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Item 5 of the provisional agenda\*

**Activities of the United Nations Human Settlements  
Programme, including coordination matters**

## **Activities of the United Nations Human Settlement Programme**

### **Addendum**

### **Cooperation with agencies and organizations within the United Nations system, intergovernmental organizations outside the United Nations system and non-governmental organizations**

#### **Report of the Executive Director**

#### **I. Introduction**

1. The present report reviews progress in respect of cooperation between the United Nations Human Settlements Programme (UN-Habitat) and organizations and agencies within the United Nations system, intergovernmental organizations outside the United Nations system and non-governmental organizations during the period from 1 January 2011 to 31 December 2012.

#### **II. Cooperation with organizations and agencies within the United Nations system in the implementation of the Habitat Agenda and the Millennium Development Goals**

2. During the reporting period, UN-Habitat has been actively participating in the inter-agency coordination mechanisms described below.

##### **A. General Assembly**

3. In response to the growing challenge to deliver sustainable urbanization and development in the face of the accelerating demographic shift towards cities and as a follow-up to UN-Habitat Governing Council resolution 23/8 of 15 April 2011, the General Assembly, in its resolution 66/207, decided to convene a third United Nations conference on housing and sustainable urban development (Habitat III). At its sixty-seventh session, the Assembly, in its resolution 67/216, reaffirmed its decision to convene Habitat III and welcomed the appointment by the Secretary-General of the Executive Director of UN-Habitat to serve as Secretary-General of Habitat III and to act as focal point on behalf of the United Nations system.

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\* HSP/GC/24/1.

4. In the same resolution, the General Assembly established a Preparatory Committee to carry out the preparations for the conference and decided that it would meet three times before the opening of the conference in 2016: in New York in 2014 (for two days), in Nairobi in 2015 (for three days) and for a third time at a venue and for a duration to be determined by the end of 2014.

5. The Assembly also decided to establish a trust fund for Habitat III and requested the Secretary-General of the conference to prepare a proposal for consideration by the Governing Council at its twenty-fourth session in April 2013 as to how best to provide inputs for and support to the preparatory process of the conference.

## **B. United Nations System Chief Executives Board for Coordination**

6. In 2011 and 2012, UN-Habitat regularly participated in the sessions of the Chief Executives Board for Coordination (CEB), during which time CEB intensified its efforts to align the strengths and expertise of its member organizations to respond to the mandates of Member States in a coordinated and effective manner. In addition to its efforts to enhance transparency and accountability, CEB sought to deepen understanding of global issues, including their interlinkages, and to further the sharing of knowledge among its members. UN-Habitat participated in the meetings of CEB and in those of its three pillars, namely the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group.

7. UN-Habitat has contributed to a draft United Nations system-wide plan of action for poverty eradication through full employment and decent work, which was commissioned by the High-level Committee on Programmes. As a member of the working group of the High-level Committee on Programmes, UN-Habitat participated actively in the preparations for the sixteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in November and December 2010 in Cancún, Mexico, including the organization of joint side events.

## **C. Economic and Social Council**

8. In its resolution 2011/21, the Economic and Social Council took note of the report of the Secretary-General on the implementation of the Habitat Agenda and encouraged the inclusion, where appropriate, of sustainable urbanization, including urban poverty reduction, slum upgrading, the role of local authorities and urban resilience to natural disasters and the impact of climate change, as cross-cutting issues in the preparations for, and follow-up to, the outcome of relevant summits and major conferences. It also invited Governments and local authorities, in accordance with national legislation, to enumerate the populations living in slums and on that basis to set, with the support of the international community, voluntary and realistic targets, to be attained by 2020.

9. In its resolution 2012/27, the Council stressed the need for Governments to redouble efforts to support initiatives at all levels to improve the lives of the urban poor across the developing world. It also encouraged Governments to continue supporting UN-Habitat on issues related to cities and climate change and to promote sustainability criteria in planning, construction and management for access to basic urban services, including disaster risk reduction. The Council also invited Governments to further promote sustainable cities and the role of local authorities in their national development policies and programmes and to consider the environmentally sustainable, socially inclusive and economically productive role of cities in the United Nations development agenda beyond 2015.

10. During the humanitarian segment of the substantive session of 2012 of the Economic and Social Council, representatives of the Inter-Agency Standing Committee reference group for meeting humanitarian challenges in urban areas, chaired by UN-Habitat, were briefed on the growing threats of natural disasters and conflicts to rapidly increasing urban populations. The briefing included a report on the satisfactory progress being made by two dozen partners in implementing the first urban strategy of the Committee to improve the effectiveness of humanitarian responses. Progress has been made in improving the leadership of humanitarian coordinators and country teams, strategy development, expertise, preparedness, resilience-building and accountability to affected populations in urban emergencies, consistent with the transformative agenda of the Committee.

## **D. United Nations Development Group**

11. UN-Habitat participated in the activities of the human rights mainstreaming mechanism of the United Nations Development Group, including joint input to the post-2015 development agenda, offering support to the Community of Latin American and Caribbean States.

12. UN-Habitat is a member of the Asia and the Pacific United Nations Development Group, along with 18 other United Nations agencies, and participates in its working group on environment and climate change. The Programme is leading the task team on urbanization, coordinating 13 other United Nations entities to develop a regional position paper on urbanization with practical tools.

13. As part of the global e-conversation about the role of population dynamics within the post-2015 United Nations development agenda, UN-Habitat has been engaged both in the initial round of exchanges and with the broader continuing dialogue on the [worldwewant2015.org](http://worldwewant2015.org) website, being part of the eleven thematic conversations, including on environmental sustainability, inequality, water and energy. A broader discussion followed along the lines of a concept note prepared by the United Nations Population Fund (UNFPA), which was discussed at an expert group meeting on 19 November 2012. Subsequently, a number of online consultations were held simultaneously under the guidance of moderators, with facilitation by the Department for Economic and Social Affairs and with support from UNFPA, the International Labour Organization (ILO) and the International Organization for Migration (IOM). The summary of these discussions has been included in the final report of the broader consultation on the theme of population dynamics.

