000 articles</b></p> <ul style="list-style-type: none"> <li>Media coverage of UN-Habitat's flagship reports including the State of Regional and Country Cities reports and major events (WUF and World Habitat Day (WHD) celebrations has increased dramatically. As of November 2010, 14,022 media articles (English only) were recorded compared to 7,910 in 2009. The first ever, the State of the Asian Cities and the State of the Chinese Cities Reports, which were launched during the 2010 WHD, attracted 300 articles (English only).</li> </ul> <p><b>Indicator (b): Number of downloads from UN-Habitat website: Target for 2011 is 400,000 downloads</b></p> <ul style="list-style-type: none"> <li>Downloads of electronic publications in October 2010 reached 843,000 compared to 362, 126 in 2009. Downloads of the State of Chinese Cities report reached 4,155 within one month of its launch. The most popular downloaded UN-Habitat flagship report was the State of the World's Cities Report 2008/2009: Harmonious Cities: with 1,941 downloads.</li> </ul> <p><b>Indicator (c): Number of countries that celebrate UN-Habitat day. The target for 2010 is 48 countries</b></p> <ul style="list-style-type: none"> <li>79 countries celebrated World Habitat Day compared to 46 countries in 2009. This was 120% increase, attributed to outreach efforts by the Habitat Programme Managers and out posted offices as well as the impact of major events such as World Urban Forum.</li> </ul> <p><b>Indicator (d): Number of countries with National Urban Forums: Target for 2011 is 17 countries</b></p> <ul style="list-style-type: none"> <li>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 has reached 20 as of November 2010 compared to 14 at the end of 2009. This increase is as result of the advocacy and technical support by the Habitat Programme Managers.</li> </ul>	
<p><b>Expected Accomplishment: Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy.</b></p> <p><b>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.</b></p> <ul style="list-style-type: none"> <li>A total of 28 international organizations and 158 research centres and universities have directly requested for urban indicator data and information from flagship reports as of November 2010</li> <li>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.</li> <li>Two networks, print (CitiScope) and electronic (South-South News) have joined to promote the World Urban Campaign messages and principles.</li> <li>53 Youth groups from 33 countries are in cooperation agreements with UN-Habitat.</li> </ul>	
<p><b>Expected Accomplishment: Monitoring of sustainable urbanization conditions and trends improved</b></p> <p><b>Indicator of achievement (a): Number of operational Urban Observatories. Target for 2011 is 160</b></p> <ul style="list-style-type: none"> <li>UN-Habitat is supporting 155 (by October 2010) national and local urban observatories, up from 145 in May 2010.</li> <li>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.</li> </ul>	

<b>Participatory urban planning, management and governance (UPMG) (Focus Area 2)</b>	
<p><b>Expected Accomplishment: Improved policies, legislation and strategies support inclusive UPMG</b></p> <p><i>Indicator of achievement (a): Number of countries promoting comprehensive UPMG from the national level, including the economy, ecology and equity dimensions of sustainable urbanization. Target for 2011 is 30 countries.</i></p> <ul style="list-style-type: none"> <li>UN-Habitat is on target for 2010, with 39 countries having improved policies, legislation and strategies for UPMG with UN-Habitat's support. Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and 38 in National Development plans, up from 20 in 2009.</li> </ul> <p><i>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.</i></p> <p>A total of 11 crisis prone and post crisis countries have UPMG policies which incorporate urban risk and vulnerability measures, up from 9 in 2009.</p>	
<p><b>Expected Accomplishment: Strengthened institutions promote inclusive UPMG</b></p> <p><i>Indicator of achievement (a): Number of institutions in targeted countries that actively promote sustainable urbanization dimensions. Target for 2011 is 50.</i></p> <ul style="list-style-type: none"> <li>The number of institutions in targeted countries that have received institutional strengthening enabling them to promote sustainable urbanization has increased to 41 by October 2010, up from 37 institutions in May 2010, and up from 15 institution at the beginning of the MTSIP period.</li> </ul>	
<p><b>Expected Accomplishment: Improved implementation of inclusive UPMG</b></p> <p><i>Indicator of achievement (a): Number of cities implementing inclusive UPMG. Target for 2011 is 139.</i></p> <ul style="list-style-type: none"> <li>A total of 132 cities are implementing inclusive UPMG with the support from UN-Habitat through participatory approach to action planning and implementation in the areas of governance, safety, environment, risks and crisis C This is an increase of 85% since the end of 2009 when 112 cities were implementing inclusive UPMG.</li> </ul>	
<b>Pro-poor land and housing (Focus Area 3)</b>	
<p><b>Expected accomplishment: Improved land and housing policies implemented</b></p> <p><i>Indicator of achievement (a): Number of countries implementing improved land and housing policies. Target set for 2011 is 30 countries.</i></p> <ul style="list-style-type: none"> <li>As of October 2010, a total of 32 countries (above the target for the 2011) were either in the process of developing, implementing or have completed land and housing reforms with the support of UN-Habitat (three in Europe, seven in Asia Pacific, 17 in Africa and Arab States, and six in Latin America and the Caribbean). Of these, five land and housing reforms were completed in the reporting period.</li> </ul>	
<p><b>Expected Accomplishment: Security of tenure increased</b></p> <p><i>Indicator of achievement (a): Number of countries implementing policies to improve security of tenure including reduced forced evictions. Target for 2011 was 21 countries.</i></p> <ul style="list-style-type: none"> <li>24 countries, up from 19 in the previous reporting period, of which 11 are in Africa and Arab States, 9 in Asia Pacific, 1 in Eastern and Central Europe and 3 in Latin America and the Caribbean are implementing policies to improve security of tenure, including reducing forced evictions.</li> <li>Forced evictions still remain a significant challenge in partner countries. The challenge of monitoring forced evictions will now be addressed through the "Global Eviction Monitoring Facility" which is part of the Urban Gateway that was launched in October 2010, as a global tool to improve knowledge management and facilitate collaboration.</li> </ul>	
<p><b>Expected accomplishment: Slum improvement and prevention policies promoted</b></p> <p><i>Indicator of achievement (a): Number of countries implementing slum prevention and improvement policies. Target for 2011 is 26 countries.</i></p> <ul style="list-style-type: none"> <li>Currently 33 countries, (17 in Africa and Arab States, ten in Asia 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 were completed in the biennium.</li> </ul>	

<b>Environmentally sound basic urban infrastructure and services (Focus Area 4)</b>	
<p><b>Expected accomplishment: An enabling policy and institutional framework promotes expanded access</b></p> <p><b>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.</b></p> <ul style="list-style-type: none"> <li>The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services have reached 35 (13 in Asia, 7 in Latin America and the Caribbean and 15 in Africa), up from 33 in June 2010.</li> </ul> <p><b>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</b></p> <ul style="list-style-type: none"> <li>By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 107 institutions in May 2010. and 92 in October 2009</li> </ul>	
<p><b>Expected Accomplishments: Increased institutional efficiency and effectiveness</b></p> <p><b>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 40%.</b></p> <ul style="list-style-type: none"> <li>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. Four of the seven utilities (57%) are achieving over 95% cost recovery and one other utility is achieving 86% cost recovery and is on track to achieve the 95% target</li> </ul> <p><b>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%.</b></p> <ul style="list-style-type: none"> <li>Urban Inequities Surveys are now being carried out in the 10 Lake Victoria towns where short term interventions have been completed and the facilities put into operation. Preliminary results from those surveys that have been completed (in 5 towns) indicate significant improvements in the level of satisfaction with water, sanitation and solid waste management services as a result of the UN-Habitat interventions.</li> </ul>	
<p><b>Expected Accomplishment: Enhanced consumer demand</b></p> <p><b>Expected Accomplishment (a):Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs. Baselines are being collected to set the targets:</b></p> <ul style="list-style-type: none"> <li>The Monitoring to Inform and Empower Platform launched during Stockholm World Water Week as a global online water and sanitation monitoring data storage and visualisation warehouse is now operational. The platform helps lower the cost and increase the quality and quantity of data collected, closing the gap between reported water and sanitation service provision realities in real time, on the ground. The tool is contributing to more accurate and comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions, and help measure their impacts</li> </ul> <p><b>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%.</b></p> <ul style="list-style-type: none"> <li>Under the LVWATSAN, 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. 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.</li> </ul>	

<b>Human settlements finance systems (Focus Area 5)</b>	
<p><b>Expected Accomplishment: Financing raised for and increases recorded in affordable and social housing stock and related infrastructure</b></p> <p><i>Indicator of achievement (a): Funding raised and leveraged for low income housing and basic Infrastructure. Target for 2011 is about US\$7,000,00.</i></p> <ul style="list-style-type: none"> <li>The total funds that have been leveraged through Experimental Reimbursable Seeding Operations (ERSO) seed funding of US\$2,750,000 has now reached US\$550,000,000.</li> <li>To date, grant agreements worth US\$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania.</li> </ul> <p><i>Indicator of achievement (b): Level of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and /or people with informal incomes. Target for 2011 is 5% of housing loans.</i></p> <ul style="list-style-type: none"> <li>A total of 800 low income households were directly benefitting from housing loans and housing and infrastructure improvements through domestic banks and micro finance institutions collaborating with ERSO and SUF in eight countries as of November 2010. This number represents a very small proportion of the combined loan portfolios of the partners, however the targets set for 2011 is 5% and for 2013 we expect to increase the percentage of the loan portfolio going to low income groups.</li> </ul>	
<p><b>Expected Accomplishment: Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)</b></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\$7,000,000.</i></p> <ul style="list-style-type: none"> <li>Under the memoranda signed during the past six months, more than six municipalities have formally committed funds through December 2011 for affordable housing and basic infrastructure, worth US\$ 6,586,438. Also secured US\$ 1,160,000 up to 2013. These arrangements are now operational in Yogyakarta and Solo in Indonesia; Temeke and Kinondoni in Tanzania and Tororo in Uganda.</li> </ul>	
<b>Excellence in Management (Focus Area 6)</b>	
<p><b>Expected Accomplishment: Staff are empowered to achieve planned results</b></p> <p><i>Indicator of achievement (a): Percentage of staff whose skills set are aligned with their MTSIP compliant job description. Target for 2011 is 100%.</i></p> <ul style="list-style-type: none"> <li>Percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up slightly to 94% from 93% in May 2010.</li> </ul> <p><i>Indicator of achievement (b): Percentage of staff reporting improved information and knowledge sharing. Target is 60% for 2011.</i></p> <ul style="list-style-type: none"> <li>28% of staff, who responded to the staff survey for organizational effectiveness, said they were not informed of what is going on in the organization. The monthly UN-Habitat newsletter introduced in June 2010, keeps staff up to date on the latest developments in the organization. The next survey will be conducted in October 2011</li> </ul> <p><i>Indicator of Achievement (c): Reduction in time spent of completion of selected business processes complying with rules and quality standards.</i></p> <ul style="list-style-type: none"> <li>The average time for recruitment is 174 days. Target of 150 days by the end of 2010 may be a challenge, due to the phasing out of Galaxy, and introduction of INSPIRA, a new recruitment tool. For IT, the average procurement time remains at 50 days as in May 2010. For Cooperation agreements: The average time taken for approval of 90% cooperation agreements remains at 10.4 days, close to the target of 10 days set for 2010.</li> </ul>	
<p><b>Expected Accomplishment: Institution aligned to deliver MTSIP results</b></p> <p><i>Indicator of achievement (a): Percentage of staff reporting increased inter-divisional and focus areas collaboration</i></p> <ul style="list-style-type: none"> <li>Another staff survey will be conducted in 2011.</li> </ul> <p><i>Indicator of achievement (b): Number of key restructuring decisions implemented as recommended by the organizational review.</i></p> <ul style="list-style-type: none"> <li>The MTSIP coordination has been strengthened through allocating senior staff time towards the overall coordination of the work among the Focus Areas. Senior management has entered into consultations with the new Executive Director on a proposed structural review of UN-Habitat. In addition, an agency-wide portfolio review by an external consultant has been initiated.</li> </ul>	

<p><b>Expected Accomplishment: RBM principles applied</b></p> <p><i>Indicator of achievement (a): Percentage of programmes and projects that contributing to focus area results. Target for 2011 is 98%.</i></p> <ul style="list-style-type: none"> <li>Based on an internal assessment of the Programme Review Committee (PRC), 97% of programmes and projects approved since June 2010 are contributing to focus area results. Capacity building has continued and some improvements are observed in the quality of programme development and reporting. The MTSIP Peer Review was completed, and a management response issued.</li> </ul> <p><i>Indicator of achievement (b): Willingness to be held accountable for MTSIP results. Target is 2.9 on scale of 5.</i></p> <ul style="list-style-type: none"> <li>The next staff survey will be conducted in 2011.</li> </ul>	
<p><b>Expected Accomplishment: Financial resources achieve MTSIP results</b></p> <p><i>Indicator of achievement (a): Degree to which resource target for non-earmarked and earmarked funding are met.</i></p> <ul style="list-style-type: none"> <li>As of 30 November 2010, US\$13 million non-earmarked funds had been received which represents 45.6% of the annual target of US\$28.5million.</li> <li>For earmarked resources, US\$119 million was received in 2010, representing 94% of the annual target of US\$126 million.</li> </ul> <p><i>Indicator of achievement (b): Percentage of earmarked/non-earmarked resources allocated to MTSIP focus area priorities.</i></p> <ul style="list-style-type: none"> <li>In the current biennium, assessment shows that 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, while for the earmarked resources, 95% have been allocated to MTSIP focus area priorities in line with the donor agreements.</li> <li>A new mechanism for allocation of non-earmarked funding that is more transparent and results oriented in now in place.</li> </ul>	
<p><b>Enhanced Normative and Operational Framework (ENOF) and other cross cutting issues (youth, gender and Disaster).</b></p> <ul style="list-style-type: none"> <li>Evaluation of the first 33 HCPDs was completed in July 2010, with recommendations, including one on updating HCPDs to bring the ENOF agenda closer to partners at country level. The HCPDs are being revised.</li> <li>To-date, 20 National Urban Forums, up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for urban campaign and other public debates on urban issues at national level. Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and into 38 National Development plans.</li> <li>The youth, through the “Opportunities Fund for Urban Youth-led Development” are being empowered to enhance their capacity in entrepreneurship skills and in youth-led development initiatives. Grants totalling US\$893,000 to youth-led projects have been disbursed to projects in Africa, Asia and Latin America</li> <li>Disaster: UN-Habitat’s advocacy on the urban dimension of humanitarian assistance is resulting in institutional, programmatic and procedural reforms to better address the urban challenges.</li> </ul>	

