

**STRATEGIC FRAMEWORK
OF THE
UN-HABITAT
FOR THE PERIOD
2014–2015**



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Programme planning

Strategic framework for the period 2014-2015

Part two: biennial programme plan

Programme 12

Human settlements

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Overall Orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the Commission on Human Settlements and the United Nations Centre for Human Settlements (Habitat), including the United Nations Habitat and Human Settlements Foundation, into UN-Habitat. The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable

Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation. Through Assembly resolution 65/1, Member States committed themselves to continue working towards cities without slums, beyond current targets, by reducing slum populations and improving the lives of slum-dwellers.

12.2 The Governing Council of UN-Habitat, through its resolution 23/11 of April 2011, requested the Programme to prepare a six-year strategic plan for the period 2014-2019, which forms the basis for the strategic framework and the work programme and budget for the biennium 2014-2015. The plan takes into account the lessons learned from implementation of the medium-term strategic and institutional plan of 2008-2013 outlined in a peer review of the medium-term strategic and institutional plan and biannual progress reports on implementation of the medium-term strategic and institutional plan. The strategic framework is aligned to the strategic plan, in line with Governing Council resolution 23/11.

12.3 A peer review of the implementation of the medium-term strategic and institutional plan (2008-2013) carried out in 2010 recommended that the next Executive Director of UN-Habitat should consider a new organizational structure with the aim of achieving better alignment with the focus areas of the plan. Achievement of results within the focus areas of the plan should be the primary motivation for any such reorganization. UN-

Habitat started the review of its organizational structure in February 2011. The new organizational structure took into account the following key recommendations of the peer review: establishment of an organizational structure to better achieve expected accomplishments; establishment of a unified planning, monitoring and reporting function; transparent definition of programme priorities; and establishment of an independent evaluation function. The new organization structure is aligned to the programme structure, thus simplifying accounting and reporting and enhancing accountability and transparency.

12.4 The following seven substantive thematic subprogrammes align with the new structure, and their results are delivered by seven different thematic branches, jointly with regional offices and the project office:

- (a) Subprogramme 1: Urban legislation, land and governance;
- (b) Subprogramme 2: Urban planning and design;
- (c) Subprogramme 3: Urban economy;
- (d) Subprogramme 4: Urban basic services;
- (e) Subprogramme 5: Housing and slum upgrading;
- (f) Subprogramme 6: Risk reduction and rehabilitation;
- (g) Subprogramme 7: Research and capacity development.

12.5 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards

urbanization, with 6 out of every 10 people in the world expected to be residing in urban areas by 2030. Over 90 per cent of this growth will take place in Africa, Asia, Latin America and the Caribbean. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population. The developing countries, many of which are ill equipped to address these challenges, have to deal with a youth bulge, whereby 60 per cent of their urban inhabitants will be under the age of 18 by 2030. Conversely, most developed countries and countries with economies in transition, as well as some developing countries face the challenge of an ageing urban population and declining fertility that requires increased health care, recreation, transportation and other facilities for the elderly.

- 12.6 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly towards global warming and up to 70 per cent of the world's total greenhouse gas emissions. This negatively affects the world's estimated 1 billion vulnerable slum-dwellers who are not adequately protected by construction and land-use planning regulations and who do not possess sufficient resources to improve their own lives. In many developing countries, changes in agricultural productivity are caused by multiple factors, among them climate change-related shifts in weather patterns,

under-investment in agriculture, as well as conflict over scarce resources. These factors are partly responsible for pushing many rural residents into urban areas. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

12.7 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater. Between one third and one half of the solid waste generated within most cities in low and middle-income countries is not collected. Worldwide, 2.5 billion people lack basic sanitation and 1.2 billion lack access to safe drinking water. Although the Millennium Development Goals (MDGs) target on drinking water has been achieved, the progress has been uneven, with only 61 per cent of the people in Sub-Saharan Africa having access to improved water supply sources compared with 90 per cent or more in Latin America and the Caribbean, Northern Africa and large parts of Asia.

12.8 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects. The slump in economic growth could

adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority, and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. Unemployment remains high, with the global unemployment rate for 2010 being 6.2 per cent and youth unemployment being three times higher than that of adults, globally.