#### **E. Executive Committee on Humanitarian Affairs and the Inter-Agency Standing Committee**

14. UN-Habitat is a member of the Inter-Agency Standing Committee principals and working group and of the Executive Committee on Humanitarian Affairs, chaired by the Emergency Relief Coordinator, to consider matters of policy regarding global humanitarian operations. For the past two years, UN-Habitat has chaired the Inter-Agency Standing Committee reference group on meeting humanitarian challenges in urban areas. The implementation of the strategy and two-year action plan of the reference group has seen progress in introducing new and improved ways of doing business between United Nations and non-governmental humanitarian actors.

15. Within the global cluster coordination system of the Inter-Agency Standing Committee, UN-Habitat is the focal point entity with responsibility for housing, land and property within the Global Protection Cluster Working Group, which has provided support to a number of country programmes facing these issues in urban areas including Afghanistan, Iraq and Pakistan. Within this scope of responsibility, the Programme continues to propose shelter, water and sanitation and emergency activities through the humanitarian pooled funding instruments, including the Central Emergency Response Fund, flash appeals and the Consolidated Appeals Processes. As a member of the Committee's sub-working group on preparedness and the Preparedness Financing Group, the Programme ensures that the urban focus in the preparedness activities of the Committee is maintained.

#### **F. UN-Water**

16. During the reporting period, UN-Habitat took up the position of Vice-Chair of UN-Water. UN-Habitat and the United Nations Environment Programme (UNEP) co-chair the UN-Water task force on wastewater management. As a follow-up to the United Nations Conference on Sustainable Development, a process has been initiated by the task force to develop a draft sustainable development goal target and associated indicators on effective wastewater management and pollution control. UN-Habitat briefed UN-Water members attending the seventeenth meeting of UN-Water, held in Stockholm from 23 to 25 August 2012, on the progress achieved in defining a sustainable development goal target for wastewater management. At the same meeting, UN-Habitat presented a proposal to establish a task force on capacity development for water operators.

#### **G. UN-Energy**

17. During the reporting period, UN-Habitat, as the current chair of UN-Energy Africa, took part in several UN-Energy meetings and contributed to the organization of the second All-Africa Energy Week, which took place in Addis Ababa from 12 to 16 November 2012. The Programme represented UN-Energy Africa in a number of forums and conferences during the reporting period, including the high-level forum organized by the Economic Community of West African States on paving the way for sustainable energy for all in West Africa through renewable energy and energy efficiency, held in Accra from 29 to 31 October 2012.

18. During the World Urban Forum held in Naples, Italy, from 1 to 7 September, UN-Habitat organized a workshop on renewables in growing cities in Africa in collaboration with the International Renewable Energy Agency. In collaboration with the African Union, UN-Habitat is developing a joint project on converting waste to energy for four countries in Africa.

## **H. Department of Economic and Social Affairs**

19. UN-Habitat is Co-Chair with the Department of Economic and Social Affairs of the Inter-Agency Network on Youth Development, which is developing the system-wide action plan on youth on behalf of the Secretary-General. The main goal is greater opportunities for youth to secure decent work and income over the life-cycle contributing to a virtuous circle of poverty reduction, sustainable development and social inclusion.

20. UN-Habitat collaborated with the Department in the lead-up to the United Nations Conference on Sustainable Development in June 2012. At the conference, UN-Habitat led four high-level events and participated in the high-level round table and the sustainable cities and innovation dialogue coordinated by the Department.

21. In collaboration with the Partnership on Sustainable Low Carbon Transport, UN-Habitat undertook a consultative process with partners such as the Asian Development Bank, the Institute for Transportation and Development Policy and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) and through the Department made a voluntary commitment at the United Nations Conference on Sustainable Development on building institutional and political capacity for urban sustainable mobility in 100 UN-Habitat partner cities across the world.

## **I. United Nations Development Programme**

22. UN-Habitat is cooperating with the United Nations Development Programme (UNDP) and the United Nations Capital Development Fund in coordination and preparation of the next working group of development partners on local governance in 2013. The agencies have partnered to develop and implement the Youth 21 initiative focused on developing mechanisms to better engage youth in the United Nations system.

23. UN-Habitat is part of the strategic advisory group of the Cluster Working Group on Early Recovery. Through the advisory group, the Programme has been contributing to reshaping the Cluster Working Group on Early Recovery. UN-Habitat has been instrumental in mainstreaming early recovery activities in the Global Shelter Cluster as focal point of the Cluster Working Group on Early Recovery and vice versa.

24. In December 2012, UN-Habitat and UNDP ended a seven-year substantive partnership in responding to the 2004 Indian Ocean earthquake and tsunami in Aceh and Nias, Indonesia. The two agencies jointly organized a workshop on cities and climate change with representatives of 10 Asian cities, which resulted in a partnership for a joint vulnerability assessment for the city of Makassar, Indonesia. UN-Habitat is providing substantive inputs to the UNDP strategy paper on sustainable urbanization and poverty reduction in Asia and the Pacific, with a view to forging strategic partnerships at the country level.

25. UNDP has been a key partner in Haiti and works with UN-Habitat in several joint programmes on the Millennium Development Goals in areas such as water and sanitation (Ecuador), gender (Brazil) and safer cities (Brazil, Costa Rica, Guatemala). UNDP has also supported programme implementation in Cuba (housing) and Colombia (implementation of the Habitat Agenda).

26. In August, 2012, the Administrator of UNDP, as Chair of the United Nations Development Group, and the Executive Director of UN-Habitat sent a joint letter to all resident coordinators to encourage them to address urban issues in teamwork with relevant members of the United Nations system. The Administrator of UNDP also informed the UNDP country offices of the current memorandum of understanding and encouraged them to work with UN-Habitat

## **J. United Nations Educational, Scientific and Cultural Organization**

27. As part of its strategic vision, UN-Habitat is strengthening its global programmes by collaborating with the United Nations Educational, Scientific and Cultural Organization (UNESCO) on urban heritage. Discussions between the two agencies are continuing as to how UN-Habitat can contribute to the UNESCO Creative Cities Network and support the dissemination of the UNESCO historic urban landscape action plan in Kenya. UN-Habitat has joint programmes with UNESCO for safer cities in Brazil, Costa Rica and Guatemala.

## **K. United Nations Institute for Training and Research**

28. During the reporting period, some activities were carried out with the United Nations Institute for Training and Research (UNITAR). During the United Nations Conference on Sustainable Development, UN-Habitat and UNITAR organized a workshop with IBM, involving senior officials and decision makers from the public and private sectors from different cities in the world. Dialogues

with UNHCR regional centres have been initiated within the scope of the ongoing United Nations development account project executed by UN-Habitat to strengthen the institutional capacity of training institutions in Asia, Africa and Latin America that work closely with the capacity-building initiatives of local governments.