### III Detailed achievements, opportunities, challenges and next steps per focus area

#### A. Advocacy, monitoring and partnership (Focus Area 1)

<b>Strategic result: Improved sustainable urbanization policies from local to global levels adopted</b>	
<p><b>Progress on indicators:</b> Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues, as evidenced by number of requests for urban indicator data and information from flagship reports from international organizations, research institutions and universities. <i>Baseline: 2008/2009: 25 International organizations; 150 research centres and universities.</i> <i>Targets: 2010/2011: 30 International organizations; 160 research centres and universities.</i> <i>Targets: 2012/2013: 35 International organizations; 165 research centres and universities.</i></p> <p>A total of 28 international organizations and 158 research centres and universities have directly requested for urban indicator data and information from flagship reports as of November 2010. Some of the requests are not captured as most researchers access the documents through the Internet while some contact individual staff for information they need. A survey has been conducted and data collation and verification is not yet completed.</p> <p>UN-Habitat's advocacy on the urban dimension of humanitarian assistance is resulting in institutional, programmatic and procedural reforms to better address the urban challenges. The first-ever Strategy on Urban Humanitarian Challenges and Two-Year Action Plan, developed by UN-Habitat in collaboration with other 24 UN agencies, was approved by the Inter-Agency Standing Committee, at the 78th Working Group Meeting, 10 November 2010 in Rome. It emphasizes the advocacy role of UN-Habitat in the humanitarian community, including response to impacts of climate change, urban planning, land and shelter provision for early recovery and post-crises reconstruction.</p>	
<b>Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at the national and global levels</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<p>(a) Number of media articles on Flagship reports and World Habitat day. <i>Baseline: October 2008-May 2009: 7,910</i> <i>Targets: 2011: 16,000</i> <i>Targets:2013: 22,000</i></p> <p>b) Number of downloads from UN-Habitat website on sustainable urbanization materials <i>Baseline (January – May 2009): 78,587</i> <i>June-October2009: 283,539</i> <i>Target 2010: 390,000</i> <i>Target 2011:400,000</i> <i>Target 2012: 410,000</i> <i>Target 2013:420,000</i></p> <p>(c) Number of countries that celebrate World Habitat Day <i>Baseline 2008: 36</i> <i>2009: 45</i> <i>Targets: 2010: 48</i> <i>Target 2011: 50</i> <i>Target 2013: 50</i></p>	<p><b>Progress on indicators:</b></p> <p>a) Media coverage of UN-Habitat's flagship reports including the state of regional and country cities reports and major events (WUF and World Habitat Day (WHD) celebrations has increased dramatically. As of November 2010, 14,022 media articles (English only) were recorded compared to 7,910 in 2009. Media coverage of the World Urban Forum 5 reached a record 8,369 media articles in international and national newspapers on different aspects on the theme, Bridging the Urban Divide. The State of the Asian Cities Report and the State of the Chinese Cities Report which were launched on the 2010 WHD at the Shanghai Expo attracted 300 articles (English only). The coverage in local languages has not yet been collated. The launch of the Global Urban Economic Dialogue attracted 5,210 in the Chinese media media.</p> <p>b) A total of 4 million visits to the UN-Habitat website have been recorded during 2010, up from 3.4 million in 2009.</p> <p>c) Downloads of electronic publications in 2010 has reached 843,000 compared to 362, 126 for the same period in 2009. Downloads of the State of Chinese Cities reached 4,155 copies within one month of its launch on WHD. Human Settlements Finance Systems and Financing Tools publication series were distributed in eleven countries with a high demand noted through 67,000 downloads. The Guide for Preparing a Housing Finance Strategy has 14,161 downloads and Guide to Municipal Finance has 5,890 downloads.</p> <p>d) A record 239 events from 79 countries were held to commemorate World Habitat Day an increase of almost 120% in the number of countries commemorating this day and 117% increase in number of events held in 2009.</p> <p>e) A growing number of countries are establishing National Urban Forums as platforms for promoting sustainable urbanization and adequate shelter</p>

<p>(d) Number of countries that have established a National Urban Forum  <i>Baseline 2009:14</i>  <i>Target 2010: 17</i>  <i>Target 2011:19</i>  <i>Target 2012:20</i>  <i>Target 2013: 22</i></p>	<p>for all. The number of countries with established national urban forums has reached 20 as of November 2010 compared to 14 at the end of 2009.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• <i>Shanghai Expo:</i> As the coordinating agency of the UN Pavilion, UN-Habitat succeeded in mobilising and coordinating the participation of over 40 UN agencies in the six-month long Shanghai World Expo 2010 whose theme was “Better City, Better Life” which was a model of <i>Delivering as One UN</i>. The UN Pavilion was designed to maximise engagement of Chinese (over 90 per cent of all visitors) and international visitors and to raise awareness of UN policies and actions with partners towards sustainable urbanization. The UN Pavilion received over 3 million visitors (exceeding its 2 million target). The UN agencies organized over 150 events and temporary exhibitions on all aspects of cities. UN-Habitat coordinated the publication of a special edition of a UN magazine on cities, participated in the thematic forum on liveable cities and contributed to the Shanghai Declaration calling on cities to promote sustainable urban development through cooperation and knowledge exchange adopted at the final Summit on 31 October 2010.</li> <li>• <i>The UN-Habitat Week at the Shanghai Expo:</i> UN-Habitat engaged an audience of more than 50,000 through a multimedia exhibition and more than 20 events in the UN Pavilion, through the new partnerships with URBI (China), Desarrollos Urbanos (Mexico) and Mistra Urban Futures (Sweden). A survey of invited Chinese participants indicated that 100% had become familiar with the work of UN-Habitat (up from only 20% before attending) and 72% had learned "very much" about the positive potential of urbanization. UN-Habitat finalized a year-long photographic campaign documenting five emerging cities around the world and this was part of exhibitions at the Shanghai Expo, and delegations from four cities Johor Bahru (Malaysia), Uberlandia (Brazil), Hunchun (China) and Onitsha (Nigeria) attended.</li> <li>• In partnership with UNDP South-South Unit and South-South News, a Campaign event was undertaken by mayors from developing countries, representatives of private sector, 16 Permanent Representatives or officials from their missions to the United Nations in New York which promoted the sustainable urban development agenda.</li> <li>• <i>World Habitat Day:</i> The number of countries celebrating World Habitat Day in a variety of innovative ways is growing with positive effect on UN-Habitat’s messages and activities at all levels is evident. A record 239 events in 79 countries were held to commemorate World Habitat Day an increase of almost 120% in the number of countries commemorating this day and 117% increase in number of events held in 2009. Celebrations in the USA have increased as a result of the new partnerships formed during the 2009 WHD global observance in Washington D.C. In Latin America, where the World Urban Forum 5 was held, there was also a rise in World Habitat Day celebrations. The WHD celebrations in Asia Pacific region was also marked by high level events at the Shanghai Expo and the launch of the State of Asian Cities report. Reports from WHD organizers indicate that a wide range of partners are increasingly using WHD to raise awareness and take action on local urban issues. National urban forums have increased from 14 in 2009 to 20 in 2010. WHD provides opportunities when the work of UN-Habitat and its partners in the country and cities is highlighted in the media demonstrating best practices for sustainable urbanization.</li> <li>• <i>State of Cities Report:</i> The state of cities reports have become important tools for awareness raising and policy advocacy at regional, national and city levels. There is growing interest and demand from regions and countries to prepare state of cities reports. The reports research and identify emerging trends in the urban and housing sectors and subsequently provide advice to governments what the new developments are. Eastern Europe, European Commission and the Arab States are examples of regions that have started to develop their respective reports with clear political and financial support from within the region. India and Mexico have started similar processes in institutional setup</li> </ul>
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	<p>and financial commitments for country reports. The main objective of the India State of the Cities Report is to contribute to placing urban development on the national economic agenda. The first edition of the Cities and Citizens series on intra-city differentials titled: <i>A Tale of Two Cities- Sao Paulo</i> was received high level policy debate and media coverage in Brazil. Following the focus given to Morocco in the SWCR 2010 as the second country in terms of reducing the incidence of slums, the Minister of Housing and Urban Development, on behalf of the King of Morocco, has contacted UN-Habitat with a view to organizing a high level international meeting discussing the findings and policy implications of the SWCR 2010.</p> <ul style="list-style-type: none"> <li>• The first <i>State of Asian Cities Report 2010/11</i> launched at the global celebration of the World Habitat Day in Shanghai presents reviews and documents the trends in inclusive and sustainable urban development throughout the Asia-Pacific region. The report was a collaborative effort between UN-Habitat, UN Economic and Social Commission for Asia and the Pacific, UNEP and the United Cities and Local Governments – Asia-Pacific. Following the launch of the 2008 State of African Cities report UN-Habitat has received many requests for advisory services from within the region, notably on the emerging city-region and urban development corridor features and how to address these.</li> <li>• The Asia and Pacific Ministerial Conference on Housing and Urban Development, June 2010, on the theme “Empowering Communities for Sustainable Urbanization raised awareness and adopted action plans for implementation. The Africa Ministerial Conference on Housing and Urban Development, November, 2010 brought ministers from 30 countries. The focus was on the support for the Africa Land Policy Initiative which was endorsed and a two year action plan developed to support implementation.</li> <li>• <i>Exchange and access to UN-Habitat knowledge and information improved:</i> (i) The dynamic translation of UN-Habitat website into more than 50 local languages including UN languages of Arabic, Spanish, Russian, French, Portuguese and Chinese launched in June 2010, has increased information and knowledge outreach on urban issues. (ii) A Chinese version of the UN-Habitat website was launched on World Habitat Day to increase outreach to Chinese-speaking audiences. With its high urban population and rapid rate of urbanization, the site supports advocacy efforts to promote sustainable urbanization in the country. (iii) A web-based information hub, <i>Global Youth Helpdesk</i>, has been set up that enables the accumulation of knowledge and research and promotes best practices among youth-led development initiatives. (iv) Opportunities to increase advocacy on gender and human settlements issues have been improved through the recently launched Women’s Information Portal, which will be linked to the Urban Gateway. In collaboration with the Huairou Commission, the Women’s Information Portal provides a platform for the dissemination of information on human settlements and women’s empowerment in the area of housing and urban development.</li> </ul>
<b>Expected Accomplishment 2: Number of partnerships (by category) contributing to sustainable urbanization.</b>	
<p>Number of partnerships (by category) contributing to sustainable urbanization (agreements).</p> <p><i>International organizations</i>  <i>Baseline October 2009: 25</i>  <i>Targets:</i>  <i>2010/2011: 35;</i>  <i>2012/2013: 48</i></p> <p><i>National Governments</i></p>	<p><b>Progress on indicator:</b>  The new Partnership Strategy, October 2010, will improve UN-Habitat’s engagement mechanisms with relevant partners. The data base on Habitat Agenda partners has expanded to over 2,800 partners organizations by November 2010, compared to 2,500 at the end of 2009.</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• <i>World Urban Campaign:</i> UN-Habitat has expanded its portfolio of partnerships for the World Urban Campaign. Eight umbrella organisations including <i>Building and Wood Workers International (BWI); International Society City and Regional Planners (ISOCARP); Commonwealth Association of Planners; GDF SUEZ; Penn Institute for Urban Research; World Business Council for Sustainable Development</i> have made commitments (through MOUs) to work on the agreed principles relating to Sustainable</li> </ul>

<p><i>Baseline 2009: 45</i>  <i>Targets:</i>  2010/2011:48 (new)  2012/2013:52</p> <p><i>Research, Training Institutions/Universities</i>  <i>Baseline 2009: 25</i>  <i>Targets:</i>  2010/2011: 32;  2012/2013: 37</p> <p><i>Local authorities</i>  <i>Baseline 2009: 38</i>  <i>Targets:</i>  2010/2011: 45;  2012/2013: 55</p> <p><i>Private sector</i>  <i>Baseline 2009: 26</i>  <i>Targets:</i>  2010/2011: 36;  2012/2013: 50</p> <p><i>Civil Society Organizations</i>  <i>Baseline 2009: 35</i>  <i>Targets:</i>  2010/2011: 50;  2012/2013: 65</p>	<p>Urban Development. Two networks, print (CitiScope) and electronic (South-South News) have been brought on-board to promote Campaign messages and principles. Collaboration has been established with other UN agencies, particularly those related to the campaigns on resilient cities and also on fostering creative economies. Champions have been identified in 11 cities globally, who are compiling lessons from innovations on sustainable urban development, which are disseminated electronically for promoting learning and exchange.</p> <ul style="list-style-type: none"> <li>• <i>Gender:</i> a) Through the One-UN country programmes on gender equality and empowerment, UN-Habitat is strengthening capacities and promoting integration of gender and sustainable urbanization issues into national policies and programmes by using land, housing and local governance as entry points. For example, in <b>Kenya</b>, UN-Habitat, UNIFEM and UNDP trained 24 facilitators on gender and local governance for programme staff working in cities and local authorities, the Ministries of Planning, Local Government, Gender, Children and Social Development, the Association of Local Governments, and NGOs working on local governance in Kenya. This was the first time all partners got together on gender and local governance and prepared action plans with activities for implementation at city and local authority level. b) Through collaboration with the Gender Water Alliance, partner institutions in <b>Bolivia</b> (Plan International, Municipality of Cochabamba, Municipality of La Paz, NGO Water for People and NGO Yaku)) <b>Nicaragua</b> the national federation of municipalities), <b>Mexico</b> (Urban observatory of Cancun) <b>and Ecuador</b> (Ministry of Public health, MIDUVI, PNUD), which are partners of UN-Habitat in the countries, are integrating gender approach in their work in the water and sanitation sector.</li> <li>• <i>Youth:</i> a) A total of 1,637 youth have gone through various trainings at the One -Stop Youth Centres in Nairobi, Kampala and Dar Es Salaam. The training has enabled youth to access funding from financial institutions, information on employment opportunities as well as participating in decision making processes at various levels. b) 53 youth groups from 33 countries have been granted funding through the UN-Habitat's Urban Youth Fund. The grants are worth USD893,000 for youth-led projects in Africa, Asia Pacific and Latin America and the Caribbean. The capacities of the youth have been improved enabling them to utilize resources effectively and some groups have been able to access additional funds from other sources for expanding their enterprises. c) As a follow up to the youth participation at the FIFA World Cup, the Hyundai Cooperation has entered into an agreement with UN-Habitat to supply 900,000 footballs across Africa through UNDP and other strategic partners. Through this intervention sport will be used as another entry point for mobilizing young people for productive programmes and keep them away from delinquency.</li> <li>• <i>Private sector:</i> Partnerships and engagement with the private sector in sustainable urbanization agenda is growing. UN-Habitat has signed six new partnership agreements with private sector and professional entities as partners in the World Urban Campaign.</li> <li>• <i>Universities and Professionals:</i> a) UN-Habitat, in partnership with the Association of European Schools of Planning organized the first European Urban Summer School in Wroclaw, Poland, in September 2010. The 10-day session brought together 40 young professional urban planners with 20 experts who facilitated a trans-European exchange and debate on issues of sustainable urban development. The best practices, case studies and methodologies discussed have been documented. b) In the occupied Palestinian territory: UN-Habitat, in collaboration with a partner University of Westminster (London, UK), and all local housing actors, developed a framework for "building back better" and a more integrated approach to housing and neighbourhood development which was launched and discussed on WHD.</li> <li>• <i>National and Local Governments:</i> a) The Urban Agenda is now a recognized</li> </ul>
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	<p>and supported area of focus among the Pacific Commonwealth Local Government Forum members. This has been demonstrated by the inclusion of urban management as a key focal area of their 2011-2015 Strategy for the region that was adopted at its 2010 Symposium. b) In the Asia Pacific region, the coalition of urban development partners has increased its membership to include UNISDR, UNICEF, EU and New Zealand Aid Programme and serves as an active platform for sharing information on urban management, research and development activities in the region. c) UN-Habitat mobilized in-country partners including the Government, Malawi Red Cross Society, Malawi Institute of Engineers, NGOs and the World Bank to successfully formulate the Malawi Safer House Construction Guidelines which have been adopted by Government and are in use in the reconstruction process in Karonga, the scene of the December 2009 earthquake.</p> <ul style="list-style-type: none"> <li>• A partnership has been developed through an initiative of the Government of the USA on developing indicators that demonstrate the progress that American cities are making toward sustainable urban development and inform supportive policy, planning and investment.</li> </ul>
<b>Expected Accomplishment 3: Monitoring of sustainable urbanization conditions and trends improved</b>	
<p>Number of operational Urban Observatories</p> <p><i>Baseline: December 2008: 126; May 2009: 133; November 2009: 135</i></p> <p><i>Targets: 2010: 160; 2013: 200</i></p>	<p><b>Progress on indicator:</b> The Number of Operational Local Urban Observatory has increased to 155 by October 2010, from 145 in May 2010.</p> <p><b>Global and Regional Achievements</b></p> <p>The monitoring function of UN-Habitat has expanded and strengthened capacities of national departments to monitor urban indicators. UN-Habitat also monitors the achievement of MDG goal 7 target 11. UN-Habitat is currently supporting 155 urban observatories, up from 145 in May 2010. It also contributed to MGD Report 2010, a section on target 11 improving the lives of slum-dwellers.</p> <ul style="list-style-type: none"> <li>• The capacity for monitoring urbanization trends at national and city levels is growing rapidly as the number of established national and city-level urban observatories is providing the needed data and more expertise for its application. There is increased interest from countries in collaboration with UN-Habitat or partner organization to establish Urban Observatories in Asia, Africa and Latin American countries. The information from LUO/NUOs is used by the Local authorities to improve the local policy planning, identify gaps in spatial and strategic planning of cities.</li> <li>• During the reporting period, a total of 68 Urban Observatories have adopted full urban indicator guideline and 52 have adopted partial urban indicator guidelines; while 50 have consulted urban indicator guidelines during indicator development. Beside the 155 operational Urban Observatories, there are more than 160 Local Urban Observatories (LUOs) and 10 National urban observatories which were established by other organizations and mostly following the MDG guidelines to develop indicators.</li> <li>• As Follow up on the three regional training workshops in Asia, Africa and Arab region 95 cities in <b>Vietnam</b> have established 95 LUOs (Asia), 1 NUO in Cape Verde and 7 LUO in Egypt (<b>Africa</b>) and 1 NUO in <b>Lebanon</b>, 1 LUO in <b>Iraq</b> and 1 LUO in <b>Jordan (Arab Region)</b> to enhance the local and national policy planning mechanism through evidence-based knowledge using Census data.</li> <li>• City mayors from more than 30 cities in the Arab States region, 20 cities in Mexico, 11 cities in Philippines, 5 cities in Brazil and 4 cities in South Africa have requested for UN-Habitat support in facilitating the establishment and use of urban observatories in urban development.</li> <li>• UN-Habitat continues to regularly update the urban indicator in collaboration with UNICEF and UN Statistics Division and UNFPA. Other UN agencies collaborating with UN-Habitat through Urban Observatories include UNDP, UNESCWA, ESCAP, UNECA, UNDESA, WHO and the Joint Research Commission of the European Union.</li> </ul>