12.9 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Urban poverty is also associated with social exclusion. In some contexts, the presence of displaced populations adds an additional layer of complexity to issues of urban poverty. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12.10 During the 2014-2015 biennium, UN-Habitat will implement its programme of work through its seven thematic subprogrammes. As the United Nations focal point on human settlements, the Programme will lead advocacy efforts to raise awareness on sustainable urbanization issues; provide evidence-based policy advice; build capacities; develop tools, norms and standards based on best practices; work on demonstration projects; and provide assistance to Governments, local authorities and other

public institutions responsible for urban issues. UN-Habitat regional offices will play a critical role in implementing programmes and projects at the country and regional levels, working closely with partners and other United Nations agencies.

12.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

12.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of

decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land-use, diversity and better connectivity.

12.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, creation of decent urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

12.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

- 12.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums. In this work, the subprogramme will promote the active participation of residents and their grass-roots organizations in the formulation, prioritization, implementation and post-implementation phases of both formal housing development and slum upgrading.
- 12.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme, respectively, in partnership with the United Nations International Strategy for Disaster Reduction and the Making Resilient Cities Campaign. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response. The five key entry points for urban risk reduction and post-crisis reconstruction will be: shelter and housing; basic infrastructure and services; land use and tenure; climate change and urban environment; and economic recovery and livelihoods.
- 12.17 Subprogramme 7, Research and capacity development, will monitor the slum target of the Millennium Development Goals and, in general, the

Habitat Agenda. The *World's Cities Report* will report the results of global monitoring and assessment work to Governments and Habitat Agenda partners. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge and the establishment of urban platforms, the urban observatories that collect and analyse data on indicators. Information and knowledge on best practices and lessons learned in terms of policies, programmes and institutional arrangements that are fit-for-purpose for different urban contexts and urban services delivery systems will be collected and disseminated as part of an agency-wide cross-cutting activity. Collection will be done from programmes implemented by the agency and by Habitat Agenda partners. Such knowledge will be used to inform the design of new programmes by the agency and/or partners, as well as in capacity development and advisory services. Also at the country level, the subprogramme will provide expertise in developing institutional and individual capacities to ensure that the delivery of evidence-based policies and programmes benefit urban stakeholders.

- 12.18 UN-Habitat's six year strategic plan is implemented through the biennial work programmes and resources funded from the regular budget and extrabudgetary resources. All technical cooperation work undertaken by UN-Habitat is fully aligned to and contributes to the expected accomplishments or expected accomplishments of the approved biennial

work programme. UN-Habitat has put in place mechanisms to strengthen the linkage between all programmes and projects undertaken in the field to the approved work programme and resources funded through regular budget and extrabudgetary resources. Senior managers and the Programme Advisory Groups are accountable for ensuring that there is clear alignment programmatic alignment to expected accomplishments and outputs.

12.19 The delivery of UN-Habitat's work programme at the regional and country levels, is led by the regional offices, taking into account national priorities highlighted by the Habitat country programme documents and national urban policies developed under the guidance of UN-Habitat. Regional offices will operate, where possible, within the United Nations Development Assistance Framework to deliver as one with sister agencies. To ensure that the normative work of UN-Habitat is mainstreamed into technical cooperation activities, relevant thematic branches take an active role in concept development, planning, implementation, and evaluation of technical cooperation field projects. Lessons learnt from country programmes are also integrated into updated policies and strategies.

12.20 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, as well as that they participate and benefit from UN-Habitat's normative and operational programmes. UN-Habitat will assess the gender implications of all planned normative and operational programmes, and work with the

Advisory Group on Gender Issues to enhance gender sensitive interventions and policies that support women. The efforts of UN-Habitat in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (General Assembly resolution 60/1).

12.21 Special attention will also be given to other cross-cutting issues such as youth, human rights, partnerships and climate change. All cross-cutting issues will be mainstreamed throughout the seven subprogrammes, ensuring that all policies, knowledge management tools and operational activities, incorporate these issues in their design and implementation. Work on the cross-cutting issues will follow a two-track approach consisting of mainstreaming and issue-specific projects. Mainstreaming of cross-cutting issues will ensure that these issues are integrated in the work of all focus areas, both conceptually and in operational projects. Issue-specific projects will seek to fill identified gaps in the field and will be located in the appropriate subprogramme. Specific normative and operational projects will be located in the most appropriate subprogramme, depending on their substantive content.