#### **L. Office of the United Nations High Commissioner for Human Rights**

29. UN-Habitat has continued to work with the Office of the United Nations High Commissioner for Human Rights against forced evictions. The two agencies jointly produced a publication entitled: "Losing your home. Assessing the impact of eviction". Follow-up research and publications on eviction impact assessment methodologies are in progress. As a side event at the sixth session of the World Urban Forum, UN-Habitat co-organized a networking event on housing rights and eviction and immediately thereafter co-organized an expert group meeting on eviction impact assessment.

#### **M. United Nations Permanent Forum on Indigenous Issues**

30. During the reporting period, UN-Habitat participated at the tenth and eleventh sessions of the Forum. In the course of the tenth session UN-Habitat organized a side event on securing land rights for indigenous peoples in cities, which was held in New York in May 2011 in cooperation with the Government of Canada. UN-Habitat continues to participate in and contribute to the Inter-Agency Support Group on Indigenous Issues, which supports the work and the implementation of the recommendations of the Forum.

#### **N. Food and Agriculture Organization of the United Nations**

31. UN-Habitat and the Food and Agriculture Organization of the United Nations (FAO) worked with the Global Land Tool Network on the production of the voluntary guidelines on good land governance, forestry and fisheries that were endorsed by the Committee on Food Security in 2012. UN-Habitat contributed to the workshop organized by the FAO regional office for Asia and the Pacific related to urban and peri-urban agriculture in November 2011 and is working with the International Fund for Agricultural Development (IFAD) on strengthening tenure security for land and natural resources in Eastern and Southern Africa.

32. In May 2011, UN-Habitat attended and provided expert technical inputs to the FAO international workshop on urban forestry guidelines for decision and policymakers. UN-Habitat contributed substantively to the FAO report *Food, agriculture and cities: challenges of food and nutrition security, agriculture and ecosystem management in an urbanizing world*<sup>1</sup> and gave the keynote speech at the latter's regional workshop entitled "Food for the cities: ensuring resilient food systems in African cities". In 2012 UN-Habitat supported and attending an FAO networking event on food and agriculture for the urban future at the sixth session of the World Urban Forum.

#### **O. United Nations Environment Programme**

33. UN-Habitat and UNEP have continued to pursue their biennial implementation plan and related joint work programme, which focuses on climate change assessments, ecosystem-based adaptation, sustainable buildings and low-carbon cities. This collaboration is enhanced by (a) the World Bank through a joint work programme on cities and climate change funded by the Cities Alliance, (b) the launch of a global protocol for community-scale greenhouse gas emissions and (c) the launch of the UNEP Global Initiative for Resource-Efficient Cities on whose steering committee UN-Habitat serves. UN-Habitat also served on the working group on cities of the UNEP International Resource Panel and contributed to its report "City level decoupling: urban resource flows and the governance of infrastructure transitions".

34. UN-Habitat and UNEP have been collaborating within the framework of a joint European Union-United Nations project on land and natural resource conflict, hosted by UNDP in New York. A series of guidance notes have been developed and joint missions have been undertaken in Liberia and Côte d'Ivoire. The new phase of collaboration will focus on the African Great Lakes region.

35. UN-Habitat and UNEP have collaborated in the field in Myanmar, where UN-Habitat represents UNEP on the United Nations country team. A tripartite letter of authorization was signed with the Ministry of Environmental Conservation and Forestry for the preparation of a report on the state of the environment. UN-Habitat and UNEP joined the European Union to design the Global Climate Change Alliance programme in Myanmar.

<sup>1</sup> Available from [www.fao.org/fileadmin/templates/FCIT/PDF/FoodAgriCities\\_Oct2011.pdf](http://www.fao.org/fileadmin/templates/FCIT/PDF/FoodAgriCities_Oct2011.pdf) - MLY.

**P. International Labour Organization**

36. In collaboration with ILO, UN-Habitat trained 23 trainers from 18 countries in gender mainstreaming in local governance in 2011. ILO specifically introduced gender audits in local governance, a subject which was well received; some participants have since introduced gender audits into their training programmes. ILO works in partnership with UN-Habitat and other United Nations agencies in Haiti, reactivating local economies and producing jobs through debris management. UN-Habitat also contributed to programmes in the area of gender and safer cities in Brazil.

**Q. World Bank Group**

37. UN-Habitat is a member of the World Bank advisory group on the land governance assessment framework. The Programme has partnered with the World Bank, the Agence française de développement and the Embassy of Sweden to support the sustainable urban development sector in Kenya. UN-Habitat has agreed to house a strategic advisory component in its regional office for Africa.

38. The World Bank, UN-Habitat and UNEP have joined forces, with support from the Cities Alliance, to contribute to a more coordinated and focused response on climate change issues facing cities, especially in developing countries. An additional product of this collaboration is a continuing review of the Cities Alliance city development strategies methodology. Consultation with the World Bank has started in connection with the latter's transport policy programme for sub-Saharan Africa.

**R. United Nations Children's Fund**

39. UN-Habitat is working with the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on a joint programme "Safe and friendly cities for all" to support urban safety in public spaces in Dushanbe, Metro Manila, Greater Beirut, Marrakesh (Morocco), Nairobi, Rio de Janeiro (Brazil), San José and Tegucigalpa.

**S. United Nations Entity for Gender Equality and the Empowerment of Women**

40. UN-Habitat is collaborating with UN-Women in its global programmes on safer cities free of violence against women and girls, which they are implementing in five cities: Kigali, Cairo, Port Moresby, New Delhi and Quito.

41. During the sixth session of the World Urban Forum, the Executive Director of UN-Habitat and the Deputy Executive Director of UN-Women signed a memorandum of understanding which covers all countries where the two entities have common interests or agree to collaborate. UN-Women has provided a fully funded gender advisor to the gender unit of UN-Habitat to give recommendations on the "gender architecture" within the Programme and to assist with reviewing its gender policy.

**T. United Nations Office on Drugs and Crime**

42. The United Nations Office on Drugs and Crime (UNODC) has provided support for the United Nations joint programme on safety and security for cities in Brazil and Mexico.

