UN-HABITAT


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. UN-Habitat’s mandate is also derived from resolution 3327 (XXIX), by which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the General Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the General Assembly elevated the United Nations Centre for Human Settlements to the United Nations Human Settlements Programme. UN-Habitat’s mandate is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by 2020; and the target on water and sanitation of the Johannesburg Plan of Implementation, which seeks to halve, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation. Through resolution 65/1 (paragraph 77 (k) of 19 October 2010, 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 Through its resolution 23/11 of April 2011, the Governing Council of UN-Habitat requested UN-Habitat to prepare a six year strategic plan for 2014-2019 on which the biennial strategic framework and work programme and budget for 2014-2015 were to be based. The plan for 2014-2019 was developed in a participatory manner and with intensive consultations with the Committee of Permanent Representatives. The strategic choices made in the plan were heavily informed by lessons learnt from implementation of the medium-term strategic and institutional plan of 2008-2013 (MTSIP), many of them outlined in a Peer Review of the medium-term strategic and institutional plan carried out in 2010 and also in an evaluation of the same plan carried out after four years of implementation. Biannual progress reports on implementation of the medium-term strategic and institutional plan also yielded valuable performance information. The strategic plan for 2014-2019 has a clearly defined vision, priority areas and a strong results focus supported by a results framework for all the focus areas. The logframe of this strategic framework is aligned to the results framework of the strategic plan, in line with Governing Council Resolution 23/11 of April 2011. The strategy sections were informed by policy papers prepared for each of the focus areas of the strategic plan. Important lessons and best practices from the biennial programme performance reports have also informed this strategic framework.

12.3 A Peer Review of the medium-term strategic and institutional plan 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 MTSIP focus areas. Achievement of results within the MTSIP priority areas should be the primary motivation for any such reorganization.” UN-Habitat carried out the organization review which was formally launched in February 2011. The
main purpose of the review was to establish a structure capable of ensuring more effective and efficient delivery of UN-Habitat’s mandate at the country, regional and global levels and in line with broader UN institutional reform. More specifically, the organizational review aimed at increasing project efficiency in the field, especially in the early stages of implementation; increasing the productivity of the normative work performed at headquarters; increasing transparency in UN-Habitat’s management and substantive work; and increasing accountability at all levels.

12.4 The new organizational structure took into account the following key recommendations of the Peer Review which included; establishment of an organizational structure to better achieve results within priority areas; establishment of a unified planning, monitoring and reporting function; transparent definition of programme priorities; establishment of an independent evaluation function; establishment of cooperation mechanisms at all levels; addressing the programmatic aspects while continuing with institutional reform; and intensification of efforts to raise the organization’s profile. The process of restructuring was consultative and was supported by an external change management consultant and a senior staff from the UN Department of Management. The main characteristics of the new structure are as follows: a horizontal and flatter matrix organization; a project-based organization that brings together normative and operational work on each project; a flexible organization with flexi-teams; clear delegation of authority down to the project level; and management of both field and normative work will be through a project-based accountability approach. There is therefore complete alignment between the organization and programme structures, thus simplifying accounting, reporting and enhancing accountability and transparency.

12.6 The new organization structure consists of seven branches that are fully aligned to the following seven substantive thematic focus areas:

(a) Subprogramme 1: Urban Legislation 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.

12.7 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 or five billion people in the world expected by the year 2030 to be residing in urban areas. Over 90% 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 this rapidly urbanizing population. The developing countries many of which are ill equipped to address the challenges have to deal with a youth bulge, whereby 60% of their urban inhabitants will be under the age of 18 by 2030. Conversely, developed and transitional countries face the challenge of an ageing and declining urban population.
that requires increased healthcare, recreation, transportation and other facilities for
the elderly.

12.8 Climate change, a significant environmental challenge poses a serious threat
to sustainable urbanization, with cities contributing significantly towards global
warming and up to 70% of the greenhouse 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. The nexus between rapid
urbanization and climate change has multiple impacts on highly vulnerable groups,
in particular women, young people, the elderly and the extremely poor. Climate
change has negative impacts on health, threatens access to water and food security,
and increases the urban poor’s vulnerability to flooding and landslides. There has
been a fourfold increase in natural disasters since 1975. In many developing
countries, changes in agricultural productivity as a result of climate change-related
weather patterns, as well as conflict over scarce resources, are 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, and to build the resilience necessary for effectively responding
to climate change-related disasters. 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% of the cities in developing countries able to treat their
waste water. Worldwide 2.5 billion and 1.2 billion people lack safe sanitation and
access to clean water respectively; and between one third and one half of the solid
waste generated within most cities in low and middle income countries is not
collected.

12.9 Because of 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 low economic growth rates have direct
implications for the robustness of urban economies and employment. A key
challenge associated with the slump in economic growth is that slum upgrading and
slum prevention programmes, urban renewal and poverty reduction initiatives, which
traditionally rank low in priority are adversely affected and the possibility of
achieving the MDG targets is seriously threatened. Unemployment remains high with
the global unemployment rate for 2010 being 6.2 % but youth unemployment being
three times higher than that of adults globally.

12.10 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, and increasing levels of inequality. Poverty levels in
developing countries are increasing amidst increasing levels of urbanization, a
process often referred to as the urbanization of poverty, in which the locus of poverty
is moving from rural areas to urban centres. A noticeable feature of poverty in
developing countries is that urban poverty is increasing faster than the national rate,
with about 17% of all urban households in the highly developed countries being
income poor. Urban poverty is also associated with social exclusion, increasing
urban crime, and an increasing number of refugees and internally displaced people.
12.11 With regards to challenges associated with spatial factors, there are two key aspects. Firstly, the uneven distribution of the urban population in settlements of different sizes, with 62% of the world’s urban population residing in small and medium-sized towns and cities with less than one million inhabitants; and second is the problem of uncontrolled periurbanization. In developed countries, urban densities have been declining thus contributing to the problem of urban sprawl and energy inefficiency.