12.22 Therefore, the Project Office will be responsible for mainstreaming cross-cutting issues across all seven sub-programmes and for the overall coordination of UN-Habitat's project portfolio by supporting implementation of the project management cycle from project strategy,

resources, formulation, approval, and implementation to monitoring. It will strengthen the project development and management processes and ensure efficient and effective implementation of the project management cycle as well as increase the impact of UN-Habitat's interventions at regional, national and local levels.

12.23 The Project Advisory Group, an in-house peer review mechanism, will ensure that cross cutting issues are consistently incorporated in all projects at design stage, during implementation and at completion. This is done systematically for all project documents including those to be implemented in countries which are not beneficiaries of the United Nations operational activities for development. Environmental issues considered include ecological impacts, necessary safeguards to prevent negative environmental and social impacts as well as how the ecological environment will be preserved during and after the project. Gender issues focus on the inclusion and participation of women in project implementation, including how the project will improve their status and gender equality and the benefits they derive from the project, as well as resources set aside for gender issues by the project. Human rights issues considered include safeguards that the project puts in place to ensure that human rights are not violated during implementation of the project (for example through evictions and discrimination).

- 12.24 While each branch will lead the implementation of its corresponding subprogramme, all branches will work closely and collaborate in implementing planned activities.
- 12.25 During the period, UN-Habitat will evaluate a significantly higher proportion of projects and programmes. The programme of work will also incorporate lessons learned best practices and the conclusions and recommendations of the sessions of the World Urban Forum. Special efforts will be made to promote North-South and South-South cooperation and exchange of experiences, as well as triangular cooperation.
- 12.26 In executing its programme of work, UN-Habitat will cooperate and collaborate with other United Nations organizations to deliver its planned global results. It will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, Habitat national forums, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy. The biennial World Urban Forum to be held in 2014 and the World Urban Campaign launched in March 2010, are some of the mechanisms for global advocacy on human settlement issues and for cooperation with Governments and Habitat Agenda partners.
- 12.27 The development of the six year strategic plan for 2014-2019 was completed in October 2012 by which time the strategic framework for 2014-2015 had

been reviewed by the Committee on Programme Coordination (CPC) in its 52nd session in June 2012 and subsequently approved by the General Assembly in December 2012. Therefore, UN-Habitat is proposing to revise the 2014-2015 Strategic Framework in line with resolution 23/11 of the Governing Council of UN-Habitat for consideration by the CPC during its 53rd session in the consolidated report on the changes to the biennial programme plan as reflected in the programme budget for the biennium 2014-2015.

Subprogramme 1

Urban Legislation, Land and Governance

Objective of the Organization: To increase access to urban land, adoption of enabling urban legislation, and establishment of decentralized governance that foster equitable sustainable urban development, including urban safety.

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, urban planning and finance	(a) Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance and finance with the technical support of UN-Habitat

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| <p>(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities</p> | <p>(b) Number of programmes to improve security of tenure for the vulnerable groups, including women, youth, indigenous people and minorities implemented by partner local and national governments and other Habitat Agenda partners</p> |
| <p>(c) Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralised governance and inclusive urban management and safety</p> | <p>(c) (i) Number of partner local and national authorities and other Habitat Agenda Partners that have adopted the guidelines on decentralisation and access to basic services for all.</p> <p>(ii) Number of partner local and national authorities that have adopted local crime prevention strategies</p> |
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Strategy

12.28 The Responsibility for the subprogramme is vested in the Urban Legislation, Land and Governance Branch. The subprogramme is aligned

with focus area 1 of the six-year strategic plan for 2014–2019, which will be implemented jointly by the Urban Legislation, Land and Governance Branch, regional offices of UN-Habitat and the Project Office. The Branch will support projects that bring about upstream systemic changes, as well as those which deliver results such as an increased supply of serviced land for the expansion of cities. The expected accomplishments will be realized through a range of interrelated strategies and interventions, including the following:

- (a) Creating and nurturing an urban network that will engage in knowledge creation, dissemination, advocacy and maximizing the impact of interventions. The network strategy will draw on the in-house experience of bringing together key stakeholders under a shared agenda, values, and a common goal. Following the same principles, a global network on safer cities will contribute to city-to-city dialogue and exchange visions on urban safety public policies;
- (b) Piloting tools in the field through demonstration projects, some of which will be set out in manuals and guidelines;
- (c) Developing the capacity of local and national authorities and other Habitat Agenda partners, including carrying out the comprehensive capacity assessment of tools for each area of work. Tools such as business process mapping will be used to look critically at institutions and identify

ineffectual practices, promote learning and provide technical advisory support that can align organizational capacities with proposed interventions or reforms;