**U. World Food Programme**

43. UN-Habitat is implementing a joint programme with the World Food Programme (WFP) to build resilient cities in the Philippines by developing the local government capacities of the cities of Cagayan De Oro, Davao, Iloilo and Butuan in risk and vulnerability assessments, city climate change action plans, piloting small-scale projects and developing knowledge products in support of policy dialogue and national replication and sustainability.

**V. Office of the United Nations High Commissioner for Refugees**

44. UN-Habitat has been providing technical support to the Inter-Agency Standing Committee Global Shelter Cluster led by the Office of the United Nations High Commissioner for Refugees (UNHCR) for conflicts and complex emergencies. Settlement planning and/or water and sanitation support has been provided for camps hosting Syrian refugees in Iraq and Jordan and for Somali refugees in Kenya. Technical support on shelter issues has also been provided in Somalia, while in the Sudan UN-Habitat seconded a staff member to UNHCR for support on durable shelter and settlements planning. Housing, land and property technical support has been provided to UNHCR in Iraq, the Philippines and the Sudan, while similar expertise was identified for deployment to UNHCR for Kyrgyzstan and Libya. A joint programme was established on land conflict resolution for internally displaced persons in the Democratic Republic of the Congo.

45. In 2011, UN-Habitat implemented components of a project on areas that are affected by refugees and by hosting them in collaboration with the Chief Commissioner for Afghan Refugees, UNHCR and UNDP.

## **W. United Nations Population Fund**

46. In Uganda, UN-Habitat and UNFPA are collaborating on the joint programme on population under outcome 3 of the programme: youth and vulnerable groups have competitive skills and opportunities to participate in the economy for sustainable livelihood.

47. UN-Habitat and UNFPA have established a five-year partnership under the One Plan Fund in Viet Nam to support the implementation of the Viet Nam statistics development strategy for 2011-2020 and the utilization of population information in development planning and programming. UN-Habitat is responsible for the improvement of urban population data (urban observatory system) and the capacity of national statistical institutions to support evidence-based urban management and planning.

48. As of February 2011, UNFPA and UN-Habitat have collaborated in Pakistan under the “One United Nations” initiative to build the capacity of the Pakistan Bureau of Statistics, in particular through the introduction of geographic information systems for the national population census. Similarly, in Cambodia, UNFPA and UN-Habitat have worked on urban reclassification and rural-urban research reports as well as the youth task force.

## **X. International Strategy for Disaster Reduction**

49. A memorandum of understanding, which was signed by UN-Habitat and the United Nations Office for Disaster Risk Reduction in 2003 on cooperation between the two agencies to build resilient cities against disasters through the “Making cities resilient” campaign and the city resilience profiling programme, was enhanced during the sixth session of the World Urban Forum.

50. In 2011, UN-Habitat and Office for Disaster Risk Reduction jointly enlisted 31 Pakistani cities in the “Making cities resilient” campaign, with the local government self-assessment tool as a first step. On the basis of these findings, a new resilient cities programme has been endorsed by the National Disaster Management Agency and the Ministry of Climate Change of Pakistan.

51. Jointly with the Disaster Management Centre of the South Asian Association for Regional Cooperation and the Office for Disaster Risk Reduction, UN-Habitat has developed toolkits for the assessment of school and hospital safety for multi-hazards in South Asia. The four volumes of toolkit for new designs and retrofitting are being launched and rolled out in Association countries through training of trainers.

## **Y. Global Environment Facility**

52. In December 2011 and March 2012, UN-Habitat, submitted new applications to become accredited as a project agency for the Global Environment Facility (GEF) and as an implementing entity for the Adaptation Fund. A decision on this is awaited.

53. UN-Habitat is implementing a project on sustainable transport in East Africa supported by GEF in collaboration with UNEP. The project covers the cities of Nairobi, Kampala and Addis Ababa and aims to create awareness and understanding among policymakers, stakeholders and the general public in East Africa and beyond of the importance and benefits of establishing suitable transport systems in urban areas.

54. In collaboration with UNEP, UN-Habitat is implementing a project on promoting energy efficiency in East Africa which covers Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania. In addition to these two projects, UN-Habitat and UNEP are working together on developing a mutually supportive programme covering all aspects of urban basic services.

## **Z. International Organization for Migration**

55. In order to strengthen their partnership in country activities, UN-Habitat and the Director General of the International Organization for Migration (IOM) signed their first memorandum of understanding for more coordinated field operations in urban areas in April 2012. A joint three-year programme between IOM, UNDP and UN-Habitat in support of peace and stability through land reform is on-going in Nepal. UN-Habitat has received support from IOM in the field of displacement in Mexico and Haiti.

## **AA. United Nations Industrial Development Organization**

56. UN-Habitat and the United Nations Industrial Development Organization have collaborated in developing a proposal on a sustainable energy corridor in West Africa. Consultations are also underway for developing a proposal to work together in selected cities in the Lake Tanganyika basin, with a focus on water and sanitation and economic development in the target cities.

## **BB. Environment Management Group**

57. During the reporting period, UN-Habitat continued to participate in the issue management group on the green economy of the Environmental Management Group by mainstreaming the urban agenda into this inter-agency thematic process. The work of the issue management group on the green economy culminated in the 2012 launch of the inter-agency report *Working towards a balanced and inclusive green economy: a United Nations system-wide perspective*. At the tenth session of the Conference of the Parties to the Convention on Biological Diversity, UN-Habitat strengthened its participation in the issue management group on biodiversity of the Environmental Management Group by leveraging its comparative advantage in spatial planning towards the achievement of the Aichi Biodiversity Targets.

## **CC. Office for the Coordination of Humanitarian Affairs**

58. As part of the transformative agenda of the Inter-Agency Standing Committee and coordinated by the Office for the Coordination of Humanitarian Affairs, UN-Habitat has contributed to the Inter-Agency Rapid Response Mechanism to enhance system-wide response capacity to crises. Discussions are also continuing to provide urban advice to Resident Coordinators and Humanitarian Coordinators. UN-Habitat is collaborating with the Office for the Coordination of Humanitarian Affairs in El Salvador in reconstruction and rehabilitation, ensuring the safe return of families after tropical depression 12E.

## **DD. Economic and Social Commission for Asia and the Pacific**

59. The Bangkok office of the UN-Habitat regional office for Asia and the Pacific is co-located with the Sustainable Urban Development Section, Environment and Development Division of the Economic and Social Commission for Asia and the Pacific (ESCAP), which has substantially strengthened the collaboration and partnerships.