12.12 Although urbanization brings with it many problems, it also offers many opportunities to develop mitigation and adaptation strategies to deal with climate change, especially through urban planning and design. The economies of scale, as well as proximity and concentration of enterprises and innovation in cities, make it cheaper and easier to take actions to minimize emissions, climate hazards and disasters, including through land-use planning, building codes and regulations, risk assessments, monitoring and early warning, and building-back-better response and reconstruction approaches. The critical factor shaping urban responses to many of the challenges is governance capacity, which is hindered by factors that are institutional, technical, economic, or political in character.

12.13 During the 2014-2015 biennium, UN-Habitat’s programme of work will be implemented through its interlinked seven priority thematic areas that are consistent with its mandate and its comparative advantage. As the United Nations focal point on human settlements, the programme will provide leadership through advocacy to raise awareness; evidence-based policy advice; capacity building; development of tools on norms and standards based on best practices; demonstration projects; and assistance to Governments, local authorities and other public institutions responsible for urban issues at other levels in designing and implementing to scaled up urban projects and programmes.

12.14 Urban Legislation, Land and Governance

The overall objective of work in this priority area will be to provide normative and operational support to governments and cities with respect to urban legislation, urban land development, and governance. UN-Habitat’s focus will be on increasing its legal knowledge base so as to enable it to better respond to the needs of member states and local authorities, as well as helping them with updating and streamlining urban legislation. Building on the experience of the Global Land Tool Network, UN-Habitat will address existing urban land problems and opportunities, utilizing a wide range of tools, including land readjustment. Inadequacies in legislation and institutions (regulatory frameworks) affecting urban development will be addressed, including regulatory frameworks for urban land development, urban planning and local economic investment. Through this work, local authorities will be strengthened, including their capacity to deliver infrastructure and basic services.

12.15 Urban Planning and Design

UN-Habitat will promote a new vision of a more sustainable city that takes advantage of urbanization and agglomeration economies to create value is economically productive, socially inclusive and environmentally safe, more dense and compact; has minimum zoning and mixed land use; is more energy efficient and uses more sustainable forms of energy; has minimum mobility demand; uses public transport and is characterised by walkable distances to diverse urban facilities and
services; has reduced risk from natural hazards; and lower infrastructure development and maintenance costs.

12.16 Further efforts will be on, implementing climate change mitigation and adaptation measures, improving urban safety and security, and achieving social integration of which all require robust and effective urban planning systems. Through this priority area, UN-Habitat will enhance its contribution towards the reform of urban planning and design in order to make them more effective tools for governments to achieve sustainable urban development. Work in this area will aim to provide urban planning and design support (both normative and operational) at four levels: (a) the neighbourhood level; (b) the city level; (c) the city-region level; and (d) the national level.

12.17 Urban Economy
To address the challenges identified, UN-Habitat will promote urban strategies and policies that strengthen the capacity of cities to act as engines of economic development and to enhance their contribution to value creation and the building of wealth and assets. It will, in particular, contribute towards the formulation and implementation of effective urban strategies and policies supportive of local economic development, creation of decent urban jobs, especially for the youth, and enhanced municipal finance. Special emphasis will be placed on some of the key conditions necessary for increasing productive investment, including in green infrastructure and urban basic services, and for the generation of decent jobs and livelihoods. Attention will also be paid to local investment incentives and regulatory frameworks. It is envisaged that the creation of decent urban jobs and livelihoods will contribute to reducing social inequalities, and also to improving urban safety through its social impact.

12.18 Urban Basic Services
The objective of this thematic area will be to strengthen policies and institutional frameworks for expanding access to urban basic services, especially for urban poor communities; expanding and rehabilitating urban infrastructure; and improving institutional efficiency and effectiveness in service provision. Work in this the thematic area will be divided into four programmatic clusters:

(a) Water and sanitation – focusing on supporting the efforts of governments in developing countries in their pursuit of the Millennium Development Goals (MDGs) targets on water and sanitation;
(b) Urban waste management – focusing on enhancing the capacity of local actors;
(c) Urban mobility – focusing on the promotion of sustainable mobility; and
(d) Urban energy – focusing on increasing access to clean and reliable domestic energy services, promotion of renewable energy technologies, and mainstreaming of energy efficiency measures into housing policies, building codes and building practices.

12.19 Housing and Slum Upgrading
The objective of this thematic area will be to provide normative and operational support to governments and cities to improve access to adequate shelter, focusing on urban poor communities. The work will follow a twin-track approach, that is, improvement policies will be implemented simultaneously with preventive policies.
Improvement policies will focus on participatory city-wide slum upgrading designed to improve security of tenure, physical access, public space (including streets), basic services (especially water and sanitation), quality of housing (in terms of durability and level of overcrowding/density) and livelihoods (in terms of access to employment and livelihood opportunities).

Preventive policies will focus on promoting the implementation of well-informed, evidence-based and effective housing policies that anticipate housing demand, address land delivery bottlenecks, improve access to housing inputs and scale-up housing opportunities for all income groups.

12.20 Risk Reduction and Rehabilitation

Many developing country cities are unable to retrofit their infrastructure as part of preparedness and risk reduction programmes and it is often only through reconstruction and recovery programming after a crisis that they are able to ‘plan out’ vulnerabilities and ‘build in resilience’. UN-Habitat will draw upon its in depth and broad agency-wide expertise to engage in both reducing urban risk and responding to urban crises. The ‘Resilient Cities Programme’ will operate wherever possible before disasters occur, and will be a critical driver for ‘building back better’ in post-disaster interventions. The ‘City Recovery Programme’ will operate in the early days following crisis and is intended to add value to the humanitarian community and, together with national and local stakeholders, will seek the earliest possible means to reduce the period of crisis and introduce elements of sustainable recovery and sustainability. The five key entry points for UN-Habitat’s urban risk reduction work and post-crisis reconstruction will be: shelter and housing; basic infrastructure and services; land use and tenure; urban environment; and economic recovery and livelihoods.

12.21 Research and Capacity Development

UN-Habitat will operate at the global and country levels, both national and sub-national. At the global level, it will monitor the slum target of the Millennium Development Goals and the Habitat Agenda. The flagship publications, that is, the Global Report on Human Settlements and the State of the World’s Cities, will be the means by which UN-Habitat will continue to report the results of its global monitoring and assessment work to Governments and Habitat Agenda Partners. Also at the global level, UN-Habitat will continue to publish official statistics through the ‘Urban Indicators Programme’. At country and local level, UN-Habitat will support the production of local urban knowledge and the establishment of urban platforms to collect and analyse data and indicators. This will include the capacity development of the local platforms themselves including the urban observatories and national statistics offices. Another core function will be to collect 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. UN-Habitat will also be the ‘go-to hub’ of expertise in developing institutional and individual capacities to ensure that the delivery of policies and programmes benefit urban stakeholders.