(d) Developing new knowledge and documenting existing good practice. From a legal standpoint, such tools as legislation for land readjustment and planning, among others, will be identified, and developed and adapted as appropriate. The expected accomplishments will be realized through the application of tools and services and by deploying in-house capacity and pooling the expertise of partners;

(e) Working across government departments in urban planning, land, and local government finance in specific geographic areas will facilitate synergy and organizational coherence. There will also be sharing of expertise, tools and instruments for planning, implementation and evaluation to achieve better coordination between, and within, activities that are led from headquarters and the field;

(f) Drawing on experience from the Global Land Tool Network, a number of initiatives – the core of which is a web-based legal facility – will be used to draw in partners, supply a database of legislation, provide a roster of urban legal consultants, and build and disseminate knowledge. These will target national Governments, cities and Habitat Agenda partners. In order to multiply the results of intervention, this facility will

also open up advocacy and communication modules for governance activities;

(g) Taking note of current contextual regional and local characteristics, developments and challenges. The work on governance, social cohesion and urban safety will address those specificities, and design and implement region-specific strategies and programmes;

(h) Implementing country and city-level activities will be important. Certain governance issues will need national entry points, while others will be addressed through city-level engagement;

(i) Identifying and focusing on quick wins, high-impact and low-cost interventions will also be important. Urban legal interventions will have city-wide, subnational and national interfaces, depending on the level or levels at which the legislation is enacted in a given country (local, state or national levels).

Subprogramme 2

Urban Planning and Design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at city, regional and national levels.

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	(a) Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities
(b) Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	(b) Number of partner cities, that have adopted policies, plans and designs for compact, integrated and connected cities and neighbourhoods

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| <p>(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities</p> | <p>(c) Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation</p> |
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Strategy

12.29 The responsibility for the subprogramme is vested in the Urban Planning and Design Branch. Subprogramme 2 is aligned with focus area 2 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Planning and Design Branch, all the regional offices of UN-Habitat and the Project Office. The strategy for achieving the expected accomplishments is informed by evidence-based best practice and lessons learned from experience. The strategy for implementing the programme of work is as follows:

- (a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, ensuring mixed land-use, diversity, better social capital, innovation and improved connectivity in order to take advantage of agglomeration of economies and to minimize mobility

demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, on a scale commensurate with the challenges faced, in a phased approach and with a view to fostering job creation and the development of social capital. The approach will build on local cultural values and will promote endogenous development within the context of regional, national and global development;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization, as broadly provided for by the International Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(c) Developing at the regional and global levels a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design on various scales, including slum and neighbourhood, city, regional, national and supranational scales;

(d) Making such approaches, guidelines and tools available to city, subnational and national Governments;

(e) Building capacity at local, national and global levels, supported by dedicated strategies and programmes, including human resources, tool

development, organizational development and institutional strengthening components;

(f) Ensuring that urban plans and designs are accompanied by effective implementation mechanisms, in consultation with all relevant sectors and actors;

(g) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies that have the collective financial resources, infrastructure and expertise to work with the subprogramme;

(h) Working within the United Nations country team framework to mainstream urban planning and design within the overall approach to urban sector support.

Subprogramme 3

Urban Economy

Objective of the Organization: To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance

Expected accomplishments of the

Secretariat	Indicators of achievement
<p>(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth.</p>	<p>(a) (i) Number of partner cities that prepared local economic development plans</p> <p>(ii) Number of partner cities that set priorities based on local economic assessment</p>
<p>(b) Improved capacity of partner cities to adopt urban policies and programs supportive of increased employment, livelihoods and opportunities and with focus on urban youth and women</p>	<p>(b) Number of partner cities that have adopted programs supportive of increased employment opportunities and livelihoods with focus on urban youth and women</p>
<p>(c) Improved capacity of partner cities to adopt policies, plans and</p>	<p>(c) Number of partner cities that have adopted programs and strategies for</p>