60. UN-Habitat contributed substantially to the organization of the fifth Asia-Pacific Urban Forum organized by ESCAP in Bangkok in June 2011. A joint publication, *The State of Asian Cities 2010/2011*, was launched during the Forum in 2011.

61. UN-Habitat and ESCAP continue to jointly implement United Nations Development Account projects, with a focus on cities and climate change. They have jointly developed and submitted a proposal to the Development Account, entitled “Strengthening capacity of policymakers in South-East Asia for promoting policies and developing plans for improved wastewater treatment and reuse in urban and peri-urban areas”.

62. The ESCAP Pacific Operations Centre hosts the UN-Habitat office in Suva and they are collaborating on initiatives on climate change and cities in Fiji and Vanuatu. The two entities are working together on a regional urban knowledge framework, supported in part by funding from the Cities Alliance, to promote discussions on sustainable cities in the subregion.

63. In 2012, UN-Habitat collaborated with ESCAP and the International Union for Conservation of Nature to improve the capacity of national and local government officials in three towns in Pakistan to provide decentralized solid waste management.

64. During the sixth session of the World Urban Forum, ESCAP and UN-Habitat jointly kick-started the regional preparatory process for Habitat III, by organizing a high-level meeting for Asia-Pacific delegations on the theme of “Sustainable cities and human settlements in Asia-Pacific: a roadmap from Rio to Habitat III”.

## **EE. Economic Commission for Africa**

65. High-level consultations were held between UN-Habitat and the Economic Commission for Africa (ECA) on joint project formulation covering the range of urban basic services. A memorandum of understanding between UN-Habitat and ECA is being developed.

66. UN-Habitat and the Global Land Tool Network are working with ECA, the African Development Bank (AfDB) and the African Union Commission on a set of activities aimed at improving security of tenure and access to land for all in Africa. The Programme is a member of the

steering committee of the Land Policy Initiative for Africa. Since the beginning of 2012, UN-Habitat has been leading the capacity development component of the initiative, aimed at supporting African member States in the implementation of the Declaration on Land Issues and Challenges in Africa signed by the Heads of States and Governments of the African Union in 2009. A memorandum of understanding between UN-Habitat and ECA was signed in 2012 along these lines.

#### **FF. Economic Commission for Latin America and the Caribbean**

67. The Economic Commission for Latin America and the Caribbean has been an important partner for information and data in the region. It has provided important inputs to the regional report and shares the advisory and technical support to MINURVI (Ministers and High-level Authorities on Housing and Urbanization in Latin America and the Caribbean).

### **III. Cooperation between UN-Habitat and intergovernmental organizations outside the United Nations system**

#### **A. European Commission**

68. UN-Habitat has participated in the efforts of the European Union to strengthen cultural and architectural aspects in the realm of urban development. This is expected to result in the development of a declaration which would intrinsically link art and architecture with the urban environment. Dialogue between UN-Habitat and the European Union has been strengthened, especially in the African context. The European Union has supported UN-Habitat programme implementation in Haiti (neighbourhood reconstruction).

#### **B. South-South and triangular cooperation**

69. UN-Habitat recently supported the key States in South-South cooperation - Brazil, Russia, India, China and South Africa - in organizing a special session during the sixth session of the World Urban Forum.

70. Apart from its international advocacy work, UN-Habitat through its regional and liaison offices, mainly in the global South, continually engages with countries by implementing programmes and projects which have relevance to South-South cooperation. Several of these programmes and projects have a direct impact on people's right and access to decent housing. South-South cooperation will continue to play a critical role in positioning the global South in the preparations for Habitat III in 2016.

#### **C. African Union**

71. A memorandum of understanding is being developed as an outcome of high-level consultations between UN-Habitat and the African Union. The cooperation will emphasize urbanization as a positive force in the economic and social development of African cities.

#### **D. African Ministerial Conference on Housing and Urban Development**

72. With technical support from UN-Habitat, the fourth session of the African Ministerial Conference on Housing and Urban Development (AMCHUD) was held from 20 to 23 March 2012 in Nairobi on the theme "Territorial planning and access to basic services for all and implications of climate change in Africa". The conference adopted the Nairobi Declaration and outcomes documents: the Nairobi Pact towards Habitat III, and the AMCHUD Statement on Rio+20.

73. UN-Habitat provided technical support and advisory services to the AMCHUD secretariat in December 2012 to discuss the institutionalization of AMCHUD as a specialized technical committee of the African Union.

#### **E. Asia-Pacific Ministerial Conference on Housing and Urban Development**

74. With the technical support of UN-Habitat, the fourth Asia-Pacific Ministerial Conference on Housing and Urban Development was held from 10 to 12 December 2012 in Amman on the theme "Youth and information and communications technology in sustainable urban development". The conference adopted the Amman Declaration and the Amman Action Plan.

## **F. Ministerial Conference on Housing and Urbanization in Latin America and the Caribbean**

75. The twenty-first General Assembly of Ministers and High-level Authorities on Housing and Urbanization in Latin America and the Caribbean took place from 20 to 22 August 2012 in Mexico City. The meeting was key to presenting *The State of Latin American and Caribbean Cities 2012* report and to promoting and discussing the participation of ministers and other high-level authorities in the United Nations Conference on Sustainable Development and the sixth session of the World Urban Forum.

## **G. Global Parliamentarians on UN-Habitat**

76. A round table meeting was organized with the Global Parliamentarians on Habitat on the theme of “Cities as engines for sustainable growth” at the sixth session of the World Urban Forum. UN-Habitat has supported the Global Parliamentarians in strengthening its regional chapters, especially in Africa. The Programme has also strengthened its partnership with the Commonwealth Parliamentary Association, Parliamentarians for Global Action, the Association of European Parliamentarians with Africa and the Inter-Parliamentary Union.

77. The Global Parliamentarians on Habitat held a meeting of all the regional boards within the framework of World Habitat Day on 3 October 2011 and a main Board meeting on 4 October 2011 in Aguascalientes, Mexico, with the Executive Director of UN-Habitat in attendance.