12.22 Fully cognizant that policies and programmes impact women and men differently, all UN-Habitat interventions will be gender sensitive. To address the disparities between men and women in decision-making at all levels and differences in access to land and housing, as well as benefits from programmes implemented, UN-Habitat will assess the gender implications of all planned normative and
operational programmes, in line with its Gender Equality Action Plan. UN-Habitat will, as appropriate, conduct gender analysis on all projects in order to identify gender gaps and determine policies as well as strategies for addressing them. To enhance gender balance in programme participation and equitable access to benefits, all data will, as much as possible be gender disaggregated. The agency’s efforts in promoting women’s access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome (see resolution 60/1, para. 58), which asserts women’s free and equal right to own and inherit property and to security of tenure. In-house, the process of gender mainstreaming will continue in all branches, starting at the project design and review stages, to ensure that all interventions adopt a gender perspective.

12.23 While one branch will lead the implementation of a thematic focus area, all branches will work closely and collaborate across organizational units. Results-based management will continue to shape UN-Habitat’s programme planning and implementation, monitoring and reporting, as well as evaluation. UN-Habitat is strengthening a culture of results in all organizational functions and activities. Substantive performance information from the final evaluation of the medium-term strategic and institutional plan will influence programme implementation. The programme of work is also informed by lessons learnt, best practices and the conclusions and recommendations of the sessions of the World Urban Forum. UN-Habitat will also continue mainstreaming youth in all its projects and programmes, as well as best practices, climate change and partnerships. Cross-cutting issues will be consistently mainstreamed. Mainstreaming will seek to ensure that cross-cutting issues are integrated in the work of all branches, both conceptually and in all operational projects. Best practices collected from experiences of UN-Habitat and other partners will inform new programmes. Special effort will be made to promote north-south cooperation as well as south-south exchange of experiences. The rights-based approach will guide all its interventions. In all its projects and programmes, there will be an analysis to ensure that no harm will be done to the environment. At country level, UN-Habitat will work with other UN agencies under the One UN Country Team approach.

12.20 In executing its programme of work, UN-Habitat will work closely 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. Mechanisms for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners are the World Urban Forum, which is held every two years to address pressing human settlements issues, and the World Urban Campaign on sustainable urbanization, which was launched in late 2008. The seventh session of the World Urban Forum will take place in 2014.
**Subprogramme 1 (Focus Area 1)**  
**Urban Legislation, Land and Governance**

Objective: To improve access to land, adoption of enabling legislation, and establishment of decentralized governance at the city, regional and national levels to foster environmentally, economically, and socially sustainable urban development, including urban safety.

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Cities, national authorities, and Habitat Agenda Partners have increased capacities to implement enabling legislation to improve urban extension, densification, urban planning and local government finance.</td>
<td>(a) Number of cities, national authorities and Habitat Agenda Partners implementing(^1) laws related to urban extension, densification, urban planning and local government finance.</td>
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</tbody>
</table>

*Performance measures*

**Baseline 2010-2011:**
- 0 cities; 0 national authorities; 0 Habitat Agenda Partners.
- Estimate 2012-2013: 5 cities; 5 national authorities; 5 Habitat Agenda Partners.
- Target 2014-2015: 5 cities; 5 national authorities; 5 Habitat Agenda Partners.

| (b) Cities, national authorities, and Habitat Agenda Partners have increased capacities to implement programmes\(^2\) that improve tenure security for the poor\(^3\). | (b) Number of cities, national authorities and Habitat Agenda Partners implementing programmes to increase security of tenure for the poor. |

*Performance measures*

- 0 cities; 31 national authorities; 10 Habitat Agenda Partners.
- Estimate 2012-2013: 5 cities; 5 national authorities; 10 Habitat Agenda Partners.
- Target 2014-2015: 5 cities; 5 national authorities; 5 Habitat Agenda Partners.

| (c) Cities, national authorities, and Habitat Agenda Partners have improved governance processes, institutions, and urban safety. | (c) Number of cities, national authorities, and Habitat Agenda Partners that have increased capacity to improve governance processes, institutions, and urban safety. |

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\(^1\) ‘Implementing’ includes: ‘initiated’, ‘ongoing’, and ‘completed’.

\(^2\) ‘Programmes’ include: policy reforms, legal and institutional frameworks’ reforms, strategies, projects, etc.

\(^3\) The poor includes all vulnerable groups: women, youth, indigenous people, minorities, and others.
Baseline 2010-2011:
0 cities; 0 national authorities; 0 Habitat Agenda Partners

Estimate 2012-2013:
+ 5 cities; +5 national authorities; +5 Habitat Agenda Partners

Target 2014-2015:
+ 5 cities; +5 national authorities; +5 Habitat Agenda Partners

(ii) Number of cities and national authorities that are implementing the International Guidelines on Decentralization and Access to Basic Services for All and the UN Guidelines on Safer Cities.

Performance measures

Baseline 2010-2011:
0 cities; 0 national authorities; 10 Habitat Agenda Partners

Estimate 2012-2013:
+ 5 cities; +5 national authorities

Target 2014-2015:
+ 5 cities; +5 national authorities;

Strategy

12.21 This subprogramme leads in the implementation of focus area 1 of the six year strategic plan (2014-2019); the responsibility for the subprogramme is vested in the Urban Legislation, Land, and Governance Branch, but the Branch will work closely with other organizational units and contribute to all focus areas. The projects and programmes will be informed by evidence-based best practices and lessons learned from experience. The branch will support projects that bring about upstream systemic changes; as well those which deliver results like increased the supply of serviced land for the expansion of cities. This combined approach will make a substantive contribution towards the achievement of planned results and relevant Millennium Development targets. The planned results will be realized through a range of interrelated strategies and interventions:

(a) Creating and nurturing an urban network that will engage in knowledge creation, dissemination, advocacy and maximizing impact of interventions. The network strategy draws on in-house experience which has demonstrated the importance 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.

