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

MTSIP Strategic Result Sustainable urbanization principles drive policy and practice

Indicators

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

Focus Area 1

Effective advocacy, monitoring and partnerships
Results framework

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

Focus Area 2

Promotion of Participatory Planning, Management & Governance
Results framework

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

Focus Area 3

Promotion of pro-poor land and housing
Results framework

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

Focus Area 4

Environmentally sound basic urban infrastructure and services
Results framework

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

Focus Area 5

Strengthened human settlements finance systems
Results framework

Goal Sustainable urbanization principles drive policy and practice

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

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

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

1.1 Strengthened staff competencies related to the MTSIP	2.1 Rationalised organisational structure	3.1 Programmes derived from MTSIP results	4.1 Effective mobilisation of resources to achieve MTSIP results
1.2 Knowledge management systems effectively utilised	2.2 MTSIP focus area result delivery system operational	3.2 Performance measurement and evaluation informs decision-making and programming	4.2 Allocation of resources to MTSIP priority results
1.3 Incentive structure for performance in place		3.3 Quality standards consistently applied in the achievement of planned results	
1.4 Delegation of authority within an accountability framework			
1.5 Efficient business processes applied			