## **H. African Development Bank**

78. During the reporting period, the focus of collaboration between UN-Habitat and AfDB has been the expansion of the Lake Victoria Region water and sanitation initiative to a second phase, with grant funding of \$110 million from AfDB. UN-Habitat provided technical assistance to the East African Community for the preparation of the second phase of the initiative and is now engaged in providing capacity-building to five partner States. UN-Habitat and AfDB are also collaborating on water and sanitation projects in Zanzibar and Kenya, with UN-Habitat providing capacity-building to complement AfDB support for infrastructure improvements.

## **I. European Investment Bank**

79. During the reporting period, UN-Habitat and the European Investment Bank (EIB) have been collaborating on pre-investment studies and project appraisal for a major expansion of the Lake Victoria Region water and sanitation initiative to the three large towns in the lake basin, Kampala in Uganda, Mwanza in the United Republic of Tanzania and Kisumu in Kenya. UN-Habitat participated in the appraisal of the Kampala water supply expansion project being funded by the EIB in partnership with the French Development Agency and the German Development Bank (KfW).

80. Under an agreement with the EIB, UN-Habitat supervised the pre-investment studies for water and sanitation projects in Mwanza and Kisumu and coordinated the appraisal of the Mwanza water and sanitation project, which is now in the funding approval stage for a financing package of EUR104 million.

## **J. Inter-American Development Bank**

81. Joint activities between UN Habitat and the Inter-American Development Bank (IADB) included several thematic sessions at the Stockholm Water Weeks in 2011 and 2012, which were part of the Latin American Focus day. Other areas of collaboration included the design and implementation of a regional policy dialogue on water and climate change in the Americas, advocacy campaigns on the rights-based approach to water in the Americas and support for the production of the document entitled “Americas water agenda” to be presented at the World Water Forum. UN-Habitat and IADB have also collaborated on a number of country programmes in Bolivia and El Salvador.

## **K. Asian Development Bank**

82. UN-Habitat has also started a dialogue with the Asian Development Bank in the area of sustainable urban mobility. Following the preparation of a voluntary commitment for the United Nations Conference on Sustainable Development in consultation with ADB, a mission from the Bank participated in the ADB Transport Forum from 6 to 8 November 2012 and discussed possible areas of collaboration.

83. Building on its long-standing collaboration with ADB, UN-Habitat signed a further memorandum of understanding with the ADB city development initiative for Asia in May 2012. The Bank is providing support to the UN-Habitat Cities and Climate Change Initiative as an “up-stream”

delivery mechanism of city development initiatives which will assist cities in Asia to bridge the gap between pro-poor, gender balanced, participatory planning for climate change adaptation/mitigation, and urban infrastructure investment programmes.

#### **L. Development Bank of Latin America**

84. UN-Habitat has signed a memorandum of understanding with the Development Bank of Latin America, as the new Habitat Agenda partner institution for the region.

#### **M. League of Arab States**

85. UN-Habitat participates in the meetings of the Arab League Council of Ministers, advisory groups and executive office and organized an expert group meeting on *The State of Arab Cities 2012* report at their headquarters in Cairo. UN-Habitat through its regional office continues to guide member States in their preparations for the next Governing Council and other landmark events of the Programme.

86. *The State of Arab Cities 2012* was launched in May 2012 regionally and internationally during the sixth session of the World Urban Forum with the participation of representatives of the Arab League.

#### **N. Organization of Islamic Cooperation**

87. In 2010, UN-Habitat signed a partnership agreement with the Organization of Islamic Cooperation for the reconstruction of a girls' primary school in Pakistan.

#### **O. Commonwealth Secretariat**

88. UN-Habitat is working with the Commonwealth youth programme towards a partnership focusing on urban youth issues and a draft memorandum of understanding between the two parties will be signed.

#### **P. Commonwealth Local Government Forum**

89. Under an agreement of cooperation signed in July 2010, UN-Habitat and the Commonwealth Local Government Forum are collaborating on its cities and climate change initiative. This is being done through preparation of national scoping studies and city-level climate change vulnerability and adaptation assessments, in conjunction with a climate footprint assessment (or greenhouse gas inventory) for four pilot cities: Lami (Fiji), Port Moresby, Greater Apia Area and Port Vila.

#### **Q. Cities Alliance**

90. UN-Habitat, the Global Land Tool Network and the Cities Alliance are working together in Uganda on a set of activities aimed at providing security of tenure to slum dwellers through the use of the social tenure domain model, a pro-poor land tool developed by the Global Land Tool Network. The Cities Alliance is co-funding this work and is also supporting the adaptation of the city development strategy and slum upgrading methodologies in partnership with the participatory settlements upgrading programme funded by the European Union in the Pacific island nations of Fiji, Papua New Guinea and Samoa, including the Pacific urban management programme of support.

91. In Viet Nam, the Cities Alliance and UN-Habitat designed a support programme for participatory city development strategies for communities in seven municipalities in collaboration with the national local government association. This builds on the lessons from previous city development strategy processes, which recognized the importance of creating a community development fund to implement selected strategic local priorities.

92. After the annual meeting of the Cities Alliance held in Viet Nam, UN-Habitat was successful in emphasizing its priorities of urban development and the role of local government in the international development agenda. UN-Habitat has also initiated discussions on public space projects in countries where the Cities Alliance has strong country programmes.

#### **R. Collaboration between the European Commission, African, Caribbean and Pacific States and UN-Habitat**

93. The European Commission and UN-Habitat signed contribution number 2012-284 867 in March 2012 for a participatory slum upgrading programme in African, Caribbean and Pacific countries. The agreement foresees a strengthened partnership between the secretariat of the African, Caribbean and Pacific Group of States, the European Commission and UN-Habitat for implementing the programme in 34 countries.

94. With a focus on Millennium Development Goal 7 and in order to provide a coordination mechanism for implementing the participatory slum upgrading programme, the three partners agreed in the Nairobi Declaration on Urbanization Challenges and Poverty Reduction in African, Caribbean and Pacific States<sup>2</sup> to create a steering committee to guide the implementation process for sustainable urbanization and urban poverty reduction in more than 100 cities in 34 African, Caribbean and Pacific countries.