strategies for improved urban and
municipal finance

improved urban and municipal finance

Strategy

12.30 Responsibility for subprogramme 3 rests with the Urban Economy Branch, which leads the implementation of the subprogramme. Subprogramme 3 is aligned with focus area 3 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Economy Branch, all the regional offices of UN-Habitat and the Project Office. The subprogramme is dedicated to strengthening the capacity of cities to create resources that will enable equitable economic development, employment creation and financing of urban growth, with a focus on the specific needs of youth, women and other vulnerable groups. The subprogramme will take the lead in applying urban economic approaches to realize the objective of sustainable urbanization. The subprogramme will seek to scale up interventions and play a catalytic role, along with established partners, in building capacity for integrated economic approaches to management, planning and financing of cities. The subprogramme will apply its tools on economic analysis, strategies and approaches to support economic development components, articulation and linkage with the work of other subprogrammes, such as planning, basic urban services, land and housing.

The strategies for achieving the expected accomplishments include the following:

- (a) Working through regional offices and key partners at national, regional and global level, the subprogramme will customize region-specific tools, strategies and policies to provide cities with innovative economic solutions to manage their growth in a sustainable manner;
- (b) Using as leverage the experience gathered by UN-Habitat in developing and field-testing a number of local economic development and financial management toolkits, the subprogramme will work with cities to develop integrated approaches to improve their productivity and competitiveness by building upon local capacity. This will be achieved by supporting the design and implementation of inclusive city-wide economic development policies and strategies in partnership with local authorities, community leaders, the private sector and other intergovernmental organizations;
- (c) Advocating best practice in the area of city-wide economic development, shared through the implementation of projects in partner cities;
- (d) Identifying, developing, testing and disseminating appropriate forms of municipal financing to fund urban development in cities to manage their growth more effectively. The subprogramme will work closely with the urban legislation team to ensure an enabling legislative environment for municipalities to operate and improve upon;

- (e) Assisting local authorities in improving current operational efficiency and accessing sources of finance by building capacity to deploy innovative municipal revenue generation mechanisms and harnessing local assets, leading to improved local service delivery and infrastructure;
- (f) Supporting the design and implementation of economic empowerment models for young men and women, based on UN-Habitat experience of implementing one-stop centres and managing Urban Youth Fund projects;
- (g) Increasing the access of young people to entrepreneurship, livelihoods and incomes, and developing model programmes derived from best practice to build the capacity of local authorities and youth non-governmental organizations to mainstream such factors into their programmes and services;
- (h) Stepping up existing partnerships with Habitat Agenda partners and United Nations agencies to provide partner cities with state-of-the-art tools, thereby building better synergy between local authorities and other key partners, to seize emerging economic development opportunities, and to tackle the challenges posed by unemployment and the lack of income-generating opportunities.

Subprogramme 4

Urban Basic Services

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor.

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing policies and the International Guidelines on Decentralization and Access to basic services for all
(b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries with a focus on the urban poor	(b) Amount of investments into urban basic services catalysed by UN-Habitat programs in partner countries
(c) Increase in the use of sustainable urban basic services in partner cities	(c) (i) Percentage of consumers in partner cities with access to sustainable water and sanitation services (ii) Percentage of households in

partner cities using sustainable energy supply

(iii) Percentage of population in partner cities using sustainable modes of transport

Strategy

12.31 Substantive responsibility for this subprogramme is vested within the Urban Basic Services branch. Subprogramme 4 is aligned with focus area 4 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Basic Services Branch, all the regional offices of UN-Habitat and the Project Office. A key focus of subprogramme 4 is the strengthening of policies and institutional frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor. Policy and technical assistance will be provided to partner cities and regional and national authorities as follows: first, to rehabilitate and expand urban infrastructure and services to keep pace with growing demand; second, to ensure institutional efficiency and effectiveness in service provision; and third to provide adequate levels of service for the urban poor. The subprogramme will take into account the needs and priorities of women, men and vulnerable groups in decision-making and the implementation of projects, and will address the gender

imbalances and inequalities in the provision of sustainable water and sanitation, urban infrastructure, energy, transport and waste management. The strategies for achieving the results in the four programmatic clusters of urban mobility, urban energy, water and sanitation, and urban waste management will be as follows:

- (a) The subprogramme will promote sustainable mobility options with a particular emphasis on the needs of the urban poor in developing countries. The central task will be to encourage transport policies and investments that contribute to improved urban productivity, reduce energy consumption and promote better living and working conditions for urban residents. Focus will be on three strategic areas: global advocacy; knowledge dissemination and technical assistance in the development of national policy frameworks; and investment strategies for enabling sustainable urban mobility;
- (b) Increasing access to modern, clean and reliable energy services for the urban poor. Emphasis will also be on energy efficiency and the use of renewable energy technologies by promoting renewable energy technologies and mainstreaming energy efficiency measures into housing policies, building codes and building practices. Key activities will include demonstration projects, advocacy and raising awareness of the importance of energy for sustainable and equitable development and participatory engagement in policy and legislation;

(c) Supporting efforts by Governments in developing countries in their pursuit of the Millennium Development Goals for water and sanitation.

This will be achieved through city-level demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. Focus will also be placed on advocacy and support for water and sanitation-related political processes, events to raise the profile of pro-poor urban water and sanitation issues and their integration into sector policy and practice;

(d) Enhancing the capacity of local actors in solid waste and wastewater management. Support will be provided for pilot demonstration projects, including technical assistance in setting-up community-based solid waste management systems;

(e) The subprogramme will catalyse the flow of investment into urban basic services by forging strategic partnerships with regional development banks and bilateral donors. UN-Habitat will provide pre-investment resources and the development banks will provide resources for the capital-intensive components of the interventions. The catalytic role will also be achieved through city-level model demonstration projects, institutional strengthening of service providers and engagement in national policy and reform processes. The subprogramme will engage in advocacy efforts with other development partners with financial resources to replicate and scale up successful model projects.

Subprogramme 5

Housing and Slum Upgrading

Objective of the Organization: To increase access to adequate housing and the standard of living in existing slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated	(a) (i) Number of local, regional and national authorities, as well as regional and international forums, organizations and partners, that have joined the Global Housing Strategy (ii) Number of partner countries that are working towards the realisation of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced evictions (iii) Number of countries that are implementing sustainable building codes and regulations

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| <p>(b) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented.</p> | <p>(b) (i) Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented</p> <p>(ii) Increased number of partner national authorities commencing the implementation of slum upgrading programmes</p> |
| <p>(c) National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community level</p> | <p>(c) Number of city and community development plans formulated and implemented based on the national housing, slum upgrading and prevention strategies and programmes</p> |
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Strategy

12.32 Responsibility for implementing subprogramme 5 is vested in the Housing and Slum Upgrading Branch. This subprogramme is aligned with focus area 5 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Housing and Slum Upgrading Branch in collaboration with other branches as appropriate, the regional offices of UN-Habitat and the

Project Office. This subprogramme will make a substantive and progressive contribution to the achievement of the Millennium Declaration and the Johannesburg Plan of Implementation, targeting slums. The strategy for implementing the work programme is based on a twin-track approach that focuses on improving the supply and affordability of serviced land and new housing opportunities at a scale that will both curb the growth of existing slums and the creation of new slums, while also implementing city-wide and national slum upgrading programmes to improve housing conditions and the quality of living conditions in existing slums. In summary, the strategy, through the development of the Global Housing Strategy to the Year 2025 and its implementation, will comprise the following elements:

(a) Evaluation of the results of the Global Strategy for Shelter to the year 2000, to understand both its achievements and its failures through the analysis of case studies and the identification of best practice, innovative approaches and modalities built on lessons learned;

(b) Development and implementation of a global housing strategy (as called for in Governing Council resolution 23/16), through a participatory process, including regional and national housing policy dialogues targeting improvements in adequate housing delivery and the living conditions of slum dwellers. The global housing strategy promotes a paradigm shift in housing policy and practice, which includes the adoption of evidence-based, well-informed and results-based policies. Innovations in

implementation will include crowd-sourcing, crowd-funding and the fostering of unprecedented large-scale partnerships via the social and professional media, including efforts to enhance the role of the academic sector in serving communities and to enlist the services of professionals in volunteering and the private sector in contributing through corporate responsibility modalities. Such innovations will enlarge the scale of activities and increase outreach, participation and inclusiveness, while reducing costs and the environmental footprint;

(c) Provision of support to local and national authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. This will be achieved through the promotion of increased access to adequate housing, slum upgrading and prevention, and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the local, regional and global levels; and operational implementation support. Guidance will be developed to support partners to interact and work in a concerted way to implement their mandates and roles; capacity will be developed to support this through dedicated strategies and programmes, including human resources, tool development, resource and organizational development, and institutional strengthening components;

(d) Enhancing the opportunities to achieve a perceptible impact at the country level by catalyzing the concerted efforts of key actors, including local and national governments, civil society, universities, the private sector, the media, international stakeholders and others by encouraging the establishment of national Habitat committees (General Assembly resolution 62/198) to act as national focal points in urban and housing development, slum improvement and prevention, and community development.