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4 See note (1)
(b) Piloting tools in the field through demonstration projects some of which will be set out in manuals and guidelines.

(c) Developing capacity including carrying out comprehensive capacity assessment of tools for each area of work. Tools like business process mapping will be used to critically look into 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 as well as documenting existing practices. From the legal perspective, tools such as legislation for land readjustment and planning among others, will be identified and developed and adapted as appropriate. The planned results 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 planning, land, housing, and local government finance, this mode of operation in specific geographic areas will facilitate synergy and organizational coherence. There will also be sharing 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. Knowledge and tools (normative products) will be converted into projects jointly implemented by headquarter and field staff will jointly implement them.

(f) Drawing on GLTN experience, a number of initiatives - the core of which is a web-based legal facility - will be used to draw in partners, supply a data base of legislations, provide a roster of urban legal consultants, build and disseminate knowledge. These will target national governments, cities and Habitat Agenda Partners. In order to promote intra-focus area linkage and increase the result of intervention, this facility will also open up advocacy and communication modules for governance activities.

(g) Taking note of present different regional 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 programs.

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

(i) Identifying and focusing on quick wins, high impact and low-cost interventions will also be factored in. Urban legal interventions will have city, sub-national and national level interfaces depending on where legislation is enacted in a given country (national, state, local levels).

**External Factors**

(a) The subprogramme is expected to achieve its expected accomplishments on the assumption that: Member States remain committed to the resolutions, declarations, and action plans that they have endorsed; (b) There will be minimal risks associated with changes in Governments that could affect the advancement of lawful reforms (e.g. conflicts and major natural disasters)

**Subprogramme 2 (Focus Area 2)
Urban Planning and Design**

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

**Expected accomplishments**

(a) Partner city, regional and national authorities have developed and adopted policies and frameworks that support planning and design of compact, integrated and connected cities.

(b) Strengthened capacities of city, regional and national authorities to prepare and adopt plans and designs for compact, integrated and connected cities.

(c) Partner city, regional and national authorities have adopted policies and strategies that contribute to the mitigation of and adaptation to climate change.

**Indicators of achievement**

(a) Number of partner city, regional and national authorities that have developed and adopted policies and frameworks that support planning and design of compact, integrated and connected cities.

**Performance measures**

Baseline: 2010-2011: 4
Estimate 2012-2013: 12
Target 2014-2015: 20

(b) Number of partner city, regional and national authorities that have prepared and adopted plans and designs for compact, integrated and connected cities.

**Performance measures**

Baseline: 2010-2011: n/a
Estimate 2012-2013: 10
Target 2014-2015: 20

(c) Number of partner city, regional and national authorities that have adopted strategies and policies that contribute to climate change mitigation and adaptation.

**Performance measures**

Baseline: 2010-2011: 10
Estimate 2012-2013: 20
Target 2014-2015: 30

**Strategy**

12.22 The responsibility for the subprogramme is vested in the Urban Planning and Design Branch. Based on its comparative advantage and in line with the six year strategic plan 2014-2019, the subprogramme will take the lead on the implementation of focus area 2 and will also contribute to other focus areas. The strategy, for achieving the planned results is heavily informed by evidence-based best practices and lessons learned from experience. The strategy for implementing the programme of work is as follows:

(a) Addressing the urban sprawl, segregation and congestion and facilitating sustainable urbanization, the overall approach will focus on the creation of a spatial structure in cities and larger territories such as metropolitan areas and regions. Special attention will be paid to promoting, within the context of decentralization and multi-level governance, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, mixed land-use, diversity, better social
capital, innovation and better connectivity in order to take advantage of agglomeration economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance of urban population growth at the scale of the challenges in phases for job creation and social capital development. The approach will build on local cultural values and 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 Guidelines on Decentralization and the Strengthening of Local Authorities and other key UN-Habitat documents;

(c) Providing city, subnational 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, i.e. the slum and neighborhood, city, regional, national and supra-national scales.

(d) Building capacity global, national and local levels supported by dedicated strategies and programmes, including human resources, tool development, resource development, organizational development and institutional strengthening components;

(e) Assuming a catalytic role by reinforcing existing partnerships, and establishing new strategic ones within the United Nations system agencies, non-governmental organizations, educational establishments, scientific institutions and financial bodies that have the collective resources, infrastructure, expertise and the financial power to work with it;

(f) Working within the United Nations Country Team framework to mainstream urban planning and design within the overall approach to urban sector support.

(g) All interventions in the subprogramme will be implemented in line with the Gender Equality Action Plan and also taking into account the needs and involvement of youths.

External Factors

The planned results will be achieved provided (a) there is national commitment to urban policy reform for achieving the objective at sufficient scale; (b) cities have financial and technical resources to implement plans and policies; and (c) the evolving international mechanisms to address climate change encourage cities to act on climate change mitigation and adaptation.

Subprogramme 3 (Focus Area 3)
Urban Economy

Objective: To improve urban strategies and policies supportive of city-wide economic development, creation of decent jobs, and enhanced municipal financing
Expected accomplishments

(a) Partner cities have developed capacities and adopted urban strategies supportive of inclusive economic growth and development

(b) Partner cities have developed capacities and adopted urban policies and programmes supportive of increased income generating opportunities and enhanced livelihoods for youth and women.