#### **S. United Nations joint programming for Somalia**

95. UN-Habitat is participating as one of the five United Nations agencies in the United Nations Joint Programme on Local Governance and Decentralized Service Delivery for Somalia. The programme has established an important platform for seizing the development moment and has also translated many of the ambitions of the “One United Nations” principles into tangible improvements in aid and wider development effectiveness. The programme was launched in 2008 and has recently concluded its five-year first phase. It is now starting a second five-year phase, running from 2013 through 2017 and referred to as the United Nations Joint Programme on Local Governance and Decentralized Service Delivery for Somalia II. The programme, which has five partners - UN-Habitat, ILO, the United Nations Capital Development Fund, UNDP and UNICEF - is aligned with the United Nations Somali Assistance Strategy, 2011–2015 and contributes to at least five of the Millennium Development Goals.

### **IV. Cooperation with other Habitat Agenda partners, including non-governmental organizations**

#### **A. Cooperation with local authorities**

96. At the country level, UN-Habitat has continued its collaboration with local authorities in the area of crime prevention and safety. It has launched the Global Network on Safer Cities, currently chaired by the Mayor of Mexico City. The Programme supports efforts in Ouagadougou and Bujumbura and is starting in Dushanbe, Metro Manila, Greater Beirut, Marrakesh (Morocco), Nairobi, Rio de Janeiro (Brazil), San José, Tegucigalpa, Kigali, Quito, Cairo, Port Moresby and New Delhi.

97. UN-Habitat has strengthened relations with the Federation of Latin American Cities, Municipalities and Associations and several national associations of local authorities.

98. A fourth memorandum of understanding was signed between Fukuoka local partners and UN-Habitat on 30 May, 2012.

99. UN-Habitat has established a broad and expanding network of local governments who are supported in developing and improving comprehensive city development strategies, linked to provincial strategies. These strategies are institutionalized in local government development planning processes through capacity development support.

#### **B. Global Network on Safer Cities**

100. The Global Network on Safer Cities brings to the urban debate a wide range of crime prevention actors, ensuring the sharing of lessons learned and the exchange of best practices and good policies. In particular, two substantive flagships are being pursued together with partners such as UNODC, the United Nations Interregional Crime and Justice Research Institute, the European Forum on Urban Safety, Cordaid, Small Arms Survey, the Global Urban Studies Institute, Ignitus Worldwide, the International Centre for the Prevention of Crime, the Institute of Security Studies, World Vision, and others.

101. The joint United Nations programme on safe and sustainable cities for all, launched in June 2011, takes an integrated and holistic approach. The programme builds on earlier efforts undertaken by women’s rights and youth organizations and local governments in cities around the world and on innovative programming by UN-Habitat, UNICEF and UN-Women to ensure the empowerment and safety of women and girls, the prevention of gender-based violence and the protection of children and their rights. It has been launched in eight pilot cities: Greater Beirut, Dushanbe, Metro Manila, Marrakesh (Morocco), Nairobi, Rio de Janeiro (Brazil), San José and Tegucigalpa and seed funding of \$200,000 has been allocated to each city.

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<sup>2</sup> Available from [www.unhabitat.org/downloads/docs/8248\\_78755\\_Report\\_English\\_Edited.pdf](http://www.unhabitat.org/downloads/docs/8248_78755_Report_English_Edited.pdf).

### **C. Pro-poor land and housing**

102. The Global Land Tool Network, an initiative of UN-Habitat and its international partners, continues to expand and now comprises 50 partners from multilateral and bilateral organizations, civil society groups, professional bodies and research and training institutions.

103. Key activities on security of tenure that were undertaken during the reporting period include knowledge development and advocacy, capacity development and the development and testing of pro-poor land tools. UN-Habitat and its partners have carried out work on 11 land tools. The social tenure domain model is a tool developed by UN-Habitat, the World Bank, the International Federation of Surveyors and the Faculty of Geo-Information Science and Earth Observation, University of Twente, to increase the security of tenure of the poor and of women by recording a wide range of individual, collective and customary land rights and land claims.

104. UN-Habitat is working with grass-roots partners to identify suitable mechanisms and methodologies to scale up initiatives at the community level. Among the main partners of UN-Habitat in this task are the International Land Coalition, the Huairou Commission and Shack/Slum Dwellers International.

### **D. Urban planning, management and governance**

105. Through its cities and climate change initiative, UN-Habitat has provided capacity-building and technical assistance in a variety of subject areas to an increasing number of cities and countries. In 2011 and 2012, the initiative experienced rapid growth, particularly in Asia and the Pacific, and is currently being rolled out in more than 40 cities. UN-Habitat has also motivated and strengthened the national habitat committees in Cuba, Colombia and Costa Rica

106. UN-Habitat is collaborating globally with planners' associations in order to disseminate and fine tune its new urban planning approach and increase global understanding. The Global Planners' Network, the Commonwealth Association of Planners, the International Society of City and Regional Planners (ISOCARP) and the African Planning Association are members of the World Urban Campaign and actively promote UN-Habitat urban planning principles. ISOCARP played a major role at the sixth session of the World Urban Forum as a strategic partner and also facilitated the e-dialogue on the same topic. At the regional level, collaboration with the South African Planning Institute and the African Planning Association resulted in an expansion of membership and the development of a "state of planning" report for the region. Collaboration with the International Union of Architects and the Africa Union of Architects has also evolved and UN-Habitat has entered into a memorandum of understanding with the Africa Union of Architects for collaboration on the World Urban Campaign. Collaboration at country level has been strengthened with several associations, including the Italian National Institute of Urban Planning, the Netherlands Architecture Institute, Architectural Association of Kenya (town planning chapter), South African Planning Institute and Urban Planning Society of China.

107. The Habitat Partner University Initiative engages with a growing number of tertiary education institutions (approximately 100 partnerships) with the aim of strengthening urban education, research and policy advice and capacity development. Curriculum development on climate change supported by four university consortia is underway. Thematic hubs on the informal city, urban governance, climate change and urban futures have been established to advance urban education and research in these fields.

### **E. International Federation of Red Cross and Red Crescent Societies**

108. Through its membership in the Strategic Advisory Group of the Inter-Agency Standing Committee, UN-Habitat has been providing technical support to the Global Shelter Cluster convened by the International Federation of Red Cross and Red Crescent Societies for natural disasters. In addition, the Programme deploys personnel as part of the shelter coordination teams led by IFRC in specific emergency operations. With IFRC, UN-Habitat continues to co-chair the Regional Shelter Cluster for Latin America and the Caribbean, supporting country emergency responses in the region.