	<p><b>Regional achievements</b>  <b><i>Africa and Arab States</i></b></p> <ul style="list-style-type: none"> <li>• As a follow up to the joint capacity building support by UN-Habitat and the Research Commission of the EU where 25 GIS experts from 12 Arab countries were trained, the experts have incorporated spatial dimension of slum analysis at local level in <b>Saudi Arabia, Egypt, Jordan and Lebanon.</b></li> </ul> <p><b>Country Achievements</b>  <b><i>Africa and the Arab States</i></b></p> <ul style="list-style-type: none"> <li>• Seven Regional centers in <b>Egypt</b> will be using LUO Indicator in developing regional spatial planning. In <b>Sudan</b> LUO in Khartoum is involved in developing urban indicator to support the spatial planning of greater Khartoum region. The LUO in Eastern Cape, <b>South Africa</b> is supporting the spatial planning process with many other cities and countries around the world.</li> </ul> <p><b><i>Asia and the Pacific</i></b></p> <ul style="list-style-type: none"> <li>• In the <b>Philippines</b>, the Working Group on Participatory Planning of the Philippine Urban Consortium has adopted the urban observatory as the urban system database for the country. The group is chaired by the Department of Interior and Local Government) and hosts the Philippine Urban Observatory.</li> </ul> <p><b><i>Latin America and the Caribbean</i></b></p> <ul style="list-style-type: none"> <li>• In <b>Costa Rica</b>, the information system for the National Network of observatories on decentralization and local development have been developed and validated. The South Region Observatory has presented the first report to the local partners, contributing to a better knowledge of the state of cities in the region.</li> <li>• In <b>Mexico</b>, the local urban observatories and UN-Habitat, are preparing the first report of the state of the Mexican cities. Through the Safer Cities Programme, UN-Habitat has provided capacity building and technical support to staff of the local urban Observatories.</li> </ul>
<p><b>Strategic opportunities related to Focus Area 1 for 2011</b></p>	
<ul style="list-style-type: none"> <li>• The publication of the first State of Asian Cities Report 2010/11 has provided unique opportunities for UN-Habitat to strengthen advocacy by raising the profile of urban issues in the Asia-Pacific region, support a dialogue on urban issues at the regional to municipality levels and strengthen strategic partnerships.</li> <li>• Dissemination of the findings from the State of African Cities Report provides opportunities for awareness raising and advocating for policy reform in the region.</li> <li>• The requirement for new EU members from Central Europe to increase their ODA presents an opportunity for leveraging funds for programmes in priority countries of the sub region.</li> </ul>	
<p><b>Challenges and threats</b></p>	
<ul style="list-style-type: none"> <li>• While some HPMs in the ROAAS are creative and pro-active in using the media and other partners in promoting UN-Habitat's messages and participation in WHD and the sessions of the WUF, some HPMs require additional competencies.</li> <li>• The mandate of the Urban Economy and Social Development Branch was recently broadened. The added responsibility has not been met with additional resources. Lack of funding is a major challenge faced by the Branch.</li> </ul>	
<p><b>Next steps – priorities for 2011</b></p>	
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Translate the Abridged Edition of <i>Cities and Climate Change: Global Report on Human Settlements 2011</i> to the six UN languages</li> <li>• 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.</li> <li>• Start of preparations for 2012 State of the African Cities report and the State of Arab Cities Report.</li> </ul> <p>Capacity strengthening of HPMs on partner mobilization, establishment of National Urban Forums, and preparation for effective participation in WUF.</p>	

**B. Participatory urban planning, management and governance (Focus Area 2)**

<b>Strategic result: Inclusive urban planning, management and governance (UPMG) improved at national and local levels</b>	
<p>a) Number of countries promoting comprehensive UPMG from the national level, including the economy, ecology and equity dimensions of sustainable urbanization  <i>Baseline 2008/2009: 19, in addition to 21 that are 'partly' promoting comprehensive UPMG</i>  <i>2010: 22</i>  <i>Targets: December 2011: 22; 2013: 28</i>                      By October 2010, 22 countries were promoting comprehensive UPMG, in addition to 22 that were 'partly' promoting comprehensive UPMG, up from 19 in 2009.</p> <p>b) Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems  <i>Baseline 2008/2009: 30;</i>                      Progress 2010: 31 countries  <i>Targets 2010/2011: 32;</i>  <i>Target 2012/2013: 34</i></p>	
<b>Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive UPMG</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<p>(a) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles   <i>Baseline 2009: 28</i>  <i>Targets:</i>  <i>2010-2011: 30;</i>  <i>2012-2013: 35</i></p> <p>(b) Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures   <i>Baseline 2009: 9</i>  <i>Targets:</i>  <i>2010-2011: 10;</i>  <i>2012-2013: 11.</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) So far in the MTSIP period, 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. Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and 38 in National Development plans up from 20 in 2009 and 35 PRSP's up from 10 in 2009.</p> <p>(b) A total of 11 crisis prone and post crisis countries have UPMG policies which incorporate urban risk and vulnerability measures, up from 9 in 2009.</p>
	<p><b>Global achievements:</b></p> <ul style="list-style-type: none"> <li>• The <i>Global Programme on Safe Cities for Women and Girls</i> assessed 5 cities (Quito, Cairo, Port Moresby, Kigali and New Delhi) to pilot the global safe cities model.</li> <li>• In response to mounting demand for urban safety &amp; social cohesion, UN-Habitat developed guidelines for HPMS and national project managers on mainstreaming Urban Safety and Social Inclusion in national HCPD and UNDAF documents.</li> <li>• The Global Report on Urban Health Inequities was launched in association with WHO.</li> </ul> <p><b>Regional achievements:</b></p> <ul style="list-style-type: none"> <li>• CARICOM acknowledged urban safety as a key priority in their Regional Strategy on Public Security by producing a version of the safer communities' manual specific to the Caribbean region.</li> <li>• The African Union has refined its Regional Strategy for Disaster Reduction to incorporate 'Safer Cities' strategies for violence and crime prevention.</li> <li>• The Third Asia-Pacific Ministerial Conference on Housing and Urban Development was convened in Solo, Indonesia, in June 2010 where the Solo Declaration and Solo Implementation plan were adopted. The conference theme was 'Empowering Communities for Sustainable Urbanization'.</li> <li>• In Central, Eastern and Southern Europe, the Regional Capacity Strengthening Programme has provided support to seven countries to develop policy frameworks for the integration and regularization of informal settlements. The established network of urban management officials and practitioners provides a platform for exchange of experiences. The 6<sup>th</sup> Vienna Declaration Review Meeting held in June 2010 opened the platform to National Associations of Local Authorities and local government officials for improved cooperation between central and local governments, and draw lessons from project implementation experiences as possible policy inputs.</li> </ul>

- An exchange platform on experience in strategic urban planning and challenges faced by local government in Mediterranean and Latin America countries was held in Barcelona in conjunction with WHD (4-6 October 2010). Egyptian representatives of the Ministry of Local Development, the General Organization for Physical Planning, Governors as well as Heads of Local Popular Councils and Civil Servants from local administrations of selected Governorates attended the event.

**Country achievements:**

□ *Africa and Arab States*

- The Government of **Chad** has commenced implementation of the laws on urban planning and construction made with the support of UN-Habitat (adopted in December 2009). Officers of Registry service were trained in the application of the new laws and regional delegations have been created and installed in different parts of the country. These decentralized services did not exist before.
- UN-Habitat is the lead coordinator on urban planning and governance in six Governorates in **Iraq** through a joint UN programme to promote Local Area Development Planning. An innovative approach to public consultation on the strategic objectives of the Basra Provincial Development Strategy (2011- 14) was tested and proposed as an approach to be adopted in the development of other Strategies in the country.
- Policies endorsing participatory and inclusive urban planning have been adopted in Kisii and Homa Bay (**Kenya**), Masaka and Kyotera (**Uganda**) and Muleba and Bukoba (**Tanzania**).
- In **Mozambique**, as an outcome of an initiative co-funded by UN-Habitat, the Ministry for Coordination of Environmental Affairs established a networking group for knowledge sharing on integrated environmental management and adaptation to climate change involving all 43 municipalities of Mozambique.
- As a result of ‘Safer Cities’ pilot activities in Durban and Johannesburg, central and municipal authorities throughout **South Africa** are embarking on the formulation of a national strategy on Safer Cities. This initiative builds on the Community of Opportunity Model which emanated from the Safer Cities toolkit.

□ *Asia and Pacific*

- The Government of Delhi, **India** in partnership with UNIFEM and UN-Habitat, have drafted a strategic framework on a Safe City Free of Violence against Women and Girls.
- The Cities and Climate Change Initiative and its partners have encouraged a number of institutions across the **Philippines** to adopt the “Urban Stakeholder Action Agenda on Climate Change”. This clarifies the role of local governments/cities in adaptation planning. UN-Habitat has also assisted the Philippines Urban Consortium in mainstreaming Climate Change issues.
- A baseline greenhouse gas (GHG) emissions inventory for Negombo, **Sri Lanka** (pop. 65,000) is completed. Lessons learned from this ‘small city’ experience are informing the next iteration of the International Standard for Determining GHG Emissions for Cities.
- In **Tuvalu**, assistance to the Ministry of Home Affairs and Funafuti Kapule (town council) for preparations for an urban management plan for Funafuti atoll has been provided.

□ *Latin America and Caribbean*

- In **Colombia**, a new National Policy for Urban Safety was announced on a special event celebrated in Cali on World Habitat Day by the President and the Minister of Internal Affairs. The new policy has an important urban component and has three pillars: prevention, justice and police control. UN-Habitat had developed analysis and recommendations in collaboration with the National Government on urban planning and urban safety.

**Costa Rica** has incorporated a Safer Cities approach in its National Public Policy for Safety and Security.

<b>Expected Accomplishment 2: Strengthened institutions promote inclusive UPMG</b>	
<p>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions</p> <p><i>Baseline 2008: 15</i></p> <p><i>Targets: 2009: 30; 2010: 40, 2011: 50 2012: 60; 2013: 70</i></p>	<p><b>Progress on indicator:</b> The number of institutions in targeted countries that have received institutional strengthening enabling them to promote sustainable urbanization has increased to 41 by October 2010, up from 37 institutions in May 2010.</p> <hr/> <p><b>Global achievements:</b></p> <ul style="list-style-type: none"> <li>• UN-Habitat, in partnership with the <i>Secretariat of the Convention on Biological Diversity</i>, developed and launched a guide for national governments to support cities and local authorities in the implementation of the Convention on Biological Diversity. The guide contains recommendations, lessons learned and cases on how national and local governments can contribute to local-level biodiversity management. This guide assists the implementation of “Plan of Action on Sub-National Governments, Cities and Other Local Authorities for Biodiversity” adopted at COP 10 in Nagoya, Japan , October 2010.</li> </ul> <p><b>Regional achievements:</b></p> <ul style="list-style-type: none"> <li>• The Lake Victoria City Development Strategies (CDS) initiative, in collaboration with the Netherlands-based Institute for Housing and Urban Development Studies (IHS), is running a Diploma Course on Urban Development Studies under the scheme’s capacity building component. 35 local authority personnel have participated in this programme with the aim to create innovative urban managers.</li> <li>• 25 trainers and experts in “Conviviality and Democratic Maintenance of Public Order in Urban Spaces” have been trained for six Anglophone African countries</li> <li>• Urban safety on-line toolkits and training modules for the Asia and Pacific region have been developed. CITYNET members are monitoring implementation in their respective towns and cities.</li> <li>• The UN-Habitat endorsed 3<sup>rd</sup> Asia-Pacific Ministerial Conference on Housing and Urban Development, resulted in an adoption of an action plan on empowering communities for sustainable urbanization for the Asian Pacific region</li> <li>• Capacity of 100 elected officials of municipalities and technical official from across the Asia Pacific Region has been strengthened on aspects of urban ecosystem restoration, urban management, solid waste management, and sustainable urban infrastructure through four joint training courses held with the Korean International Urban Training Centre.</li> </ul> <p><b>Country achievements:</b></p> <p>□ <i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• Under the “Local Government Association and Urban Development Capacity Building” project, 50 staff members from the <b>Iraqi</b> Ministry of Planning and Development Cooperation and the Iraqi Ministry of Municipalities and Public Works were trained on 14 modules of urban management, economic development and strategic planning. The training was conducted by 10 senior Iraqi government officials, consultants and academics who undertook a Training of Trainers programme with the General Organization for Physical Planning in Egypt.</li> <li>• The Government Training Institute of Kenya and Association of Local Government Authorities of <b>Kenya</b> capacity developed to support promulgation of the local governance dimension of the new Constitution through training, action planning, and capacity building activities that target local government officials, Ministry of Planning, Ministry of Local Government, Ministry of Gender and key civil society organizations. Further, UN-Habitat has assisted Kenyatta University and the University of Nairobi in developing curricula for programmes on issues of urban energy, food security and water and sanitation.</li> <li>• Local authorities across 15 <b>Liberian</b> cities received training on leadership, financial management and local economic development. A Training of Trainers component, provided by UN-Habitat and delivered by the County Support Team, served to enhance urban governance and service delivery.</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Asia and Pacific</b></li> <li>• In the <b>Philippines</b>, UN-Habitat trained the regional directors of <i>Department of the Interior and Local Government</i> and two expansion cities, Tuguegarao and Olongapo, on the Vulnerability and Adaptation Assessment tool application. Aside from the two cities, the regional directors have decided to include the adjacent municipalities to maximize the inputs of the UN-Habitat. Costs for the additional municipalities and cities will be covered by the Department of the Interior and Local Government and the cities themselves.</li> <li><input type="checkbox"/> <b>Latin America and Caribbean</b></li> <li>• Through the Joint UN MDG project, the reappraisal of gender and race issues in Brazil’s national “Light for All” programme asserted the importance of inclusive urban planning. The Special Secretariat of Women and the Special Secretariat for Race, both with ministry status in Brazil, were able to analyze how national programmes are considering (or not) gender and race issues in urban planning.</li> <li><input type="checkbox"/> <b>Eastern and Southern Europe</b></li> <li>• 13 municipalities in South <b>Serbia</b> received training curricula and targeted Training of Trainers to assist their capacity to sustain social cohesion and urban safety.</li> </ul>
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**Expected Accomplishment 3: Improved implementation of inclusive UPMG**