(c) Partner cities have adopted solutions and measures to increase their financial resources, leading to improved local service delivery and infrastructure

Indicators of achievement

(a) Number of partner cities that have adopted strategies supportive of inclusive economic development

Performance measures

Baseline 2010-2011:
Estimate 2012-2013: 5 partner cities
Target 2014-2015: 15 partner cities

(b) Number of partner cities that have adopted policies and programmes that generated employment and economic opportunities for urban youth and women

Performance measures

Baseline 2010-2011: 4 partner cities
Estimate 2012-2013: 10 partner cities
Target 2014-2015: 25 partner cities

(c) Number of partner cities that have adopted solutions and measures to increase financial resources

Performance measures

Baseline 2010-2011: n/a
Estimate 2012-2013: 3 partner cities
Target 2014-2015: 5 partner cities

Strategy

12.23 Responsibility for the sub-programme rests with the Urban Economy Branch which leads the implementation of focus area 3. The Branch is dedicated to strengthening the capacity of cities to create resources that enables equitable economic development, employment creation and financing urban growth, with a focus on the specific needs of youth, women and other vulnerable groups. Through the implementation of the strategic plan 2014-2019, the Branch will take the lead in applying urban economic approaches to realize the objective of sustainable urbanization. Informed by past experience, the Urban Economy Branch will seek to scale-up interventions and play a catalytic role along with established partners to build capacity for integrated economic approaches to the management, planning and financing of cities. The branch will apply its tools on economic analysis, strategies and approaches to support the economic development components, articulation and linkages, within the work of other sub programmes, such as planning, basic urban services, land and housing. The strategies for achieving planned results include:

(a) Working through regional offices and key partners at global, regional and national levels, the branch will develop region-specific tools, strategies and policies
to provide cities with innovative economic solutions to sustainably manage their
growth.

(b) Leveraging UN-Habitat’s experience of having developed and field-tested a
number of Local Economic Development and Financial Management Toolkits, the
Branch will work with cities to develop integrated approaches to improve their
productivity and competitiveness by building upon local capacities. 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 and the private sector.

(c) Advocating for best practices in the area of city-wide economic development
shared through the implementation of projects in partner cities.

(d) Identifying, developing, testing and disseminating new forms of municipal
financing to fund urban development in cities to better manage their growth. Work
closely with the urban legislation team to ensure there is an enabling legislative
environment for municipalities to operate and improve.

(e) Assisting local authorities in improving current operational efficiency and
accessing sources of finance by building capacity to develop 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
based on the experience, backed by research and evaluation, of “One Stop Centres”
and the “Urban Youth Fund projects”.

(g) Increasing youth’s access to entrepreneurship, livelihoods and incomes, and
developing model programmes derived from best practices to build the capacity of
Local Authorities and Youth NGO’s to mainstream these into their programmes and
services.

(h) Intensifying on-going partnerships with Habitat Agenda Partners and UN
Agencies to provide partner cities with state-of-the-art tools to build better synergy
between local authorities and other key partners to seize emerging economic
development opportunities as well as challenges posed by unemployment and lack of
income generating opportunities.

(i) The sub-programme will take into account the different needs and priorities of
women, men and youth in decision-making and implementation of programmes on
local economic development, youth income generation and financing for urban
development. To enhance gender-sensitive interventions and policies, efforts will be
made in all programmes to create conditions that support women, including capacity
building. Where appropriate, the sub-programme will conduct gender analysis on
interventions, including policies.

External Factors

UN-Habitat will be able to deliver its planned programme of work provided (a) there
is political will and commitment to the successful implementation of city-based
strategies and that there will be full participation of all key stakeholders at national,
regional and city levels (b) there is international recognition of the unique role that
cities play in meeting national economic and employment objectives
**Subprogramme 4 (Focus Area 4)\nUrban Basic Services**

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

<table>
<thead>
<tr>
<th>Expected accomplishments</th>
<th>Indicators of achievement</th>
</tr>
</thead>
</table>
| (a) Increased capacity to implement policies for increasing equitable access to sustainable urban basic services in partner cities\(^5\). | (a) (i) Number of partner cities and regional and national authorities with increased capacity to implement policies for increasing equitable access to sustainable urban basic services. **Performance measures**
2010-2011: 157 cities, 25 national authorities, 3 regional bodies
Estimate 2012-2013: 165 cities, 27 national authorities, 5 regional bodies
Target 2014-2015: 170 cities, 30 national authorities, 7 regional bodies |
| (b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries. | (b) (i) Volume of investments in urban basic services accruing from partnerships with other partner organizations. **Performance measures**
2010-11: US$7.9 million
Estimate 2012-2013: US$10 million
Target 2014-15: US15 million |
| (c) Increased sustainable use of urban basic services in partner cities. | (c) (i) % of consumers in partner cities reporting reduced per capita domestic consumption of water. **Performance measures**
2010-11: 50%
Estimate 2012-2013: 60%
Target 2014-2015: 70%
(ii) % of households in partner cities using renewable energy. **Performance measures**
2010-11: 40%
Estimate 2012-2013: 45%
Target 2014-2015: 50% |

\(^5\) Basic services include including safe drinking water, adequate sanitation, waste collection and management, domestic energy and sustainable transport.
(iii) % of people in partner countries using sustainable transport modes

**Performance measures**

2010-11: 50%

Estimate 2012-2013: 55%

Target 2014-2015: 60%

**Strategy**

12.24 A key focus of Subprogramme 4 (Focus Area 4) is on strengthening 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 to:

(i) rehabilitate and expand urban infrastructure and services to keep pace with growing demand,
(ii) ensure institutional efficiency and effectiveness in service provision, and
(iii) provide adequate levels of service for the urban poor. The strategy for achieving the results in the four programmatic clusters of water and sanitation, urban waste management, urban mobility, and urban energy will be as follows.

(a) Supporting efforts by governments in developing countries in their pursuit of the Millennium Development Goals (MDGs) for water and sanitation. This will be achieved through city-level demonstration projects, institutional strengthening of water operators and engagement in national policy and reform processes. Focus will also be on advocacy and support to water and sanitation-related political processes and events to raise the profile of pro-poor urban water and sanitation issues and their integration in sector policy and practices.

(b) Enhancing the capacity of local actors in solid waste and waste water management, support will be provided for pilot demonstration projects and technical assistance in setting-up community-based solid waste management systems.

(c) Promoting 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 better living and working conditions for urban residents by catering for their mobility needs in an economically efficient, environmentally sustainable and socially inclusive manner. 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.

(d) 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 include demonstration projects, advocacy and awareness creation on the importance of energy for sustainable development and engagement in policy and legislation.

(e) Partnership will be forged with UNEP in the area of urban mobility. The on-going partnership with development banks will also be strengthened.
**External Factors**

The Subprogramme is expected to achieve its planned results on the assumption that (a) there will be continued interest and willingness by development agencies, financial institutions, national governments and the private sector to support the development and implementation of policies for increasing equitable access to sustainable urban basic services, including safe drinking water, adequate sanitation, waste collection and management, domestic energy and sustainable transport. (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities and regions and countries.