Subprogramme 6

Risk Reduction and Rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) (i) Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction (ii) Percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction

- (c) Shelter rehabilitation programmes in crisis responses have contributed to sustainable and resilient cities and other human settlements
- (i) Percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing
- (ii) Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing
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Strategy

12.33 Responsibility for subprogramme 6 rests with the Risk Reduction and Rehabilitation Branch, which leads urban risk reduction, emergency and early recovery-based activities. Subprogramme 6 is aligned with focus area 6 of the strategic plan 2014–2019, which will be implemented jointly by the Risk Reduction and Rehabilitation Branch, the regional offices of UN-Habitat and the Project Office. The subprogramme will provide substantive support and monitor the projects under its responsibility, including the knowledge management activities of its substantive themes. The strategy for implementing the subprogramme will include the following measures:

- (a) Facilitating the coordination and supporting the implementation of all urban risk reduction, settlements recovery and shelter rehabilitation work by UN-Habitat, through the provision of technical support to field

operations, regional offices and other thematic branches of the organization;

(b) Generating knowledge, lessons learned, tools, guidelines and policy review in respect of UN-Habitat projects;

(c) Contributing to inter-agency cooperation, partnerships and networking for emergency interventions linked to the provision of long-term technical and capacity-building support to countries facing or recovering from crisis, with a view to improving efficiency and facilitating early recovery in line with UN-Habitat policy;

(d) Providing substantive inputs to the Inter-agency Standing Committee (IASC) member organizations at the global and country level to promote the recovery and reconstruction of sustainable settlements;

(e) Maximizing the use of humanitarian funding (where possible) to catalyse early recovery;

(f) Utilizing humanitarian funding resources to meet immediate needs and catalysing the early recovery of settlements through the implementation of UN-Habitat policy relevant to human settlements and crisis; collaborating with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at the local and national levels;

- (g) Facilitating the design and implementation of sustainable and equitable disaster risk reduction programmes in support of the Hyogo Framework for Action and other urban risk reduction initiatives;
- (h) Promoting the development of appropriate legal and regulatory frameworks related to human settlements that address equitable land rights, security of tenure, long-term economic revitalization and local economic development, the provision of basic infrastructure, strategic land-use planning and the restoration of urban environments;
- (i) The subprogramme will promote post-crisis programming and projects in the areas of risk reduction, settlement recovery and shelter rehabilitation, to ensure the integration of gender-responsive strategic, incremental, and capacity-development activities designed with long-term goals in mind.

Subprogramme 7

Research and Capacity Development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for formulation and implementation of evidence-based policies and programmes at national, local and global levels.

Expected accomplishments of the

Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Number of urban observatories using UN-Habitat monitoring tools, methods and data (ii) Number of partner national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels.	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation (ii) Number of partner countries producing national cities reports to enhance local and national policy planning

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| (c) Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes | (c) (i) Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes

(ii) Increase in the number of policies and programmes utilizing evidence-based information |
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Strategy

12.34 Substantive responsibility of this subprogramme is vested within the Research and Capacity Development Branch. Subprogramme 7 is aligned with focus area 7 of the strategic plan 2014–2019, which will be implemented jointly by the Research and Capacity Development Branch, all the regional offices of UN-Habitat and the Project Office. The strategy of the subprogramme is to collect, synthesize and translate data into knowledge that subsequently supports the formulation of better informed policies through capacity development and on-the-job technical advisory services. More specifically, the subprogramme will undertake the following:

- (a) Collaborate with a range of strategic partners to produce results that are cost-effective, gender responsive and that maximize the impact of interventions;