<p>c) Number of cities implementing inclusive UPMG</p> <p><i>Baseline 2009: 112</i>  <i>Targets: 2010-2011: 139;</i>  <i>2012/2013: 209.</i></p>	<p><b>Progress on indicators:</b>  A total of 132 cities are implementing inclusive UPMG with the 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><b>Global achievements:</b></p> <ul style="list-style-type: none"> <li>• In September 2010 UN-Habitat co-hosted the 2010 ISOCARP (International Society of City and Regional Planners) Congress with the Government of Kenya in Nairobi. The congress discussed “Sustainable City-Developing World”, presented over 100 papers and saw involvement from over 700 participants. The event advanced ISOCARP engagement with governments and the UN on planning instruments and the role of the urban planner in sustainable development. The congress was informative to the Government of <b>Kenya</b> in light of the ongoing national urban planning legislation review.</li> </ul> <p><b>Regional achievements:</b></p> <ul style="list-style-type: none"> <li>• Experts, practitioners and decision makers from nineteen countries in Africa, at the Conference on Green Building Rating Systems for Africa in Nairobi in May, declared their commitment to promoting and fostering green building practices in Africa. They committed to establish national Green Building Councils (GBCs), and to setting up an African Network. Since that Conference was held, the World GGC has recognized new GBCs in four new countries in Africa: Ghana, Kenya, Nigeria and Botswana. Further, the GBC of South Africa (the only fully established GBC on the continent) has committed to mentor new GBCs on the continent.</li> <li>• A web-based spatial portal and data repository for regional urban planning records has been developed for the Lake Victoria. An integral component of the Lake Victoria Info developed by GUO.</li> </ul> <p><b>Country achievements:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Africa and Arab States</b></li> <li>• Training of Trainers sessions in Masvingo, <b>Zimbabwe</b>, strengthened local capacity to monitor improvements in governance through UN-Habitat’s Urban Governance Index.</li> <li>• As part of the “Strategic Urban Plans for Small Cities in <b>Egypt</b>” project, support has been provided by UN-Habitat in preparing Strategic Urban plans in 10 cities. These plans provide guidance for sustainable local development based on participatory consultations and inclusive planning. The communities of the relevant cities have been mobilized, especially in the field of local economic development and improved housing conditions.</li> </ul>
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- In **Lesotho**, under Maseru Sustainable Programme supported by UN-Habitat, the 5 year Strategic Plan was developed for Maseru City Council provided the Council with clear strategic direction for the first time ever. The Public Private Partnership Policy Guidelines has assisted the Council to identify and partner with the private sector and other non-state actors in the delivery of basic services and this by itself has improved the image of the city and delivery of the services to the citizens.
  - In **Senegal**, UN-Habitat supported coordination of development strategies at regional level in Dakar, setting up of a regional monitoring system and mobilisation of actors from municipalities. Participatory budgeting in three cities contributed to better balancing of the municipal budget between investments and administrative costs.
  - In **Somalia**, local leadership has improved in Hargeisa, Boroma, Berbera, Sheikh, Odweyne, Burao, Bosasso, Garowe, Gardo, and Galkayo due to the continued, expanded set of UN-Habitat's governance training activities. Municipal finance management and revenue collection has increased in these towns that have benefited from the integrated financial management system installation/improvement (basic or advanced modules) during the reporting period.
- **Asia and Pacific**
- The *Urban Partnerships for Poverty Reduction project* in **Bangladesh** expanded to 23 cities and towns (from 16 towns) in the reporting period. In these cities 16,913 primary groups and 1,614 Community Development Committees (CDCs) have been formed involving 493,046 households (2.137 million population).
  - In **Vietnam**, with strengthened capacity of national and local officials on strategic planning through a comprehensive development strategy approach, the preparation of a Provincial Development Strategy for Quang Nam is supported by UN-Habitat through a joint UN effort and documented as one successful model to be further institutionalized in the national planning system
- **Latin America and Caribbean**
- The council disaster management committee of Kingston, **Jamaica** refined their mandate to include precepts on urban safety - the entry point being women's security.
  - Safer Cities has committed to implement its approach in line with UPMG throughout 31 municipalities in **Colombia**, 9 in **Costa Rica**, 3 in **Guatemala** and 3 in **Brazil**.
  - In **Costa Rica**, citizen thematic audits have been coordinated with the municipalities in 9 cities. One of these audits examined the procedures of land use at the municipal level, to guarantee access for the poor. 5 pilot experiences concluded on gender in municipal management, which could be replicated to reinforce gender equity in administrative processes, municipal development project, policies, among others.
  - In Cuba, UN-Habitat supported the Local Government of the Manzanillo and Habana in the elaboration of Local plan in response to MDG 7.
- **Southern and Eastern Europe**
- 13 municipalities in South Serbia have identified focal points for Municipal Urban safety and concluded safety assessments.
  - UN-Habitat is supporting 13 municipalities in South Serbia to develop Local Safety Strategies and Action Plans with an inclusive and participatory approach; at the moment, 13 Local Safety Diagnosis are being prepared which will identify visions and local priorities.
  - In **Kosovo (within its context of UN Security Council resolution 1244 of 1999)**, Municipal staff engaged in the drafting of local plans and policies strengthened their capacities for participatory planning and developed stronger sense of ownership of the plans. Decision of the municipal authorities to draft the plans with their own human resources proves strengthened institutional capacities to undertake such a task and promote public participation in the planning process. Civil society organisations, citizens at large and representatives of vulnerable groups were part of the municipal and urban development planning process and formulation of capital projects.

<p><b>Opportunities related to Focus Area 2</b></p> <ul style="list-style-type: none"> <li>• Initiating a common comprehensive framework for multi-risk and multi-dimensional vulnerability &amp; resilience (collaboration between Cites and Climate Change Initiative, Safer Cities and Disaster &amp; Risk Reduction).</li> <li>• The opportunity to establish further private-sector partnerships. For instance, securing pro-bono assistance from ARCADIS on a pilot basis for CCCI in Saint Louis, Senegal. Meetings with ARCADIS, Korean and Asian CCCI partners in September 2010 identified several opportunities for city-level collaboration across Asia.</li> <li>• The African regional approach to capacity building on urban planning and decentralization has good potential for replication in the Arab sub-region.</li> </ul>
<p><b>Challenges and threats related to Focus Area 2</b></p> <ul style="list-style-type: none"> <li>• Short term measures in addressing of agent need for security such as the use of force through policing undermines the need for a culture of prevention through investment in long term strategies of UPMG, such as policy changes and capacity building.</li> <li>• The changing urban realities in respect to financial and energy crises as well as migrations.</li> <li>• Responding to disaster prone and conflict situations given the limited resources and capacity.</li> <li>• Planning for diversity (gender, youth) requires adequate engagement and participation by the various groups.</li> </ul>
<p><b>Next steps – priorities for 2010-2011 for Focus Area 2</b></p> <ul style="list-style-type: none"> <li>• At the UNFCCC COP16 meeting in Cancun, Mexico, UN-Habitat will coordinate a UN system-wide side-event on "Cities and Climate Change". On 8 December 2010 approximately 10 UN agencies will convene to highlight the variety of UN tools and approaches used to assist cities with climate change mitigation and adaptation. This event will build on the "Mayors' Climate Change World Summit", hosted by the Mayor of Mexico City on 21 November 2010. UN-Habitat will contribute to several other thematic side-events to inform COP16 parties of the ongoing dialogue over new institutional frameworks for effecting climate change response.</li> <li>• The Partners and Youth and the Urban Environment and Planning Branches have jointly identified “Green Teams approach” as one key activity within the youth component of CCCI Phase 2. The purpose is to empower urban youth in Kampala through improved livelihoods. The youth will collect data and be trained on climate change and Green Economy, including clean energy solutions.</li> <li>• Planning for parallel FA2 activities during the Governing Council.</li> <li>• Initiating preparatory work for HABITAT III 2016.</li> </ul>

**C. Pro-poor land and housing (Focus Area 3)**

<b>Strategic result: Improved access to land and housing</b>	
<p><b>Indicator:</b>  <i>a) Increased number of countries implementing policies to improve access to land and housing, including in crisis affected countries (post-disaster and post-conflict).</i>  <i>Baseline 2009: 48 (including five completed reforms), of which 16 in pos- disaster and post conflict countries, eight in Asia Pacific and seven in Africa and Arab states.</i>  <i>Targets: 2011: 52 (including additional six completed reforms); 2013: 53 (including additional six completed reforms).</i>            A total of 48 countries are in the process of implementing policies to improve access to land and housing including post-crisis reconstruction with the support of UN-Habitat, with five reforms completed. Of these, 15 countries have received support for post-crisis reconstruction, six in Africa and Arab States Region, eight in Asia Pacific, and one Eastern and Central Europe.</p> <p>•</p>	
<b>Expected Accomplishment 1: Improved land and housing policies implemented</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<p>(a) Number of countries implementing improved land and housing policies</p> <p><i>Baseline:</i>  <i>2009: 28 countries</i></p> <p><i>Targets:</i>  <i>2010-2011: 30 countries</i>  <i>2012-2013: 32 (including additional 2 completed reforms per biennium)</i></p>	<p><b>Progress on indicator:</b>            As of October 2010, a total of 33 countries are either in the process of developing, implementing or have completed land and housing reforms with the support of UN-Habitat (three in Europe, seven in Asia Pacific, 17 in Africa and Arab States, and six in Latin America and the Caribbean). Of these, five land and housing reforms were completed in the reporting period.</p> <p><b>Global and regional achievements</b></p> <ul style="list-style-type: none"> <li>• The Global Land Tool Network GLTN has increased its partners to 42 organizations compared to 33 in 2008. This brings the membership to 1,550 from 142 countries representing a 15% increase from 2009. In addition, there are more than 5,000 individual members on the GLTN e-mailing list.</li> <li>• Through the GLTN, UN-Habitat actively supported the Land Policy Initiative in Africa spearheaded by the consortium African Union Commission, UN Economic Commission for Africa (UNECA) and the African Development Bank. Policy assistance facilitated the development of a Policy Framework and Guidelines to ensure equitable access to land especially for the landless, women, youth, displaced persons and other vulnerable groups, and mainstreaming the urban agenda.</li> <li>• Through its Global Land Tool Network programme, UN-Habitat provided policy, technical and financial support to the Land Policy Initiative in Africa in collaboration with the Economic Commission for Africa and the African Development Bank through the Africa Land Policy has been developed.</li> <li>• UN-Habitat launched the Land and Conflict Guidance Note in Brussels in October 2010 as part of an UN inter-agency initiative on land and natural resource conflict in partnership with UNDP, UNEP, DPA, DESA and others.</li> <li>• UN-Habitat, FAO and Geneva-based Cluster/Working Group on Early Recovery) have co-published Land and Natural Disasters - Guide for Practitioners.</li> <li>• UN-Habitat produced “Shelter Projects 2009” the second in an annual series profiling innovative projects in post-disaster shelter provision.</li> <li>• Implementation of PSUP Phase I of the urban profiling exercise in 6 of 18 countries (<b>Cape Verde Malawi, Jamaica, Papua New Guinea, The Gambia and, Uganda</b>) has been completed. The six countries now have urban profiles that are being used to improve planning and functioning of their cities sustainably.</li> </ul>

	<p><b>Country achievements:</b></p> <ul style="list-style-type: none"> <li>□ <i>Africa and Arab States</i> <ul style="list-style-type: none"> <li>• In <b>Burkina Faso</b>, integrated recovery and reconstruction in Ouagadougou have resulted in populations living in risky areas now being secured, following the 2009 floods. Affected populations have participated directly in the management of the assistance. Improvements are observed in the coordination by the Ministry of Housing, in charge of the Shelter group.</li> <li>• In <b>Cape Verde</b>, the Participatory Slum Upgrading Programme phase I is being implemented through the elaboration of Urban Profiles of the cities of Praia, Santa and Santa Cruz. A national Urban Profile is being elaborated as well. The Government decided to implement the PSUP phase I in all the remaining 19 municipalities of the country, with the resources of the Ministry of Decentralization, Habitat and Territory Planning.</li> <li>• A land policy process to modernise land sector in <b>Iraq</b> resulted from a land management policy workshop chaired by the Government, UN-Habitat and the World Bank. Implementation is undertaken by UN-Habitat and the World Bank. The Iraq National Housing Policy, which was prepared with the support of UN-Habitat under Strengthening the Capacity of the Housing Sector in Iraq Phase 2, was launched by the Ministry of Construction and Housing on World Habitat Day in October 2010.</li> <li>• After the parliament of <b>Kenya</b> approved the National Land Policy, the Government of Kenya promulgated a new Constitution in August 2010 which includes a Land Chapter. UN-Habitat, as Chair of the Development Partners Group on Land, in line with Paris Declaration on donor coordination, provides continued support.</li> <li>• After the launching of the <b>Malawi</b> Housing Sector Profile at the World Urban Forum 5, the Government of Malawi embarked on reforming its National Housing Policy, with UN-Habitat's, technical and normative support.</li> </ul> </li> <li>□ <i>Asia and Pacific</i> <ul style="list-style-type: none"> <li>• UN-Habitat has discussed the preliminary results of the <b>Nepal</b> Housing Sector Profile in Kathmandu with Government and stakeholders.</li> </ul> </li> <li>□ <i>Latin America and Caribbean</i> <ul style="list-style-type: none"> <li>• In <b>Colombia</b>, a 1, 000,00 new houses national programmed was launched by the National Government in the framework of the National Development Plan 2010-2014. UN-Habitat contributes especially in the slum up-grading component. Based on the experiences supported by UN-Habitat in Medellin and Antioquia, an urban human security approach was included as a principle in the new housing policy.</li> </ul> </li> </ul>
<b>Expected Accomplishment 2: Security of tenure increased</b>	
<p>(a) Number of countries implementing policies to improve security of tenure, including reducing forced evictions.</p> <p><i>Baseline:</i> 2009: 19 countries</p> <p><i>Targets:</i> 2011: 21 countries; 2013: 23 countries (including 2 completed reforms per biennium)</p>	<p><b>Progress on indicator:</b> Currently 24 countries, up from 19 in the previous reporting period, of which 11 in Africa and Arab States, nine in Asia Pacific, one in Eastern and Central Europe and three in Latin America and the Caribbean are implementing policies to improve security of tenure, including reducing forced evictions, with support from UN-Habitat. Three security of tenure reforms were completed in the reporting period.</p> <p><b>Global and regional achievements</b></p> <ul style="list-style-type: none"> <li>• As part of the new Urban Gateway (<a href="http://www.urbangateway.org">www.urbangateway.org</a>), UN-Habitat has developed the “Global Eviction Monitoring Facility”, a global web-based tool improving knowledge management and facilitating collaboration. The tool which is being piloted includes a discussion forum, a tools database, guidelines, best practices, and portal for reporting forced evictions.</li> <li>• UN-Habitat produced a “Description and review of existing eviction impact assessment methodologies” report and assesses the feasibility of availing an EvIA toolkit to governments and stakeholders. Findings were presented at the 15<sup>th</sup> International Metropolis Conference, The Hague, in October 2010.</li> <li>• After launching the Social Tenure Domain Model, a pro-poor land rights</li> </ul>