**Subprogramme 5 (Focus Area 5) Housing and Slum Upgrading**

**Objective**: To increase access to adequate housing and improve the standard of living in existing slums and communities at the local and national levels.

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
</table>
| (a) Housing reforms adopted, policies and programmes implemented. | (a) (i) Number of local and national authorities that adopted and implemented sustainable housing policies and programmes that improve access to adequate housing **Performance measures**
Baseline 2010-2011: 
Estimate 2012-2013: 
Target 2014-2015: |
| (b) Slum upgrading and prevention policies and programmes implemented. | (i) Number of city and national authorities able to plan and implement slum upgrading and prevention **Performance measures**
Baseline 2010-2011: 
Estimate 2012-2013: 
Target 2014-2015: |

(ii) Number of countries that adopted the right to adequate housing and reduce forced evictions **Performance measures**
Baseline 2010-2011: 
Estimate 2012-2013: 
Target 2014-2015: |

(iii) Number of countries that adopted sustainable building codes and regulations **Performance measures**
Baseline 2010-2011: 
Estimate 2012-2013: 
Target 2014-2015:
**Performance measures**

Baseline 2010-2011:
Estimate 2012-2013:
Target 2014-2015:

(c) Communities and targeted vulnerable groups’ capacity strengthened to improve their living conditions.

(c) Number of cities and countries that implemented measures supporting communities and targeted vulnerable groups in improving their living conditions

**Performance measures**

Baseline 2010-2011:
Estimate 2012-2013:
Target 2014-2015:

Strategy

12.25 The responsibility for implementing subprogramme 5 (Focus Area 5) is vested in the Housing and Slum Upgrading Branch. This strategy will make a substantive and progressive contribution towards 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 new housing, which can curb the growth of new slums, alongside implementing slum upgrading programmes that can improve housing conditions and quality of life in existing slums. In summary, the strategy will be to:

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

(b) Develop a ‘Global Housing Strategy to the Year 2025’ through a participatory process, including regional and national housing policy dialogues targeting the improvements in adequate housing delivery and the improvement of slums. The Global Housing Strategy promotes a paradigm change in housing policy and practice and the adoption of evidence-based and well-informed policies;

(c) Increase access to adequate housing, slum upgrading and prevention and community management through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the global, regional and local levels; and supporting implementation at the country and local levels. Throughout this approach issues of gender and youth as well as other vulnerable and disadvantaged groups will be mainstreamed. Knowledge and lessons learned will be used in advocacy campaign and capacity building through operational projects at country and city levels. Guidelines will support partners in implementing their
mandates and roles in housing, slum upgrading and community management through the establishment of National Social Contracts for Housing (or National Habitat Committees);

(d) Develop capacity at the global, national and local levels to promote sustainable delivery of housing, slum upgrading and community management. These will be supported by dedicated strategies and programmes, including human resources, tool development, resource and organisational development, and institutional strengthening components;

(e) Assume a catalytic role by reinforcing existing partnerships and establishing new strategic ones with the UN system agencies, non-governmental organisations, academia and research institutions and financial bodies that have the collective resources, infrastructure and expertise;

(f) Enhance the opportunities of achieving impact at scale at country level, the agency will endeavour to catalyse the concerted efforts of the key actors including national and local government, civil society, academia, the private sector, the media, international actors and others. This would be achieved through the establishment of National Habitat Committees comprising these actors and taking the lead in urban and housing development, slum improvement and community management.

External Factors

(a) The subprogramme is expected to achieve its expected accomplishments on the assumption that: (a) Risks associated with changes in government and related policies which would slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidelines and recommendations provided to ensure that the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated.

Subprogramme 6 (Focus Area 6)  
Risk Reduction and Rehabilitation

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

Expected accomplishments

(a) City, regional, national authorities and partner organisations have adopted urban risk reduction policies, strategies and programmes that contribute to greater resilience of cities and other human settlements

Indicators of achievement

(a) Number of partner city, regional and national authorities and partner organisations that have adopted urban risk reduction policies, strategies and programmes

Performance measures

Baseline 2010-2011: 6 city, regional and national authorities; 2 partner organisations
Estimate 2012-2013: 21 city, regional and national authorities; 6 partner organisations
(b) Settlements recovery and reconstruction interventions in cities and other human settlements have led to long-term sustainability

(b) Percentage of partner cities and other human settlements, that have implemented sustainable urban reconstruction programmes or undertaken emergency interventions integrating long-term development and risk reduction

Performance measures
Baseline 2010-2011: 70%
Estimate 2012-2013: 80%
Target 2014-2015: 90%

(c) Shelter rehabilitation programmes in crisis responses have contributed to sustainable and resilient cities and other human settlements.

(c) Percentage of shelter rehabilitation programmes contributing to disaster-resilient permanent housing.

Performance measures
Baseline: 2010-2011: 70%
Estimate 2012-2013: 80%
Target 2014-2015: 90 %

Strategy
12.26 The responsibility for sub-programme 6 rests with the Risk Reduction and Rehabilitation Branch which, in collaboration with other organizational units leads urban risk reduction, emergency and early recovery-based programming. The Branch will provide substantive support and monitor the projects under its responsibility including knowledge management activities of the substantive themes. The strategy for implementing the sub-programme will be to:

(a) Facilitate coordination and support implementation of all urban risk reduction, settlements recovery and shelter rehabilitation work of UN-Habitat;

(b) Generate knowledge, lessons learned, tools, guidelines, and policy review on UN-Habitat projects;

(c) Contribute to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity building support to countries facing or recovering from crisis;

(d) Provide substantive inputs to the IASC member agencies at global and country level to promote sustainable settlements recovery and reconstruction;

(e) Utilize humanitarian funding resources for meeting immediate needs and catalyzing early recovery of settlements through implementation of UN-Habitat policy addressing human settlements and crisis;

(f) Collaborate with Humanitarian and UN Country Teams to link humanitarian action to development planning processes at local and national levels;
(g) Facilitate the design and implementation of sustainable disaster risk reduction programmes in support of the Hyogo Framework for Action, and other urban risk reduction initiatives;

(h) Promote development of appropriate legal and regulatory frameworks related to human settlements addressing land rights, security of tenure, long-term economic revitalization and local economic development, provision of basic infrastructure, strategic land use planning, and restoration of urban environments;

(i) As resilience or the capacity to protect and maintain critical urban functions before, during and after a catastrophic event is one key factor in the sustainable city, all projects will include urban resilience as a long term goal. Consequently, all post-crisis programming will integrate strategic, incremental, and capacity development oriented activities designed with long-term goals in mind in projects associated with the Risk Reduction, Settlements Recovery, and Shelter Rehabilitation projects.