- (b) Increase awareness by producing a critical mass of information and selected publications, including the flagship reports, which are disseminated in various languages to advance the urban agenda and better inform the decision-making capacity of institutions and policymakers working in the broad field of urban development;
- (c) Carry out and disseminate, on request, research on such key and emerging such topics as the financial housing crisis, exclusion in European cities, social change in cities, and urban futures. Knowledge and innovations emerging from global research will be contextualized to local and regional realities and channelled through tailored capacity-development tools and programmes;
- (d) Work with such key partners as urban observatories, national statistics offices, academic institutions and local government training institutions, on monitoring local and national conditions, and integrating UrbanInfo software, geographical information system techniques and specific knowledge on urban policy issues;
- (e) Develop institutional and human resources capacity to support organizational restructuring, business process analysis and re-engineering, vertical coordination, learning, and education and training for local, city and national government institutions and partners;

(f) Strengthen the connection between information, knowledge and policy-making at the city level and other levels of government to enhance coordination efficiency and the effective delivery of equitable policies and programmes.

Legislative Mandates

General Assembly resolutions

- 3327 Establishment of the United Nations Habitat and Human
(XXIX) Settlements Foundation
- 34/114 Global report on human settlements and periodic reports on
international cooperation and assistance on human settlements
- S-25/2 Declaration on Cities and Other Human Settlements in the New
Millennium
- 53/242 Report of the Secretary-General on environment and human
settlements
- 55/2 United Nations Millennium Declaration
- 56/206 Strengthening the mandate and status of the Commission on
Human Settlements and the status, role and functions of the
United Nations Centre for Human Settlements (Habitat)
- 58/217 International Decade of Action, “Water for Life”, 2005–2015
- 59/239 Implementation of the outcome of the United Nations
Conference on Human Settlements (Habitat II) and strengthening
of the United Nations Human Settlements Programme (UN-
Habitat)
- 60/1 2005 World Summit Outcome
- 61/200 Natural disasters and vulnerability

- 63/281 Climate change and its possible security implications
- 64/135 Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
- 64/213 Fourth United Nations Conference on the Least Developed Countries
- 65/1 Keeping the promise: united to achieve the Millennium Development Goals
- 65/10 Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
- 65/133 Strengthening of the coordination of emergency humanitarian assistance of the United Nations
- 65/135 Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
- 65/136 Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
- 65/153 Follow-up of the International Year of Sanitation, 2008

- 65/158 International cooperation to reduce the impact of the El Niño phenomenon
- 65/165 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
- 66/137 United Nations Declaration on Human Rights Education and Training
- 66/199 International Strategy for Disaster Reduction
- 66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

- 2003/62 Coordinated implementation of the Habitat Agenda
- 2012/24 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Governing Council resolutions

- 19/4 Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
- 19/5 Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers

- 19/11 Strengthening the United Nations Habitat and Human Settlements Foundation
- 19/18 Human settlements development in the occupied Palestinian territories
- 20/1 Youth and human settlements
- 20/6 Best practice, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
- 20/7 Gender equality in human settlements development
- 20/15 Habitat Programme Managers and regional offices
- 20/16 Enhancing the involvement of civil society in local governance
- 20/17 Post-conflict, natural and human-made disaster assessment and reconstruction
- 20/18 Decentralization and strengthening of local authorities
- 20/20 Thirteenth session of the Commission on Sustainable Development
- 21/2 Medium-term strategic and institutional plan for 2008-2013
- 21/3 Guidelines on decentralization and strengthening of local authorities
- 21/7 Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing

- 21/8 Africa fund/financing mechanism on slum prevention and upgrading
- 21/9 Women's land and property rights and access to finance
- 21/10 Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
- 22/1 Third session of the United Nations Conference on housing and sustainable development
- 22/3 Cities and climate change
- 22/4 Strengthening the development of urban young people
- 22/8 Guidelines on access to basic services for all
- 23/1 Gender equality and empowerment of women in sustainable urban Development
- 23/3 Support for pro-poor housing
- 23/4 Sustainable urban development through access to quality urban public spaces
- 23/5 World Urban Forum
- 23/7 Urban youth development: the next step
- 23/8 Third United Nations conference on housing and sustainable urban development

- 23/9 Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target
 - 23/10 Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
 - 23/11 Proposed work programme and budget of the United Nations human settlements Programme for 2012-2013
 - 23/12 Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
 - 23/13 Governance of the United Nations Human Settlements Programme
 - 23/14 Sustainable urban development through policies for safer cities and urban crime prevention
 - 23/16 Formulation of a global housing strategy
 - 23/17 Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
 - 23/18 Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development
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