	<p>recording system in April 2010 at the FIG Congress in Sydney, Australia, the STDM gained interest from partners and donors and new version will be piloted in Kenya.</p> <ul style="list-style-type: none"> <li>• After a successful pilot testing of the Islamic Land Law training package in Malaysia, training materials were revised, enhanced and finalised in July 2010.</li> <li>• The enumeration tool Count me in - Surveying for tenure security and urban land management, published in March 2010, has been adopted and used by UN-Habitat in Haiti, Eastern Democratic Republic of Congo, Afghanistan and Pakistan. In Haiti, GLTN is supporting the implementation of post crisis participatory enumerations to gather first evidence of land rights for improving governance.</li> <li>• UN-Habitat, working with the International Federation of Surveyors, and the Technical Chamber of Greece, has produced a publication “Informal Urban Development in Europe: Experiences from Albania and Greece”.</li> <li>• In <b>Nepal</b> and <b>Iraq</b>, UN-Habitat is strengthening the donor coordination in the land sector and forming a land donor group based on the lessons learned from the successful support provided to the Government of Kenya in developing its National land Policy.</li> </ul> <p><b>Country achievements:</b></p> <ul style="list-style-type: none"> <li>□ <i>Africa and Arab States</i> <ul style="list-style-type: none"> <li>• In <b>Ethiopia</b>, GLTN with the WB is promoting the Harmonisation, Alignment and Coordination process, an outcome of UN-Habitat’s seed funding and technical support to the WB on alternatives to tenure security. This has influenced the Government of Ethiopia’s scaling up its land certification programme from 24 million to 40 million land certificates at a cost of USD 190 million, through a loan.</li> </ul> </li> <li>□ <i>Asia and Pacific</i> <ul style="list-style-type: none"> <li>• In <b>Kandahar City, Afghanistan</b>, over 18,500 plots have been registered by the municipality land registration team with assistance of UN-Habitat. As a result of this registration process, approximately 6,500,000 Afghani, which is equal to USD129,000 have been collected as annual property taxation by the Kandahar Municipality. Further, this land registration process has been replicated to Lashkar Gah City in Helmand Province, where 6,000 plots are targeted. Of which over 1,200 plots have been registered by the Lashkar Gah Municipality. This has contributed to increasing security of tenure, ownership by the people as well as increasing revenue of the Municipalities that will give back to the population access to improved infrastructure and basic services.</li> <li>• In the <b>Philippines</b>, UN-Habitat initiated the merger of the UN and government Shelter Cluster for Early Recovery and localized the cluster system at the provincial and municipality levels. UN-Habitat also facilitated the links between a private bank which donates land for resettlement negotiated sale at affordable price and the rest of the cluster members.</li> </ul> </li> </ul>
<b>Expected Accomplishment 3: Slum improvement and prevention policies promoted</b>	
<p>(a) Number of countries implementing slum prevention and improvement policies</p> <p><i>Baseline:</i> 2009: 24 countries;</p> <p><i>Targets:</i> 2011: 26 countries 2013: 28 countries (including two additional completed reforms per biennium)</p>	<p><b>Progress on indicator:</b> Currently 33 countries (17 in Africa and Arab States, ten in Asia Pacific, one in Europe and five in Latin America and the Caribbean) are implementing slum prevention and improvement policies with UN-Habitat. No reforms have been completed in the biennium.</p> <p><b>Country achievements:</b></p> <ul style="list-style-type: none"> <li>□ <i>Africa and Arab States</i> <ul style="list-style-type: none"> <li>• UN-Habitat, on invitation by the Government of <b>Ethiopia</b>, reviewed the Condominium Housing Programme initiated in 2004, to tackle the growing 1 million housing deficit, replace dilapidated urban housing, address urban poverty through creating jobs and enterprises in the housing sector and regenerate inner-city slums. The review supported the Government to evaluate and realign its five-year programme based on key lessons and to inform developing countries facing such challenges.</li> <li>• In <b>Mozambique</b>, after several years of studies and profiling, the Government in June 2010, adopted an intervention strategy for slum upgrading and prevention</li> </ul> </li> </ul>

	<p>and identified a number of priority cities for piloting the implementation of the strategy.</p> <ul style="list-style-type: none"> <li>• In <b>Sudan</b>, improvement of 3 informal areas around Khartoum through participatory and community involvement and scaling up to the policy level is supported by UN-Habitat. Housing development project schemes through self-help mechanisms using stabilized soil blocks are on-going in Khartoum (including the establishment of a revolving fund) and in Nyala, Southern Darfur. These pilot projects have the potential to scale up and influence policy making.</li> </ul>
<b>Opportunities</b>	
<ul style="list-style-type: none"> <li>• Increasing demand to address land issues at country level, within the agency, from donors, partners and countries such as Sida Kenya, South Africa, Iraq, Bangladesh, World Bank with land indicators and Ethiopia etc.</li> <li>• Mainstreaming Land in events (AMCHUD, UN-Habitat GC) and within the agency.</li> <li>• Increasing demands on land and interest on country level application of GLTN tools.</li> <li>• Expanding network and greater recognition of UN-Habitat and GLTN as a reference centre on land issues.</li> <li>• Strengthening GLTN as a model of building partnerships and network.</li> <li>• The 23rd GC's theme of "<b>Sustainable Urban Development through Expanding Access to Land, Housing, Basic Services and Infrastructure</b>" will strengthen shelter issues in the agency's vision at Rio+20, asserting UN-Habitat as the UN City Agency.</li> <li>• Operational zing emergency response financial facility will enhance opportunities in crisis affected states, increase credibility of the agency with donors and partners, and potentially streamline internal procedures.</li> <li>• For the Participatory Slum Upgrading Programme, the recommendation by the EC evaluator to use the incidence of unlawful forced evictions as selection criterion for new PSUP countries and funding allocation for follow-up phases in participating countries is an opportunity to constructively address the issue in certain countries. This could include development of alternative approaches such as <i>in situ</i> upgrading and sustainable resettlement in collaboration with national/local governments and other stakeholders, as part of PSUP implementation.</li> </ul>	
<b>Challenges and threats</b>	
<ul style="list-style-type: none"> <li>• There are still difficulties in engaging external institutions and other in-kind contributions towards joint research or work in a partnership modality due to the rigid UN rules regulations. Appropriate and flexible mechanisms/instruments for working with diverse institutions that can support collaborative work land and housing are needed.</li> <li>• Accounting/administration systems are not suitable for handling basket funds (continued).</li> <li>• Improving information management, communications and packaging land tools for a range of users.</li> <li>• Improving systems and processes to streamline and efficient management of increasing demands.</li> <li>• Limited capacity to address increasing demand for housing policy support from countries, and partners.</li> <li>• Technical/normative support of the housing sector analysis provided in selected countries may go to waste if no proper follow-up, capacity-building programmes and funding mechanisms are established or maintained.</li> <li>• Increasing number of forced evictions in cities are challenging the achievement of the MDG Target on slums. Growing rate of forced evictions in certain Participatory Slum Upgrading Programme countries threatens to undermine the objectives and principles of the programme. Though there many internal guidelines on forced eviction derived from various international instruments, they application in various countries is still programmatic. The latest guidelines comes from Centre on Housing Rights and Evictions, October 2010 "<i>Guidelines on Gender-Sensitive Approaches and Alternatives to Eviction.</i>" Calling upon all States to formulate and conduct their policies and practices with regard to evictions....."</li> <li>• Diverging operational lines of authority regarding both normative and technical cooperation activities related to human settlements and crisis erodes capacity, morale and efficiency.</li> </ul>	
<b>Next steps – priorities for 2011</b>	
<ul style="list-style-type: none"> <li>• Continue to follow up on identifying and developing appropriate mechanisms/instruments to facilitate implementing through partners and to facilitate having more activities implemented through partners.</li> <li>• Further exploration of accounting/administration systems acceptable by the UN rules and regulations to better handle basket funds, emergency response funds, and to allow for more resource mobilisation and funding options.</li> <li>• Secure funding for GLTN phase 2 (2011-2016) as well as developing new land programme.</li> <li>• Further strengthen implementation capacity to address increasing demand for housing policy support from Member states.</li> <li>• To achieve Expected Accomplishment 1, there is a need to support the current analysis of the housing sector in selected countries by capacity-building and funding mechanisms through donors and domestic sources.</li> <li>• Secure funding for the Adequate Housing for all (AH4all) programme as an umbrella so that the Housing Policy</li> </ul>	

Section can implement its programme following its Vision and Logical Framework rather than piecemeal.

- Preparation of Participatory Slum Upgrading Programme extension in new ACP countries and proceeding with the 30 current ACP countries with follow-up funding for urban profiles, national policy and city development strategy recommendations.

**D. Environmentally sound basic urban infrastructure and services (Focus Area 4)**

**Strategic result: Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations**

**Progress on indicator:**

(a) *Numbers of people in target communities with access to environmentally sound basic urban infrastructure services. Baseline 2008: 750,000. October 2009: 1.03 million. Targets: 2011: 1.3 million; 2013: 1.6 million.*

The total number of people benefiting from interventions of the water and sanitation programmes in Asia, Africa, Latin America and the Caribbean by the end of October 2010 reached 1.25 million beneficiaries, up from 1.15 million people April 2010 which is increase of about 230,000 beneficiaries since November 2009 when there were 1.03 million ( above the target for 2010-2011).

During the period June-October 2010 in India an estimated 12,700 people benefitted from improved water supply and an estimated 25,900 people from improved sanitation. Also 39,000 people have benefitted from improved collection of solid waste. In **Nepal**, the numbers of beneficiaries for water and sanitation during this period amounts to 5,000. In Africa, over 20,000 people have benefited from the interventions in the reporting period.

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

Indicator of achievement	Progress/accomplishments
<p>(a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</p> <p><i>Baseline: 2008: 25 countries</i></p> <p><i>Targets: 2009: 31 countries 2011: 34 countries 2013: 37 countries</i></p>	<p><b>Progress on indicator:</b></p> <p>The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services have reached 35 (13 in Asia, 7 in Latin America and the Caribbean and 15 in Africa), up from 33 in June 2010.</p> <p><b>Global and Regional Achievements:</b></p> <ul style="list-style-type: none"> <li>• The Global Water Operators Partnerships Alliance’s (GWOPA) global network of partners has been expanded. New partnerships have been established with the French Development Agency, the Caribbean Development Bank, and the Development Bank of Southern Africa. In the <b>Caribbean and the Pacific</b> regions, GWOPA has expanded its activities through the establishment of two regional WOP platforms and are supporting capacity building interventions based on peer support and benchmarking in the region.</li> <li>• In Latin America and the Caribbean, as a result of activities under the <i>Water for Cities Programme</i> UN-Habitat has been invited to lead, alongside the Inter American Development Bank , the Water and Sanitation Group of the Americas Water Forum that will coordinate efforts to support pro-poor policy reforms in the water and sanitation across the region</li> <li>• As part of the regional support of the project “<i>Improving Solid Waste Management in Managua</i>”, UN-Habitat is implementing the <i>Solid Waste Management Technical and Institutional Assistance Initiative for Central America</i>. In collaboration with the ministries responsible for solid waste management, the four countries, Nicaragua, Guatemala, El Salvador and Costa Rica, are developing national strategies for solid waste management. Sector assessments have been carried out to identify technical assistance priorities and pre-investment initiatives that will form the basis for the strategies.</li> </ul> <p><b>Country Achievements:</b></p> <p><b>Asia and the Pacific</b></p> <ul style="list-style-type: none"> <li>• In <b>Nepal</b>, the Government has issued guidelines on the following based on UN-</li> </ul>

	<p>Habitat’s ongoing support to the water and sanitation national policy formulation process in the country: Urban Environmental Guidelines, Solid Waste Management Act and Guideline, Rain Water Harvesting Guideline and manual and Bagmati Action Plan (improving the environmental management policy for the environmentally sensitive catchment of the Bagmati River). The guidelines have significantly improved the policy environment that will support the implementation of the various urban infrastructure development programmes.</p> <ul style="list-style-type: none"> <li>• In <b>India</b>, through UN-Habitat’s technical support in the implementation of the National Urban Sanitation policy initiatives in the urban local authorities in Madhya Pradesh, participatory poverty and environmental mapping approaches demonstrated have been adopted in the preparation of sanitation plans. City-wide sanitation plans are being developed by the local authority in the city of Gwalior (population 1million) and in a small but growing town of Nasrulanj with a population of 17,000. This approach is influencing policy through the integrated sanitation plans being prepared through the participation of communities in the 50 urban areas in the State of Madhya Pradesh.</li> </ul> <p><b>Latin America and the Caribbean</b></p> <ul style="list-style-type: none"> <li>• In <b>Bolivia</b>, UN-Habitat is providing technical support for the development of new national policies and guidelines for sustainable sanitation and water and hygiene education to be approved by the Ministry of the Environment and Water. In the framework of the MOU UN-Habitat signed with the Inter American Development Bank in 2008, Master Plans are being developed for four cities in Bolivia, La Paz, El Alto, Cochabamba, Santa Cruz and Tarija to expand water and sanitation services.</li> <li>• <b>Mexico:</b> Through an MOU with the Ministry of Social Development, UN-Habitat is providing technical support in policy-integration of appropriate water and sanitation technologies in the operations of country-wide <i>Urban Poverty Alleviation Programme</i>. This includes supporting capacity-building of water operators and strengthening participatory water governance.</li> <li>• In partnership with the Spanish Development Cooperation Agency , UN-Habitat has expanded its Inter-American Development Bank funded (Water and Sanitation Trust Fund programme) <i>“Improving Capacity for Solid Waste Management”</i> in <b>Nicaragua</b> to three more countries in the region; <b>El Salvador, Guatemala, and Costa Rica</b>. Based on the experience from Nicaragua, these countries have also adopted the integrated approach in the management of solid waste and the relevant ministries are implementing the initiatives with technical and institutional support from UN-Habitat.</li> </ul>
<p>(b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services</p> <p><i>Baseline:</i> 2008: 75 institutions</p> <p><i>Targets:</i> 2009: 81 institutions 2011: 93 institutions 2013: 120 institutions</p>	<p><b>Progress on indicator:</b> By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 107 institutions in May 2010. and 92 in October 2009.</p> <p><b>Global and Regional Achievements:</b></p> <ul style="list-style-type: none"> <li>• Through its ongoing partnership with the East African Community (EAC), under the Lake Victoria Region Water and Sanitation Initiative (LWATSAN), UN-Habitat has assisted the Lake Victoria Basin Commission of the EAC in establishing the necessary institutional capacity to play an effective role in expanding access to water and sanitation services in the East African Region. Water and sanitation is now one of the key strategic priorities for the EAC who are now coordinating a number of water and sanitation projects in the region.</li> <li>• Under the regional capacity development programme being implemented under LWATSAN, Municipal Councils and water service providers in 10 towns in 3 countries are receiving training in governance and pro-poor service delivery under a comprehensive capacity development programme. The programme is strengthening the capacities of over 20 institutions and 50 community-based to promote expansion of basic urban services in the Lake Victoria region. .</li> <li>• Institutional capacities for access to and exchange of knowledge and information</li> </ul>

to support expansion and access to water and sanitation services in the Latin American region has been improved. In partnership with the Stockholm Environment Institute and UN-Habitat together with local stakeholders, Decentralized Sustainable Sanitation Knowledge nodes have been established in five countries, Bolivia, Nicaragua, El Salvador, Honduras and Guatemala. The objectives of the knowledge nodes is to expand and promote the integration of sustainable sanitation approaches in their respective countries and are strategically located in institutions that can support their sustainability and effective delivery of their roles. In Central America the knowledge node is hosted by Red de Agua y Saneamiento de Centro America, a coalition of national water and sanitation networks with memberships from universities, civil society organizations, central government, local authorities and service providers. In Bolivia the node is hosted by inter-sectoral government platform for Housing and Basic Services.