External Factors

UN-Habitat will be able to respond to natural and complex emergencies depending on the availability of predictable financial and human resources to carry out the necessary interventions.

Subprogramme 7 (Focus Area 7)
Research and Capacity Development

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

Expected accomplishments

(a) Improved monitoring of urban conditions and trends

(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels.

Indicators of achievement

(a) (i) Number of urban observatories using UN-Habitat monitoring tools, methods and data

**Performance measures**
Baseline 2010-2011: 254
Estimate 2012-2013: 274
Target 2014-2015: 300

(ii) Number of National Statistical Offices producing urban data and indicators

**Performance measures**
Baseline 2010-2011: NA
Estimate 2012-2013: +5
Target 2014-2015: +20

(b) Percentage increase in national and local governments that have used UN-Habitat flagship publications, best
practices database, training and capacity development tools and guidelines

**Performance measures**
Baseline: 2010-2011: 15%
Estimate 2012-2013: 20%
Target 2014-2015: 25%

(ii) Number of countries producing national cities report to enhance the local and national policy planning

**Performance measures**
Baseline: 2010-2011: 5
Estimate 2012-2013: 10
Target 2014-2015: 20

(d) Increased capacities of national and local authorities and partners to formulate and implement informed policies and programmes.

(c) (i) Number of local and national authorities that are utilizing evidence-based information to formulate policies and programmes

**Performance measures**
2010-2011: n/a
Estimate 2012-2013: 10
Target 2014-2015: 15

(ii) Increase in the number of policies and programmes utilizing evidence-based information, from institutions in selected countries whose capacities were developed.

**Performance measures**
Baseline: 2010-2011: n/a
Estimate 2012-2013: 10
Target 2014-2015: 15

**Strategy**
12.27 This subprogramme leads in the implementation of Focus area 7, and will collaborate with other organizational units. Responsibility for this subprogramme rests with the Research and Capacity Development Branch. The strategy of the branch is to collect, synthesize and translate data into knowledge that subsequently supports the formulation of more informed policies through capacity development. More specifically:

(a) Collaborate with a range of strategic partners to produce results that are cost-effective and maximize the impact of interventions.
(b) Collaborate with the other sub-programmes in identifying priority areas, producing data, methods and tools to strengthen their delivering capacities for increased impact.

(c) Increase awareness by producing a critical mass of information, selected publications including the flagship reports which are disseminated in various languages and fora to advance the urban agenda.

(d) Carry out and disseminate specialized research on key and emerging topics such as financial housing crisis, exclusion in European cities and social changes in cities, urban futures on request. Knowledge and innovations emerging from global research will be contextualized to regional and local realities and channelled through tailored capacity development tools and programmes.

(e) Work with key partners such as urban observatories, national statistic offices, academic institutions and local government training institutions on monitoring local and national conditions and integrating the Urban Info software, Geographical Information Systems (GIS) techniques and specific knowledge on urban policy issues.

(f) Develop capacity to support organizational restructuring, business process analysis and reengineering, vertical coordination, learning, education and training that will be provided to local and national authorities and partners.

(g) Strengthen the connection between information, knowledge and policy making at the city level and other levels of government, to enhance coordination efficiency.

External Factors
The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) governments and partners will recognize the urgent need to respond to urbanization challenges, understanding the need for better knowledge and information; (b) central and local authorities support the creation and maintenance of urban monitoring systems and capacity development institutions and actions; (c) member states request technical and advisory and capacity development services and act upon recommendations.

Legislative mandates - General

General Assembly resolutions

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)
57/270 B  Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields

57/275  Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)


58/269  Strengthening of the United Nations: an agenda for further change

60/1  2005 World Summit Outcome

64/135  Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

64/136  Cooperatives in social development

64/141  Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

64/193  Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)

64/199  Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

64/200  International Strategy for Disaster Reduction

64/207  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)

64/213  Fourth United Nations Conference on the Least Developed Countries


64/236  Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

65/1  Keeping the promise: united to achieve the Millennium Development Goals

65/4  Sport as a means to promote education, health, development and peace

65/16  Peaceful settlement of the question of Palestine

65/109  Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
65/111 Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
65/152 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/159 Protection of global climate for present and future generations of humankind
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)
65/168 Towards a New International Economic Order
65/177 Operational activities for development of the United Nations system
65/244 Programme planning
65/278 Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/289 Cross-cutting issues
65/312 Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1 Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62 Coordinated implementation of the Habitat Agenda
2005/48 Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits
2007/250 Documents considered by the Economic and Social Council in connection with economic and environmental questions on human settlements
2009/238 Human settlements
2010/11 Strengthening the institutional arrangements for support of gender equality and the empowerment of women
2010/22 Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/40 Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2011/6 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2011/21 Human settlements

2011/43 Support to the Republic of South Sudan

**Governing Council resolutions**

19/5 Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers in cities
19/6 Urban-rural linkages and sustainable urbanization
19/10 Enhancing the engagement of youth in the work of UN-Habitat
19/13 Water and sanitation in cities
19/15 Women’s role and rights in human settlements development and slum upgrading

20/1 Youth and human settlements

20/6 Best practices, 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

20/10 World Urban Forum

20/15 Habitat Programme Managers and regional offices

21/1 Proposed work programme and budget of the United Nations Human Settlements Programme for 2008-2009