### **F. Gender equality**

109. In October 2012, UN-Habitat conducted a gender audit of the organization, including the regional offices. The audit results highlighted some successes. However, gaps identified included a shortage of human and financial resources and insufficient gender capacity-building of programme staff at all levels and midstream monitoring of implementation. The audit included a review of the gender equality action plan and the results of this review formed the basis of discussions at the Gender

Equality Action Assembly at the sixth session of the World Urban Forum and helped map the way forward for UN-Habitat.

110. Some of the highlights and achievements in the gender equality action plan included improved service delivery by UN-Habitat across its programmes, as produced in a compendium from the audit. Institutional arrangements are in place to coordinate gender mainstreaming activities with a system of gender focal points established at headquarters and in regional offices. In the progress report on the plan, the main challenge to be addressed was the fact that the considerable resources available for gender mainstreaming were not being fully utilized and attempts to promote more coherent work in this area were not being monitored. This also emerged from the evaluation of gender mainstreaming in UN-Habitat in 2011.

111. The advisory group on gender issues was inaugurated in September 2012 during the sixth session of the World Urban Forum and held its second meeting in November and Dec 2012 in Nairobi, which resulted in the production of a two-year work plan. The UN-Habitat programme of work for 2014–2015 and the main document for dialogue sessions at the twenty-fourth session of the Governing Council, which had input from advisory group members, have integrated gender dimensions. UN-Habitat is currently reviewing the architecture of the gender unit with a view to giving it high visibility within the organization.

112. The joint urban programme “Because I am a girl” has been launched by Plan International, Women in Cities International and UN-Habitat in Hanoi, New Delhi, Cairo, Kampala and Lima. A rapid situation assessment has been conducted in each of the five participating cities.

## **G. Other Habitat Agenda partners**

### **1. Bilateral development aid agencies**

113. UN-Habitat is supporting a project funded by the Australian Agency for International Development for improving land policies and land management in member States of the Organization of Eastern Caribbean States.

### **2. Civil society organizations**

114. UN-Habitat continued to strengthen the engagement of partners at policy and programme level during the reporting period. Civil society organizations were involved in two civil society dialogues and meetings of Habitat Agenda partners held in May, September and October 2012 as platforms for preparation for the United Nations Conference on Sustainable Development, the sixth session of the World Urban Forum, the United Nations development agenda beyond 2015 and Habitat III. Habitat Agenda partners are encouraged to take part in the multilateral consultative processes established to solicit views and comments from the different stakeholder groups on these key major events. Over 400 participants representing international, regional and national organizations participated in the dialogues. This has led to sustained interest in the sixth session of the World Urban Forum, the United Nations Conference on Sustainable Development and the sustainable development goals and Habitat III.

115. Civil society organizations are being mobilized to effectively contribute to shaping “The future we want” by getting involved in the on-going debates on the United Nations development agenda beyond 2015. The global, regional and national consultations on the development agenda beyond 2015 and the preparatory process for Habitat III present an opportunity to mobilize and strengthen the engagement of Habitat Agenda partners at all levels.

116. The main challenge is that urbanization is a field which has not received much attention in the current global debates on the development agenda beyond 2015. Much more remains to be done by member States, Habitat Agenda partners and UN-Habitat to ensure that urbanization issues are put firmly on the future development agenda.

### **3. ICLEI - Local Governments for Sustainability**

117. In June 2011, UN-Habitat signed a memorandum of understanding with ICLEI, which outlines broad areas of collaboration covering climate change, biodiversity and mobility, etc., over four years. In August 2012, the two organizations signed an agreement of cooperation on a joint project on urban low emissions development strategies funded by the European Commission. UN-Habitat is leading the project while ICLEI is the main implementing partner. UN-Habitat also actively participated in the second and third ICLEI “Resilient Cities” congresses in 2011 and 2012 respectively, at which it led thematic events. At the United Nations Conference on Sustainable Development, UN-Habitat participated in the panels of the ICLEI World Congress and global town hall.

## V. Conclusions

118. Partnerships continue to play a strategic role in the delivery of the Habitat Agenda. This report demonstrates the breadth of the web of engagement that UN-Habitat has created with its partners, including United Nations agencies, multilateral organizations, international training institutions and civil society organizations, which are contributing to the implementation of the Habitat Agenda. The engagements range from consultation, facilitation, joint implementation and funding and capacity-building through research and training activities and policy dialogues, all of which form pillars in the UN-Habitat partnership strategy.

119. The identification of sustainable cities as a critical platform for sustainable development of “The future we want” at the United Nations Conference on Sustainable Development has sharpened the need for UN-Habitat to increase its efforts towards achieving a coherent and aligned partnership with other agencies within the United Nations system. As the world approaches the end of the period for achieving the Millennium Development Goals, the urgency of the need for the United Nations system to converge on the achievement of sustainable cities as a key element of the sustainable development goals has informed the focus on partnerships that UN-Habitat included in its organizational reform during the reporting period. It is important that UN-Habitat strengthen its capacity to coordinate the growing number of its partners and ensure a strong leadership for the numerous Habitat Agenda partners who operate in different capacities to achieve sustainable urban development.

120. United Nations agencies have a shared concern for the challenges that urbanization creates. This concern can be more effectively addressed through proactive, intersectoral (and hence inter-agency) urban development interventions. Active protection and fostering of the strengths of urban centres, while preventing and managing the negative effects of urbanization, provides a vital opportunity for the United Nations system to achieve its overarching development goals and to demonstrate that it is, in fact, “Delivering as one”. At the sixth session of the World Urban Forum, UN-Habitat launched this pursuit through a high-level inter-agency meeting, at which the theme “The opportunity of urbanization in the twenty-first century: the role of the United Nations” was discussed. This meeting was attended by FAO, ILO, the United Nations Capital Development Fund, OHCHR, the United Nations Centre for Regional Development, ECE, ESCAP, UNESCO, the Economic and Social Commission for Western Asia, UNICEF, the United Nations Interregional Crime and Justice Research Institute, UNITAR, UNODC, the United Nations Relief and Works Agency for Palestine Refugees in the Near East, UN-Women, the World Bank, the World Health Organization and the World Meteorological Organization. They agreed to work towards a common coordination mechanism for sustainable urban development.

121. To this end, UN-Habitat has established a Partners and Inter-Agency Coordination Branch. The organizational reforms, which are an effort to sharpen the focus of UN-Habitat programmes and position it to play a leading role in the urban future, require the full cooperation and support of all partners.

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