**Country Achievements:**

***Africa and Arab States***

- In **Ethiopia**, Addis Ababa, the concept of *non-revenue water* has been adopted. The Addis Ababa Water and Sewerage Authority has institutionalized the process through the establishment of Non-Revenue Water Management Section in all the branch offices. This major policy change at city level has been attributed to the advocacy and promotion of the pro-poor governance and water demand management initiatives through the Water for African Cities project in Addis Ababa. In a support to the Addis Ababa Water Supply and Sewerage Authority, the utility has established a complete water quality monitoring database to facilitate water quality risk management strategies. The support has led to a marked improvement in the information system for water quality monitoring of the Authority.
- In **Kenya**, a sanitation diagnostic study in the Lake Victoria South Water Services Board (LVSWSB) area of jurisdiction (43 districts) to provide a database of appropriate technical solutions and a strategy to improve the sanitation situation in the area has been completed. LVSWSB has adopted the report on the study and are utilising the data generated to inform the implementation of the AFDB financed component support for the Board under the Kenya strategic and investment plans with financial support from AFDB.
- In **Mali**, collaboration with CREPA Mali, a sewerage network has been finalised in Djicoroni Para, a low income settlement of Bamako, for 114 households, about 2000 persons. This has led to improvement in wastewater collection and treatment in this settlement with a direct impact on the water supply source for Bamako, located downstream of the settlement. Sanitation facilities have also been provided in a number of locations in the city and clear strategies. 17 borehole hand pumps have also been rehabilitated to serve about 6000 persons a day in communities in the sub municipalities, and pump operators have been trained to ensure sustainable operations and maintenance of the facilities. The intervention on the boreholes has led to increase in water supply access rate from 36% to 67% in the beneficiary communities.
- **Ghana** – Water quality in the Weija reservoir the source of water for Accra City has been improved through the urban catchment management of the Densu River basin programme. In collaboration with the Ghana Water Resources Commission, UN-Habitat supported targeted capacity building initiatives for institutions in the catchment area, and persistent advocacy and awareness creation of the community living within the catchment. This has fostered a strong collaboration involving a diversity of national institutions and NGOs to work together with the communities in protecting the catchment of the reservoir.
- **Tanzania: In Zanzibar** a pilot rainwater harvesting activity, including training and awareness creation, has been completed in a number of schools. The demonstration has recorded positive attitudinal and cultural changes towards the use of rainwater for sanitation purposes in the school children and the surrounding community members. The intervention is informing the rainwater harvesting component of the ongoing AFDB financed Zanzibar water supply and sanitation project.
- **Nigeria** - Assistance has been provided to the Plateau State Water Board (PSWB)

	<p>in Jos for the improvement of water supplies to the Longwa and Gwarandok communities. These interventions are expected to serve an estimated 40,000 people in the two communities. Unaccounted for water has been reduced from 76% to 54%. Support has been provided to the utility to develop norms, standards and management toolkits to improve the efficiency of its operations. The WSTF programme has also facilitated a partnership between Water Aid (Nigeria) and PSWB which has led to improved pro-poor programming at the Board level and more efficient management of community water supplies</p> <p><b>Asia and the Pacific</b></p> <ul style="list-style-type: none"> <li>• <b>India</b> – A demonstration project for Institutionalization of Door to Door collection of solid waste in one municipal corporation was completed benefitting about 49,000 people. Improved water and sanitation governance is being institutionalized in 4 municipal corporations through UN-Habitat interventions. A demonstration project for Institutionalizing of Door to Door collection of solid waste in one municipal corporation was completed benefitting about 49,000 people.</li> <li>• <b>Nepal</b> - Pro poor WATSAN governance has been adopted by 3 municipalities and 14 small towns. 10 municipalities of Nepal completed poverty mapping through a partnership between UN-Habitat and the Department of Urban Development and Building Construction. Poverty mapping provides a basis for pro poor and gender responsive urban governance. Government is planning to extend these approaches demonstrated by UN-Habitat in all municipalities.</li> </ul> <p><b>Latin America and the Caribbean -</b></p> <ul style="list-style-type: none"> <li>• <b>Nicaragua</b> – Under the Municipal Support of the project “Improving Solid Waste Management (SWM) in Managua”, UN-Habitat has facilitated a process of Strategic SWM Planning with the decision-makers and technical staff of the municipality of Managua. The final strategic plan includes measures to strengthen the SWM institutional set-up, expand access to SWM services in the city, increase SWM financing and cost-recovery and increase public awareness and participation in the planning and implementation of this key municipal service.</li> </ul>
<p><b>Expected Accomplishment 2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services</b></p>	
<p>(a) Percentage of service providers (water and sanitation utilities supported by UN-Habitat) recovering at least 95% operation and maintenance cost of services</p> <p><i>Preliminary baseline 2009: 33%</i> <i>Targets: 2011: 40%; 2013: 50%</i></p> <p>(b) Percentage of consumers of targeted UN-Habitat partner service provider organizations reporting satisfaction with services provided</p> <p><i>Preliminary baseline 2009 water: 79.7%</i> <i>Preliminary baseline 2009 sanitation: 57.7%</i> <i>Targets: 2011: +5</i></p>	<p><b>Progress on indicators:</b> Data from a new survey on the indicator is being collated.</p> <p><b>Regional achievements</b></p> <ul style="list-style-type: none"> <li>• LVWASAN 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. Four of the seven utilities are achieving over 95% cost recovery and one other utility is achieving 86% cost recovery and is on track to achieve the 95% target</li> <li>• Urban Inequities Surveys are now being carried out in the 10 Lake Victoria towns where short term interventions have been completed and the facilities put into operation. Preliminary results from those surveys that have been completed (in 5 towns) indicate significant improvements in the level of satisfaction with water, sanitation and solid waste management services as a result of the UN-Habitat interventions.</li> </ul> <p><b>Country achievements:</b> <i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• <b>Ghana</b> - Installation of 600 consumer meters on water supply connections to consumer premises in the Sabong Zongo area of Accra have been undertaken in collaboration with the Ghana Water Company Limited (GWCL). Preliminary initial results show an increase in revenues for the GWCL as a result of the metering. A GIS platform to accompany a Water Demand Management information gathering process has been put in place at the GWCL. The whole network in the demonstration area as well as consumer locations has been digitized and data to determine unaccounted for water is now being collected.</li> </ul>

<p><i>percentage points in target communities; 2013: +5 percentage points in target communities.</i> +5 percentage points</p>	<ul style="list-style-type: none"> <li>• <b>Kenya</b> - In Naivasha, a public-private-community arrangement has been completed and is operational for the management of borehole water supply and treatment in Mirera Karagita. Tariff levels are negotiated and approved by all stakeholders. This has led to improved interaction between the community, private stakeholders and the company. It has also led to improved operations and maintenance of the water supply chain. A low cost defluoridation system using bone char technology is used for the removal of fluoride from the borehole water. The project has facilitated the local production of the bone char for this purpose in order to ensure its availability in the long term. The capacity of the utility been enhanced through training for the installation of water treatment and supply network as well as their involvement in demonstrations of sanitation facilities and hygiene awareness promotion programmes in selected schools and communities. The capacity of local community groups to undertake solid waste management activities as a business enterprise has also been enhanced. As a result of the intervention neighbouring settlement communities, such as, Kamere and Kasarani, have made demands for replication in their localities.</li> </ul> <p><i>Asia and the Pacific</i></p> <ul style="list-style-type: none"> <li>• <b>Nepal - Four</b> community water systems managed by users' committees have improved services benefiting 15,000 people. This has been attributed to the capacity building of water users committees and empowering communities, particularly women. 2 village development committees and 15 communities achieved "Open Defecation Free" status following the Community Led Total Sanitation Approach. Close coordination with UNDP and UN-Habitat, supported housing project for relocating flood victims through support for WASH component in partnership with Water Supply and Sewerage District Office (WSSDO); This will lead to stronger demand for quality services.</li> </ul>
<p><b>Expected Accomplishment 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services</b></p>	
<p>(a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs</p> <p><i>Baseline and targets being collected</i></p> <p>(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</p> <p><i>Baseline: 25%</i> <i>Target 2011: 22%</i> <i>Target 2013: 20%</i></p>	<p><b>Progress on indicators:</b> Survey data being validated</p> <p><b>Global and regional achievements</b></p> <ul style="list-style-type: none"> <li>• The Monitoring to Inform and Empower Platform launched during Stockholm World Water Week as a global online water and sanitation monitoring data storage and visualisation warehouse is now operational. The platform helps lower the cost and increase the quality and quantity of data collected, closing the gap between reported water and sanitation service provision realities in real time, on the ground. The tool is contributing to more accurate and comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions, and help measure their impacts.</li> <li>• Under the LVWATSAN, 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. 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.</li> </ul> <p><b>Country achievements</b></p> <p><i>Africa and Arab States</i></p> <ul style="list-style-type: none"> <li>• <b>Ethiopia</b> - The water and sanitation facilities constructed through the WAC II programme have benefited the marginalized people in the three participating cities (Addis Ababa, Harar, and Dire Dawa) in terms of water price reduction ranging from 50% to 80% in all the communities where public water points have been installed.</li> <li>• <b>Senegal</b> - In Ngor a poor beach community in Dakar (Senegal) a 1.3 km small bore sewerage network is in operation and is providing the 400 unserved population with access to an improved wastewater collection and treatment facility. A public</li> </ul>

	<p>sanitation block incorporating a biogas plant has also been completed in the community to serve an estimated 200 people per day. These facilities are complementing the World Bank funded PAQPUD project in this poor community</p> <ul style="list-style-type: none"> <li>• Inhabitants of 28 villages around Lac de Guiers in <b>Senegal</b>, a major source of water supply to Dakar, have been assisted to access improved sanitation through 462 household toilet facilities. A micro credit scheme is in place to assist the people in these low income villages to access credit for the sanitation facilities. To allow for the sustainable management of the sanitation facilities provided and to facilitate replication at the end of the pilot interventions, 19 community relays and 32 local masons have been trained. The recovery rate of the loans for the toilet facilities is so far close to 60% and some beneficiaries have already paid all their credit (in less than 9 months). The loan payment period was 15 months.</li> <li>• <b>Mali</b> - 82 household biogas plants have been piloted in Niono, benefitting 656 people. These household biogas facilities are contributing to a reduction in the use of fuel wood.</li> </ul> <p><i>Asia and the Pacific</i></p> <ul style="list-style-type: none"> <li>• <b>Nepal</b> – UN-Habitat supported the development of a Pro poor financing guideline which has been adopted in 14 small towns and one municipality for the provision of services to the poor households and will benefit more than 70,000 people.</li> </ul> <p><i>Latin America and the Caribbean</i></p> <ul style="list-style-type: none"> <li>• <b>Mexico</b> - UN-Habitat has facilitated the establishment of two Water and Sanitation Citizen Observatories in Veracruz and Chiapas. Three more observatories will be established in selected municipalities through a recent agreement of cooperation between UN-Habitat and the Water Advisory.</li> <li>• <b>Nicaragua</b> - UN-Habitat has finalized the work on solid waste management (SWM) strategic planning and institutional strengthening which was designed to develop the institutional capacity of the municipal government of Managua to undertake a strategic planning process for solid waste management and to implement the Strategic SWM Plan.</li> </ul>
<p><b>Opportunities</b></p>	
<ul style="list-style-type: none"> <li>• The ongoing external evaluation of the Water and Sanitation Trust Fund will provide useful information on what is working and what is not working well and why. It will also explore modalities for ensuring long-term sustainability of the Fund.</li> <li>• As the UN Agency mandated to promote socially and environmentally sustainable human settlements development UN Habitat has been assigned by the African Ministers’ Council on Water (AMCOW) to coordinate the parallel session on the theme “water and urbanization” for the upcoming 3rd Africa Water Week. Recommendations from the session will be forwarded to the Executive Committee of the African Ministers of Water for consideration.</li> <li>• The launching of the h2.0 platform opens up significant opportunities to take leadership in a global monitoring pooling movement, to further develop UN-Habitat monitoring methodologies, and to contribute to the Joint Monitoring Programme’s efforts to assess progress towards attainment of the MDG’s.</li> <li>• In Nepal there are opportunities for further collaboration with the Asian Development Bank supported projects in WATSAN sector in emerging towns and municipalities. There are also opportunities for further expansion of poverty mapping exercise in all municipalities of Nepal.</li> <li>• UN-Habitat has recently been identified as the executing agency for the Global Sanitation Fund in Nepal. This provides a good opportunity to further take forward UN-Habitat’s water and sanitation programme in the country and establishes UN-Habitat as a credible partner for similar other initiatives in other countries.</li> <li>• Increased opportunity for collaboration in Bolivia with new agencies created in the water sector and the regional governments.</li> </ul>	
<p><b>Challenges and threats</b></p>	
<ul style="list-style-type: none"> <li>• The reductions in financial contributions by key donors to the Water and Sanitation Trust Fund will have a major impact on the achievement of the programme as it will also directly affect the funds leveraged from partners such as the development banks and the private sector for infrastructure development.</li> <li>• Political transition in Nepal has caused uncertainty in collaboration efforts.</li> <li>• In Mexico, local government elections and transition in the Municipality of Ecatepec have caused delays in project implementation.</li> </ul>	

- Municipal Governments are still in political transition that leads to adjustments in project budgets and scope in Bolivia.
- Establishing projects for improved infrastructure for sustainable urban transport modes require extensive pre-investment activities and consultations with a wide range of stakeholders that are sometimes opposed to new services due to vested interests

#### **Next steps – priorities for 2011**

- Consolidate and strengthen work in Nepal through: Providing support for the development of Urban WATSAN policies, Promoting Community managed WATSAN, Institutional strengthening and capacity building for pro poor urban WATSAN governance and in support the Joint Sector Review in collaboration with the Sector Efficiency Improvement Unit of the Ministry of Physical Planning and Works with the objective of supporting Government in enhancing the performance of the water and sanitation sector, support implementation of the Global Sanitation Fund initiatives in close coordination with the Government of Nepal.
- Implementation of water and sanitation Country Support Strategy in Bolivia.
- Develop an additional project in Nicaragua in cooperation with AMUNIC and the national water regulator INAA which aims to strengthen municipal water operators. This project combines resources of the WATSAN Lac programme and GWOPA programme.
- Implementation of the GEF funded “Sustainable Transport Solutions for East African Cities” to commence.
- Expansion of normative urban transport activities in West Africa and Latin America.