21/2 Medium-term strategic and institutional plan for 2008-2013

21/9 Women’s land and property rights and access to finance

22/4 Strengthening the development of urban young people

23/1 Gender equality and empowerment of women in sustainable urban Development

23/7 Urban youth development: the next step

23/5 World Urban Forum


23/13 Governance of the United Nations Human Settlements Programme

**Subprogramme 1 (Focus Area 1)**

**Urban Land, Legislation and Governance**

**General Assembly resolutions**

65/94 The United Nations in global governance
**Governing Council resolutions**

19/3 Global campaigns on secure tenure and urban governance  
19/12 Decentralization and strengthening of local authorities  
20/16 Enhancing the involvement of civil society in local governance  
20/18 Decentralization and strengthening of local authorities  
20/20 Thirteenth session of the Commission on Sustainable Development  
21/3 Guidelines on decentralization and strengthening of local authorities  
21/9 Women’s land and property rights and access to finance  
22/1 Third session of the United Nations Conference on housing and sustainable development  
22/3 Cities and climate change  
23/2 Human settlements development in the Occupied Palestinian Territory  
23/14 Sustainable urban development through policies for safer cities and urban crime prevention  
23/15 Country activities by the United Nations Human Settlements Programme  
23/17 Sustainable Urban Development through Expanding Equitable Access to Land, Housing, Basic Services and Infrastructure

**Subprogramme 2 (Focus Area 2)**  
**Urban Planning and Design**

**General Assembly resolutions**

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  
63/281 Climate change and its possible security implication  
64/207 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)  
64/236 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

**Governing Council resolutions**
Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers

Urban-rural linkages and sustainable urbanization

Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals

Gender equality in human settlements development


Thirteenth session of the Commission on Sustainable Development

Guidelines on decentralization and strengthening of local authorities

Third session of the United Nations Conference on housing and sustainable development

Cities and climate change

Guidelines on access to basic services for all

Sustainable urban development through access to quality urban public spaces

Coordinated implementation of the guidelines on access to basic services for all and the guideline on decentralization and strengthening of all local authorities

Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure

Subprogramme 3 (Focus Area 3)
Urban Economy

General Assembly resolutions

Integration of the economies in transition into the world economy

Triennial comprehensive policy review of operational activities for development of the United Nations system

Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development

Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals

Towards a New International Economic Order

Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development

Modalities for the fifth High-level Dialogue on Financing for Development

Governing Council resolutions
18/8 Youth
19/7 Regional and technical cooperation
19/13 Enhancing the engagement of youth in the work of the United Nations Human Settlements Programme
19/15 Countries with economies in transition
20/1 Youth and human settlements
21/6 Urban youth development
23/7 Urban youth development the next step
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

**Economic and Social Council resolutions**


2010/31 Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan

2011/13 African Institute for Economic Development and Planning

2011/37 Recovering from the world financial and economic crisis: a Global Jobs Pact

2011/39 Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts

2011/41 Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan

**Subprogramme 4 (Focus Area 4) Urban Basic Services**

**General Assembly resolutions**

65/153 Follow-up of the International Year of Sanitation, 2008

**Governing Council resolutions**

21/4 Guiding principles on access to basic services for all
22/8 Guidelines on access to basic services for all
23/4 Sustainable urban development through access to quality urban public spaces
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
23/12 Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/17 Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure

Economic and Social Council resolutions

2011/14 Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific
2011/26 Social dimensions of the New Partnership for Africa’s Development

Subprogramme 5 (Focus Area 5) Housing and Slum Upgrading

General Assembly resolutions

3327 (XXIX) Establishment of the United Nations Habitat and Human Settlements Foundation
63/229 Role of microcredit and microfinance in the eradication of poverty

Governing Council resolutions

19/11 Strengthening the United Nations Habitat and Human Settlements Foundation
19/18 Human settlements development in the occupied Palestinian territories
20/11 Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
20/14 Special Human Settlements Programme for the Palestinian People
21/8 Africa fund/financing mechanism on slum prevention and upgrading
21/10 Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/2 Affordable housing finance
22/8 Guidelines on access to basic services for all
23/3 Support for pro-poor housing
23/6 Implementation of the Bamako Declaration and action plan and the strengthening of the secretariat of the African Ministerial Conference on Housing and Urban Development
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

23/16 Formulation of a global housing strategy

Subprogramme 6 (Focus Area 6)
Risk Reduction and Rehabilitation

General Assembly resolutions

3327 Establishment of the United Nations Habitat and Human Settlements Foundation

59/239 Implementation of outcome of HABITAT II Conference, including support to risk reduction and rehabilitation programmes

60/124 Strengthening of the coordination of emergency humanitarian assistance of the United Nations

60/125 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)

60/196 Natural disasters and vulnerability

60/203 Urging IASC to include UN-Habitat in its membership

61/131 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

61/200 Natural disasters and vulnerability

62/91 Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster

62/92 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

63/281 Climate change and its possible security implications

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

65/158 International cooperation to reduce the impact of the El Niño phenomenon

65/160 Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or
Desertification, Particularly in Africa

65/193 Assistance to refugees, returnees and displaced persons in Africa

66/199 International Strategy for Disaster Reduction

66/227 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

**Governing Council resolutions**

19/7 Recommending UN-Habitat to devote special attention to human settlements needs in countries after conflict or disasters

19/9 Declaration of special theme for 20th GC on Post-conflict and disaster assessment and reconstruction

20/17 Post-conflict, natural and human-made disaster assessment and reconstruction

23/1 Gender equality and empowerment of women in sustainable urban development

20/17 Post-conflict, natural and human-made disaster assessment and reconstruction

23/18 Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

**Subprogramme 7 (Focus Area 7) Research and Capacity Development**

**General Assembly resolutions**

3327 (XXIX) Establishment of the United Nations Habitat and Human Settlements Foundation

34/114 Global report on human settlements and periodic reports on international cooperation and assistance on human settlements

66/137 United Nations Declaration on Human Rights Education and Training

63/212 Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development

**Governing Council resolutions**

**XX** State of the World’s Cities Report.

19/11 Strengthening the United Nations Habitat and Human Settlements Foundation

20/16 Enhancing the involvement of civil society in local governance

20/18 Decentralization and strengthening of local authorities

21/3 Guidelines on decentralization and strengthening of local authorities
<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
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<tbody>
<tr>
<td>18/10</td>
<td>The role of local authorities</td>
</tr>
<tr>
<td>19/10</td>
<td>Urban-rural linkages and sustainable urbanization</td>
</tr>
</tbody>
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