**E. Human settlements finance systems (Focus Area 5), including ERSO**

<b>Strategic result: Increased sustainable financing for affordable and social housing and infrastructure</b>	
<p><b>Indicators :</b></p> <p>(a) Increased financing for sustainable and inclusive cities</p> <p><i>The Baselines and targets will be established.</i></p> <p>The amount of funding leveraged varies from country to country. The highest funding has been leveraged through the ERSO project in the Occupied Palestinian Territories, where US\$500 million has been leveraged over five years (2010-2015). In Nepal, approximately US\$500,000 has been leveraged against the ERSO loan of US\$250 000.</p> <p>b) <i>Increased number of households with improved housing and infrastructure in targeted countries and communities</i></p> <p><i>Baseline: 2008-2009: 128 households; Targets: 2010-2011: 5,000 households; 2012-2013: 15,000 households</i></p> <p>Total number of household reached to date is 800 within this reporting period. This represents an increase of more than 600 households that have benefited from housing and or basic infrastructure since the last reporting period.</p>	
<b>Expected Accomplishment 1: Financing raised for affordable and social housing stock and related infrastructure</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<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></p> <p><i>Baseline: 2009: US\$1,840,000</i> <i>Targets: 2010-2011: US\$ 6,714,084; 2012-2013: US\$ 10,000,000</i></p> <p>(b) % of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and /or people with informal incomes.</p> <p><i>Baseline: 2008-2009: N/A</i> <i>Targets: 2010-2011:5% of housing loans 2012-2013:10% of housing loans</i></p>	<p><b>Progress on indicators:</b></p> <p>a). Total combined loans and grants through SUF and ERSO for the 8 countries is US\$ 9,523,684, with a combined leverage of US\$556,714,084 - meaning that for every dollar that UN-Habitat has invested through its finance programmes, an additional fifty eight dollars has been attracted for affordable housing and infrastructure projects</p> <p>b) A total of 800 low income households are directly benefitting from housing loans and housing and infrastructure improvements through domestic banks and micro finance institutions collaborating with ERSO and SUF in eight countries as of November 2010. This number represents a very small proportion of the combined loan portfolios of the partners, however the targets set for 2011 is 5% and for 2013 we expect to increase the percentage of the loan portfolio going to low income groups.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>To date, grant agreements worth US\$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania. Together with ERSO, these have attracted government commitment of approximately USD 1.9 million; an increase of US\$ 800,000 since the last reporting period. Total combined loans and grants through SUF and ERSO for the 8 countries is US\$ 9,523,684, with combined leverage of US\$556,714,084.</li> <li>UN-Habitat’s convening power and catalytic role for attracting domestic and international investment is increasingly being recognized; government awareness and interest in partnerships to attract private sector finance for social housing is increasing. This is evidenced by the level of contribution at government and municipal levels to both ERSO and SUF programs as the growing demand and interest in these programmes from both financial institutions, and governments.</li> <li>Technical assistance has been provided to local financial facilities, NGO</li> </ul>

	<p>networks and local authorities by UN-Habitat. The beneficiary institutions are increasing their capacity to apply strategic business and financial banking operations. This has led to increased commercial lending for development projects and increased potential for long-term viability of local finance facilities.</p> <ul style="list-style-type: none"> <li>• UN Habitat successfully developed partnerships in 8 countries for mobilizing domestic and international investment capital. 6 local finance facilities have been established in Ghana (2), Indonesia (2), Sri Lanka (1), and Tanzania (1) under SUF and 5 loan agreements under ERSO in Nicaragua, Tanzania, Uganda, Occupied Palestinian Territories and Nepal. These partnerships have attracted commercial lending that has so far benefited 800 households.</li> <li>• Habitat for Humanity International in Nepal has disbursed loans to 15 credit cooperatives/village banks.</li> <li>• In Sri Lanka, the Lanka Financial Services for Underserved Settlements, (LFSUS) local finance facility provides technical assistance and financial packaging for bankable housing and infrastructure projects. LFSUS has three active projects through which a total of 128 households in 3 informal settlements have been upgraded. Commercial loans of over US\$200,000 have been secured as a result of the strong technical assistance and cash-collateral guarantees to encourage lending. Revolving funds and city based pro-poor housing initiatives have established in five cities (Rathnapura, Nuwara-Eliya, Batticaloa, Moratuwa and Kotte) and have been able to raise funding for affordable housing from commercial banks with the support of municipalities.</li> <li>• As a result of UN-Habitat investment of US\$ one million, through its ERSO programme in The Occupied Palestinian Territories, the Affordable Mortgage and Loan Company (AMAL) was officially established and launched by the President in June 2010. AMAL is a Palestinian non-bank housing finance company providing long-term housing finance to low-to middle-income households.</li> <li>• In Malawi, through the efforts of the HPM, UN-Habitat has mobilized US\$190,000 from the One UN Fund which is being used as a revolving fund to promote access to finance for improving household sanitation among the urban poor. This is being done through community saving groups of the Malawi Homeless People's Federation coordinated by the NGO CCODE.</li> <li>• Following the review of the Bangladesh programme noted in the last report, a decision was taken to terminate the contract due to non compliance with the loan agreement.</li> </ul>
<b>Expected Accomplishment 2: Increase in activities in municipal finance and affordable housing finance</b>	
<p>(a) Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure</p> <p><i>Baseline: 2008-2009: 0</i> <i>Targets:</i> <i>2010-2011: US\$ 6,586,438</i> <i>2012-2013: US\$ 10,000,000</i></p> <ul style="list-style-type: none"> <li>• level of affordable housing finance sector activity</li> </ul> <p>Baseline and targets not yet established.</p>	<p><b>Progress on indicators:</b> Under the memoranda signed during the past six months, more than six municipalities have formally committed funds through December 2011 for affordable housing and basic infrastructure, worth USD 6,586,438; US\$ 1,160,000 secured for until 2013. These arrangements are now operational in Yogyakarta and Solo in Indonesia; Temeke and Kinondoni in Tanzania and Tororo in Uganda.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• UN-Habitat has successfully involved six municipalities that have formally committed funds to ongoing projects that will benefit more than 8,000 households with infrastructure and housing in the medium term.</li> <li>• Capacities and awareness of municipalities have been enhanced on pro poor housing activities, municipal finance, infrastructure and affordable housing project design. In Indonesia, two local finance facilities in Yogyakarta and Solo have strongly embedded these aspects in the municipality structure and have made strong contributions to the increase in affordable housing finance supported by the municipality. The two local finance facilities have been instrumental in the establishment of critical processes and systems within the municipalities, and the development of 4 new projects that integrate</li> </ul>

	<p>government, community and commercial lending.</p> <ul style="list-style-type: none"> <li>• In Nicaragua, UN-Habitat has provided innovative technical assistance and capacity building to partners to develop new approaches to municipal funding of infrastructure for low income neighbourhoods, such as through “Promocion del Desarrollo Local” (PRODEL). The support given to PRODEL provided possibilities to the organisation to scale up and reach more beneficiaries in need of basic infrastructure (roads, water, and drainage) and housing loans for improvement or construction. PRODEL also acquired the capacity to assess affordability by the targeted groups.</li> </ul>
<p><b>Strategic opportunities in 2011</b></p>	
<ul style="list-style-type: none"> <li>• Shared platform and partnership between UN-Habitat and other major actors (e.g., UNCDF, Cities Alliance etc.) provide opportunities for scale, effectiveness and efficiency.</li> <li>• Combined SUF and ERSO experiences lead to the potential to be transformative in housing finance (through projects and programmes that combine grant/loan and community contributions).</li> <li>• The Regional Office for Africa and Arab States initiative in combining urban planning and housing development for low income communities provide opportunity for an enhanced collaboration within UN-Habitat</li> </ul>	
<p><b>Challenges and threats</b></p>	
<ul style="list-style-type: none"> <li>• The operational platform for lending within UN-Habitat is not sufficiently robust to administer loans and scale up the programme.</li> <li>• Donor support is not predictable, making it difficult to undertake proper long-term planning and target setting.</li> <li>• Links with other UN-Habitat activities should be strengthened.</li> <li>• The size of funding for the ERSO programme in particular is insufficient to achieve regional balance.</li> <li>• 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.</li> </ul>	
<p><b>Next steps – priorities for 2010</b></p>	
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Completion of a 6<sup>th</sup> ERSO transaction that will have the potential to mobilize large funding possibility.</li> <li>• Continue to provide quality technical assistance support to existing SUF and ERSO projects as well as readiness to collaborate with UN-Habitat and UN other agencies.</li> <li>• Completion of the ERSO evaluation.</li> </ul>	

**F. Excellence in management (Focus Area 6)**

<b>Strategic result: UN-Habitat delivers MTSIP planned results effectively and efficiently</b>	
<p><b>Progress on indicators:</b>            (a) <i>Score on organizational efficiency and effectiveness from staff survey</i>            Baseline 2009: 2.7            Targets 2011: 2.8; 2013: 2.9</p> <p>(b) <i>Score on organizational performance from external evaluations (qualitative indicator)</i>            Pre-MTSIP baseline: <i>In-dept review of UN-Habitat</i> by OIOS (2005) concluded that UN-Habitat was mainly output driven and that an overall corporate framework is lacking.            2009: <i>Assessment – Excellence in Management</i> (June 2009) noted improvements in results orientation, but also noted that some changes were premature to assess.            2010: The <i>MTSIP Peer Review</i> was completed in August 2010 concluded that the MTSIP has led to several positive developments in UN-Habitat: a stronger common vision for the organization has created more enthusiasm and commitment among staff members and reduced internal barriers through better collaboration and a greater focus on shared results. It has also led to strengthened normative and operational linkages at the global, regional and country levels. A number of important administrative reforms have been carried out, but without addressing larger underlying structural challenges, including the organizational structure. An incremental approach to reform has also added considerable costs, owing to the need to maintain overlapping planning and reporting systems and constrained the development of a sufficiently clear and shared organizational culture.</p>	
<b>Expected Accomplishment 1: Staff are empowered to achieve planned results</b>	
<b>Indicator of achievement</b>	<b>Progress/accomplishments</b>
<p>(a) Percentage of staff whose skills set are aligned with their MTSIP compliant job description</p> <p><i>January 2009 preliminary baseline: 60% of professional staff</i>  <i>Targets 2011: 100%</i></p> <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; 2013: 2.8</i>  <i>The scale is 1-5 where 1 is much worse; and 5 is much better.</i></p>	<p><b>Progress on indicators:</b>            (a) Percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up slightly to 94% from 93% in May 2010.            (b) The next staff survey will be conducted in October 2011.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• The <i>staff skills inventory</i> has been rolled out through a phased approach. So far 49% of the targeted staff has finalized the exercise.</li> <li>• Staff Development and Training Strategy are now in place. A Staff Training Plan has been developed in collaboration with the UNON Training Unit, roll out of the training has commenced and complemented by UN-wide online learning tools (Skill port, UNITAR), which are supportive of many of the objectives of the MTSIP.</li> <li>• <i>Performance appraisal of staff</i>: Coaching and practice sessions with pilot teams by an external expert have been conducted and a quick guide to assist staff when they require guidance to go through the performance management cycle has been drafted.</li> <li>• 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 the organization.</li> <li>• The monthly human resources management reporting has undergone significant improvements. Through this report, Division Directors can monitor their performance in human resources management, be held accountable for their performance in this area. The report will reflect internal benchmarking for good practices.</li> <li>• The 2<sup>nd</sup> phase of the implementation of the e-Roster, managing recruitments, has been finalized. As at 1 September 2010, 1, 080 consultant profiles have been registered in the e-Roster.</li> <li>• Access to UN-Habitat publications for staff in non-English speaking out-posted offices has significantly been improved through the establishment of the dynamic translation of UN-Habitat websites, including the Intranet.</li> <li>• As follow-up to the findings of the October 2009 staff survey, a monthly staff</li> </ul>

	<p>newsletter was launched in June 2010 to ensure that all staff are updated on major developments within the organization.</p> <ul style="list-style-type: none"> <li>• The Internal Knowledge Management Strategy has been completed.</li> <li>• Corporate email for all Habitat Programme Managers rolled out to provide them with a faster access to a one-brand UN-Habitat address rather than Gmail and Hotmail accounts for official communication.</li> <li>• Use of online meetings through the WebEx to enable video conferencing between Headquarters and out-posted offices and recording of meetings has increased.</li> </ul>
<p>(c) Reduction in time spent on completion of selected business processes complying with rules and quality standards</p> <p><i>Average selection time of UN-Habitat recruitments</i>  <i>Baseline: 2008: 265</i>  <i>December 2009: 178</i>  <i>December 2010: 174 (target 170)</i>  <i>Targets:</i>  <i>2008- 2009: 170 days;</i>  <i>2010-2011: 150 days;</i>  <i>2012-2013: 130 days.</i></p> <p><i>Average time for IT procurement:</i>  <i>Baseline:</i>  <i>2009: 67 days (3.5 within UN-Habitat and 63 days in UNON)</i></p> <p><i>Targets :</i>  <i>2010-2011: 40 days;</i>  <i>2012-2013: 35 days.</i></p> <p><i>Average time for approval of Cooperation Agreement</i>  <i>Baseline 2008: 11.6 days</i>  <i>October 2010: 10.4 days</i>  <i>Target 2011: 10 days; 2013: 8 days.</i></p> <p><i>Average time (days) for Programme Review Committee review</i>  <i>Baseline 2009: 9</i>  <i>Targets 2011: 8; 2013: 8.</i></p>	<p><b>Progress on indicator:</b>  The average time for recruitment is 174 days. Target of 170 days by the end of 2010 may be a challenge, due to the phasing out of Galaxy, and introduction of INSPIRA, a new recruitment tool. For IT, the average procurement time remains at 50 days as in May 2010. For Cooperation agreements: The average time taken for approval of 90% cooperation agreements remains at 10.4 days, close to the target of 10 days set for 2010. The average time taken for the Programme Review Committee to review project documents is 9 days.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• <i>Travel Database</i>, which is a corporate portal for online filling-in of travel requests, recording and monitoring travel, repository for mission reports, and generating data on the purpose and utilization of travel resources has been developed and is ready for implementation. Target launch date is 15 November 2010. The implementation of the enhanced travel procedures resulted to increased coordination of travel across organizational units, quality missions, cost savings and better use of staffs' time.</li> <li>• <i>Delegations of Authority</i> in respect of contracting consultants and approving travel have been given to the Divisions.</li> <li>• <i>Cooperation Agreement System (CAS)</i> is finally ready for roll-out testing and implementation, coupled with divisional briefings and walk-through sessions commencing early November 2010.</li> <li>• Other supportive business processes with progress include: (a) e-Log system fully functional, with a total of 52 designated users from all Divisions appointed, (b) harmonized financial reporting templates and guidelines have been developed, (c) Resource Mobilization System to coordinate resource mobilization activities at UN-Habitat, donor visits, generate donor reports, and track donor profiles developed.</li> <li>• The Headquarters Programme Review Committee (PRC) reviewed a total of 90 documents (project briefs and documents) from November 2009 to November 2010 and 84 of them were approved.</li> <li>• Staff submitting programme documents were mentored and coached to improve the quality of documents. PRC guidelines and tools were further refined.</li> <li>• An internal report assessing the operations of the PRC was prepared.</li> <li>• Workshops were held in September and October 2010 in Fukuoka, Japan, and Shanghai, P.R.C., to review proposals to strengthen knowledge management and streamline operational procedures for UN-Habitat's humanitarian activities.</li> </ul>
<p><b>Challenges</b></p>	
<ul style="list-style-type: none"> <li>• The delegation of authority learning curve has proven to take longer than anticipated as staff absorb/adapt to the additional responsibilities and accountabilities.</li> <li>• Limited resources (human and financial) resulting in staff dealing with too many initiatives.</li> <li>• Delays in corporate/ UN Secretariat initiatives e.g. IPSAS, UMOJA, INSPIRA can distract from the ability to progress more rapidly.</li> <li>• Staff recruitments may be delayed due to INSPIRA, which still has technical glitches.</li> <li>• Lack of clarity on what constitutes emergency projects for the Programme Review Committee</li> <li>• Improvements to project document quality prior to their review is time consuming and delays the estimated time for clearance by the PRC.</li> </ul>	

<b>Next steps</b>	
<ul style="list-style-type: none"> <li>• <i>Business process improvement</i>: increased focus on strategic business process improvements that will have real impact on facilitating staff empowerment, transparency, and administrative efficiency, including:</li> <li>• (a) Establishment of a procurement review function to ensure all procurement requests are in compliance with due process prior to submission to UNON PTSS/LCC, which saves time and improves quality control on the submissions; (b) The TOR for the Cooperation Agreement Review and Advisory Committee, which will provide a framework for standards and oversight of new UN-Habitat partners (ref. December 2009 MTSIP progress report); (c) Enterprise Risk Management (ERM), review is planned for Q4 2010/Q1 2011; (d) Ongoing support to IPSAS adoption and Enterprise Resource Planning (ERP/UMOJA) implementation.</li> <li>• <i>Alignment of staff skills with the MTSIP</i>: (a) An in-depth analysis of the human resources requirements of each of the focus areas will be done in 2011, subject to the completion of the review of the organizational structure. This analysis will further inform the organization about staff development and training needs as well as workforce planning decisions during the roll-out phase and thereafter; (b) Enhancement of the Staff Development and Training Strategy - in order to strengthen staff competencies through focused training linked to the MTSIP requirements, will follow the in-depth analysis.</li> <li>• <i>Performance appraisal of staff</i>: (a) The Terms of Reference for the Review Committee have been drafted and the Committee will be established in December 2010; (b) A committee to commence the development and implementation of an incentive structure linked to performance management has to be set up.</li> <li>• A customized policy for a <i>Managed Reassignment Programme</i> (mobility programme) will be developed and implemented for General Service staff.</li> <li>• Human resources management: (a) A <i>Field Staff Tracking Database</i> is to be developed as well as a <i>Training Monitoring Tool</i> to monitor compliance with staff training; (b) Human Resource Action Plan targets set for each division; (c) Completion of the HR Field Manual.</li> <li>• Finalization of the Service Level Agreements (Procurement, IT, Finance, HRMS) in Q1, 2011</li> <li>• Clear criteria on what constitutes emergency projects for PRC review to be established by the MTSIP Steering Committee.</li> </ul>	
<b>Expected Accomplishment 2: Institution aligned to deliver MTSIP results</b>	
<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 collaboration across units and divisions and 61% reported improved that collaboration between Headquarters and out posted offices over the last 12 months).</i></p> <p><i>Targets 2011:2.7; 2013: 2.9.</i></p> <p>(b) Number of key restructuring decisions implemented as recommended by organizational review</p> <p><i>Baseline: organizational not yet complete</i></p> <p><i>Target 2013: 100%</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) A new staff survey will be undertaken in 2011.</p> <p>(b) Organizational review not yet completed.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• The MTSIP coordination has been strengthened through allocating senior staff time towards the overall coordination of the work among the Focus Areas.</li> <li>• Senior management has entered into consultations with the new Executive Director on a proposed structural review of UN-Habitat. In addition, an agency-wide portfolio review by an external consultant has been initiated.</li> <li>• Implementation of the UN-Habitat Governance Review has continued in close collaboration with CPR members and UN-Habitat. The Phase II of the Review was finalized and a subsequently a consolidated list of proposed “Quick-Wins” was presented to the 38th regular session of CPR for consideration and approval. While the implementation of the quick-wins is underway, the Phase III has also been launched with an objective to identify recommendations for appropriate revisions of the overall governance structure, protocols, and method of interaction that will strengthen UN-Habitat’s ability to fulfill its mandate.</li> </ul>

<b>Challenges</b>	
<ul style="list-style-type: none"> <li>The transition in leadership of the organization has delayed making major institutional alignment decisions so as to give the Executive Director time to review and consider the current organization and its performance.</li> </ul>	
<b>Next steps</b>	
<ul style="list-style-type: none"> <li>The Governance Review process continues with a focus on the implementation of the “Quick-Wins” and the Phase II.</li> <li>The ongoing consultations with the Executive Director will inform the way forward regarding the organizational review process.</li> </ul>	
<b>Expected Accomplishment 3: RBM principles applied</b>	
<p>(a) Percentage of programmes and projects that are contributing to focus area results</p> <p><i>Baseline: 2008-2009: 95%</i> <i>Targets: 2011: 98%; 2013: 100%</i></p> <p>(b) Willingness to be held accountable for MTSIP results (1-5 scale): 1: Strongly disagree to 5: strongly agree</p> <p><i>Baseline 2009: 2.8</i> <i>Targets: 2011: 2.9; 2013: 3.0</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) Baseline data was collected in October 2009. The next assessment will be done in 2<sup>nd</sup> half of 201; Based on an internal assessment of the Programme Review Committee (PRC), 97% of programmes and projects approved since June 2010 are contributing to focus area results.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li><i>Planning for results:</i> UN-Habitat’s results-based biennial strategic framework for the biennium 2012-2013 endorsed by the Committee on Programme and Coordination (CPC) on 16 June 2010. The 2012-2013 biennial work programme and budget developed and CPR providing inputs.</li> <li><i>Capacity to manage for results:</i> There has been consistent capacity development with external facilitation. A total of over 200 staff members, including regional Office for Latin America and Caribbean (ROLAC) trained in RBM and programme/project management. Training and coaching are critical to creating a results culture in the organization. A four-year training programme on RBM and programme/project management was developed for all levels of staff.</li> <li><i>Monitoring:</i> OIOS rated UN-Habitat A/Green in August 2010 in terms of compliance with monitoring of the work programme in IMDIS (Integrated Monitoring and Documentation Information System), the mandatory monitoring and reporting database for the UN Secretariat.</li> <li><i>Evaluation:</i> The MTSIP Peer Review was completed and its recommendations have received high attention by senior management. The management response to the Peer Review was discussed with the CPR Working Group in October 2010. The evaluation of WUF5 was completed and discussed with the CPR 5 November 010.</li> <li>Currently, 4 strategic evaluations are in progress: the Gender mainstreaming, Youth Programme, the ERSO and the UN-Habitat involvement in “Delivering as One” challenges and opportunities.</li> </ul>
<b>Challenges</b>	
<ul style="list-style-type: none"> <li>There are still gaps in knowledge and application of RBM in the organization.</li> <li>The link between work programme results and project results is weak</li> </ul>	
<b>Next steps</b>	
<ul style="list-style-type: none"> <li>The UN-Habitat strategic planning process at corporate level will to include support to the development of Habitat country programme documents in order to strengthen alignment of country level results to corporate MTSIP results.</li> <li>Strengthen alignment of work programme results with programme/ project results chain.</li> <li>Sustained training in results based management and project management for all staff to strengthen a results orientation in house.</li> <li>Finalize the 2012-2013 work programme and budget and support their review by the ACABQ, UN Comptroller’s Office and the Governing Council.</li> <li>Finalize the preparation of the programme cycle management manual.</li> <li>Statutory monitoring, reporting and feedback of the implementation of the biennial work programme in order to learn and inform current and future programming.</li> <li>Finalize the ongoing strategic evaluations ERSO, Youth Programme and Gender.</li> </ul>	

<b>Expected Accomplishment 4: Financial resources to deliver MTSIP results available</b>	
<p>(a) Degree to which resource targets for non-earmarked and earmarked funding are met <i>Non-earmarked (million US\$):</i> <i>Baseline 2008: 19.9</i> <i>2009: 20 (93% of target)</i> <i>Targets: 2010: 28.5; 2011: 28.5; 2012/2013 targets to be set in work programme and budget.</i></p> <p><i>Earmarked (million US\$):</i> <i>Baseline 2008: 135.4</i> <i>Targets: 2009: 99.5; 2010: 126; 2011: 126; 2012/2013 targets to be set in work programme and budget.</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> <i>Targets: 2010/2011: 74% (earmarked) / 100% (non-earmarked); 2012/2013: being developed (earmarked) / 100% (non-earmarked).</i></p> <p>(c) Degree of transparency in resource allocation decisions <i>Baseline 2009: 2.3</i> <i>2011: 2.5</i> <i>2013: 2.7</i></p>	<p><b>Progress on indicators:</b></p> <p>(a) As of 30 November 2010, US\$13.0 million had been received for non-earmarked funds, which is about 45.6 % of the annual target of US\$28.5million. For earmarked resources, US\$119 million was received in 2010, 94% of the annual target of US\$126 million.</p> <p>(b) For the current biennium so far, it is assessed that while 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, for the earmarked resources, 95% have been allocated to MTSIP focus area priorities in line with the donor agreements.</p> <p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>• In preparation of the 2012-2013 budgets, results-based budgeting principles were introduced emphasising performance and accountability and to provide relevant information for informed and transparent decision making.</li> <li>• An in-house web-based budgeting tool was developed and deployed to align resources with results through a “logical framework” (objectives, expected accomplishments, costed outputs and performance measures by focus area) Therefore the 2012-2013 budget is fully aligned to MTSIP.</li> <li>• Multi-step participatory approach with the respective divisions to align resource requirements to MTSIP and ensure transparency in the allocation of resources to key priority areas was undertaken.</li> <li>• <i>Resource mobilization:</i> (a) the Donor Information System (DIS) has been officially launched and presented to senior managers in order to support the mainstreaming of a corporate approach when dealing with fundraising; (b) joint annual consultations were organized in October 2010 with the development partners that have multi-year agreements with UN-Habitat, namely: Norway, Spain, Sweden and the UK and included a special session with two representatives of each regional group; (c) maintenance and update of the online pipeline projects database has been undertaken; (d) a review of the current reporting mechanisms has been done and recommendation issued to harmonize reports.</li> </ul>
<b>Challenges</b>	
<ul style="list-style-type: none"> <li>• Current global economic crisis has had an adverse impact on the donor funding.</li> <li>• Slow pace in cultural change in resource mobilization towards a corporate approach and lack of consistent adherence to the resource mobilization strategy guidelines.</li> </ul>	
<b>Next steps</b>	
<ul style="list-style-type: none"> <li>• <i>Budgeting and resource allocation:</i> Improvements in the grant management database and its linkage to the donor database to further enhance tracking and reporting of contributions of programmes and projects to MTSIP focus area results; 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.</li> <li>• <i>Resource mobilization:</i> Enhancement of the Donor Information System (DIS) if required. New edition of the catalogue “UN-Habitat Products and Services” for the 23<sup>rd</sup> Session of the Governing Council. Final preparations undertaken to embark on a market analysis in order to have a better understanding of UN-Habitat’s position within the global development aid architecture; aim of the analysis is to develop marketing tools to enable the organization</li> </ul>	

effectively enhancing its profile amongst Development Partners. Finalization of a portfolio review assessing the efficiency and efficacy of UN-Habitat programmes and projects. Planning of Donor/Development Partners Event during the Governing Council.

### Enhanced normative and operational framework

<b>Enhanced normative and operational framework (ENOF)</b>	
<p>ENOF is designed to enhance cohesion, alignment, collaboration and guide UN-Habitat in-country activities. In order to improve policy integration and programmatic coherence at country level, the ENOF Task Force has identified the development of Habitat Country Programme Documents (HCPDs), integration of urban issues into national development strategies and United Nations Development Assistance Frameworks (UNDAFs) as well as the establishment of National Urban Forums (NUFs) key components in implementing ENOF</p>	
<b>Achievements</b>	
<i>HCPDs</i>	HCPDs: Evaluation of the first 33 HCPDs was completed in July 2010, with recommendations, including one on updating HCPDs to bring the ENOF agenda closer to partners at country level. The HCPDs are being revised.
<i>National Urban Forums</i>	To-date, 20 National Urban Forums, up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for urban campaign and other public debates on urban issues at national level. The level of engagement and capacities are however still varied and continued from support through HPMS is required.
<i>Integration of Urban issues into UNDAFs, National Priorities.</i>	<p>Integration of urban issues and UNDAFs and national priorities: Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and into 38 National Development plans, up from 20 in 2009</p> <p>An “Evaluation of UN-Habitat involvement in “Delivering as One” initiative: Challenges and Opportunities”, is on ongoing.</p>
<i>Inter-divisional collaboration</i>	<p>Using the approved criteria, 29 Countries, in Africa, Arab States, Asia-Pacific and Latin America and the Caribbean have been selected by the ENOF Taskforce as “focus” countries to facilitate development of programmes and activities in the context of ENOF. Through inter-divisional collaboration, relevant national level stakeholders and implementation partners including national and local governments, civil society, and private sector are being identified in selected countries.</p> <p>Inter-divisional work with UN-Habitat at country level is improving. Various programmes are being implemented in ENOF context including: Slum upgrading (Burundi, Cape Verde, Ghana, Indonesia, Mali, Tanzania); Safer Cities (Kenya and Tanzania); GLTN Ethiopia, Botswana, Haiti, Senegal, South Africa, India, Pakistan, Grenada, Indonesia); WATSAN ( Africa, Asia, Latin America); CCCI (Senegal, Philippines).</p>
<b>Challenges</b>	
<p><i>i) Limited financial and institutional support provided to the policy implementation branch of UN-HABITAT in its coordinating role of ENOF; ii) lack of active collaboration by the normative division to align its planning with the effective demand at country level, and finally iii) the harmonization for ENOF with UNDAF processes to comply with the “ONE UN” objective</i></p>	

#### **IV Strategic directions ahead**

From the report, there are positive indications of progress. However, there are areas where progress is slow and concrete actions are needed. UN-Habitat continues to strive for improvements in Excellence in Management, and is not yet satisfied with progress. Several actions have been taken that have strengthened the foundation for results-based management. The Secretariat will pay special attention to these follow-up actions to keep the MTSIP implementation on track:

- Implementation of the resource mobilization strategy
- Implementation of the MTSIP Peer Review recommendations.
- Finalization of the Focus Area strategy/policy papers in order to provide further guidance to the Focus Areas with greater clarity of concepts and focus reflecting the priority country focus under ENOF.
- Exploring of ways to address emerging programme priorities that raise the global urban agenda including: cities and climate change; city/municipal financing, urban planning for sustainable cities; and addressing the needs of the urban poor including urban mobility and energy.
- Implement phase 3 of the joint CPR and the Secretariat review of UN-Habitat's governance structure.
- To update and revise the indicators to measure MTSIP results.
- Preparations for the twenty-third session of the Governing Council.

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**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

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**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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<b>Focus Area Strategic Results</b>	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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<b>Expected Accomplishments</b>	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

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	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>		
<b>Expected Accomplishments</b>	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>
<b>Sub-Expected Accomplishments</b>	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

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	Inclusive urban planning, management and governance (UPMG) improved at national and local levels		
<u>Indicators</u>	<ul style="list-style-type: none"> <li>a) <i>Number of countries promoting comprehensive UPMG, including the economy, ecology and equity dimensions of sustainable urbanization</i></li> <li>b) <i>Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems</i></li> </ul>		
<b>Expected Accomplishments</b>	1 Improved policies, legislation and strategies support inclusive UPMG	2 Strengthened institutions promote inclusive UPMG	3 Improved implementation of inclusive UPMG
<u>Indicators</u>	<ul style="list-style-type: none"> <li>a) <i>Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles</i></li> <li>b) <i>Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures</i></li> </ul>	<ul style="list-style-type: none"> <li>a) <i>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions.</i></li> </ul>	<ul style="list-style-type: none"> <li>a) <i>Number of cities implementing inclusive UPMG</i></li> </ul>
<b>Sub-Expected Accomplishments</b>	<ul style="list-style-type: none"> <li>1.1 Improved policy analysis</li> <li>1.2 Policy advocacy improved, including through Campaign (see FA1)</li> <li>1.3 Increased application of best policy practices</li> <li>1.4 Effective policies and strategies related to UPMG, including in crisis-prone and post-crisis human settlements contexts</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Strengthened organisational structures and processes for UPMG</li> <li>2.2 Improved competencies and enhanced base of human resources for UPMG</li> <li>2.3 Improved development of, access to and application of tools for UPMG</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Improved inclusive action planning</li> <li>3.2 Enhanced strategic partnerships for UPMG</li> <li>3.3 Improved management of financial resources for UPMG</li> <li>3.4 Improved capacity to apply UPMG, including in crisis-prone and post-crisis human settlements contexts</li> </ul>

# Focus Area 3

Promotion of pro-poor land and housing  
Results framework

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	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>		
<b>Expected Accomplishments</b>	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>
<b>Sub-Expected Accomplishments</b>	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

<b>Goal</b>	Sustainable urbanization principles drive policy and practice		
<b>Strategic Result</b>	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"> <li>a) Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.</li> <li>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.</li> </ul>		
<b>Expected Accomplishments</b>	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"> <li>a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</li> <li>b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services</li> </ul>	<ul style="list-style-type: none"> <li>a) Percentage of service providers recovering at least operation and maintenance cost of services</li> <li>b) Percentage of consumers of UN-HABITAT partner service provider organizations reporting satisfaction with services provided</li> </ul>	<ul style="list-style-type: none"> <li>a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs</li> <li>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</li> </ul>
<b>Sub-Expected Accomplishments</b>	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

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**Goal** Sustainable urbanization principles drive policy and practice

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**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**

1	Financing raised for and increases recorded in affordable and social housing stock and related infrastructure	2	Increase in activities in municipal finance and affordable housing finance (globally, excluding OECD countries)
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Indicators

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>	a)	<i>Level of municipal finance sector activity</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>	b)	<i>Level of affordable housing finance sector activity</i>

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**Sub-Expected Accomplishments**

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

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

**Sub-Expected Accomplishments**

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