Proposed work programme and budget for the biennium 2016–2017

Report of the Executive Director

Summary

The present document sets out the proposed work programme of the United Nations Habitat and Human Settlements Foundation for the biennium 2016–2017, which is based on the approved six-year strategic plan 2014–2019 as well as the strategic framework 2016-2017. The work programme was prepared in accordance with the Support Guide issued on 10 October 2014 by the United Nations Programme Planning and Budget Division.

The Executive Director recommends that the Governing Council of the United Nations Human Settlements Programme approves the work programme of the United Nations Habitat and Human Settlements Foundation for the biennium 2016–2017, as proposed herein under.
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<tr>
<td>ACABQ</td>
<td>Advisory Committee on Administrative and Budgetary Questions</td>
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<td>CAPSCAN</td>
<td>Capacity Scan</td>
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<td>CPC</td>
<td>Committee for Programme and Coordination</td>
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<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
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<td>GA</td>
<td>General Assembly</td>
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<td>GC</td>
<td>Governing Council</td>
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<td>HAP</td>
<td>Habitat Agenda Partners</td>
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<td>HCPD</td>
<td>Habitat Country Programmes</td>
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<td>IATI</td>
<td>International Aid Transparency Initiative</td>
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<td>ICT</td>
<td>Information and communications technology</td>
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<td>IMDIS</td>
<td>Integrated Management and Document Information System</td>
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<td>IPSAS</td>
<td>International Public Sector Accounting Standards</td>
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<td>IUTC</td>
<td>International Urban Training Center</td>
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<td>PAAS</td>
<td>Project accrual and accountability system</td>
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<td>RBM</td>
<td>Results Based Management</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNEG</td>
<td>United Nations Evaluation Group</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UPCL</td>
<td>Urban Plan for City Leaders</td>
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<td>WASH</td>
<td>Water, Sanitation and Hygiene for All initiative</td>
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<td>WHO</td>
<td>World Health Organization</td>
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I. Introduction

A. Background

1. This document outlines the overall process and main parameters of the biennial draft work programme and budget for 2016-2017. The proposed programme of work for the 2016-2017 is derived from UN-Habitat’s strategic plan for 2014-2019 and strategic framework for 2016-2017. It is developed against the backdrop of significant changes in the international development environment, including growing recognition of the important role of sustainable urbanization in driving sustainable development. The first ever ECOSOC integration segment focused on sustainable urbanization as the priority theme, and underlined the transformative power of sustainable urbanization in achieving sustainable development (May 2014). As part of the Post-2015 Development Agenda, the Open Working Group on Sustainable Development Goals has proposed a stand-alone Sustainable Development Goal to “Make cities and human settlements inclusive, safe, resilient and sustainable” (July 2014). The Secretary-General’s Climate Change Summit also designated ‘Cities’ as one of the priority action areas (September 2014). UN-Habitat has also embarked on broad mobilization of Habitat Agenda Partners around the New Urban Agenda through the World Urban Campaign.

2. Within the UN System, UN-Habitat presented a policy paper in October 2014 on Urbanization and Sustainable Development: Towards a New United Nations Urban Agenda to the UN High Level Committee on Programmes (HLCP). The paper highlights the transformative way in which urbanization can be harnessed to enhance economic growth and productivity, wealth and state building and proposes a UN system-wide approach to the implementation of the sustainable urbanization dimensions of the post-2015 development agenda and the outcome of Habitat III, and a framework for cooperation and policy coherence in the area of sustainable urbanization.

3. In order to strengthen application of results-based management, ownership and accountability, the work programme and budget for 2016-2017 was prepared in a participatory manner culminating in a Senior Management Retreat held in October 2014. The retreat, which included senior managers from headquarters and regional and liaison offices, also discussed ways to enhance coordination and coherence through programming more closely between the different sub-programmes and built on the close integration forged between normative and operational activities. Particular attention was paid to strengthening programme delivery including:

(a) reflecting the emerging debate on the New Urban Agenda and ensuring that the cross-cutting issues of gender, youth, climate change and human rights are reflected to the greatest extent possible in all subprogrammes;

(b) expanding multi-dimensional programmes, whether at country level or regional level to deliver results at scale;

(c) enhancing relationships with national and local governments and development partners, and promoting greater national ownership through joint development of Habitat Country Programme Documents;

(d) strengthening resource mobilization to cover underfunded aspects of the programme, as measured by strategic impact and portfolio, including consolidation of work programme activities to allow for larger scale programmes, particularly in view of the declining contributions to the Foundation General Purpose fund;

(e) deepening and increasing partnerships with UN agencies and other non-governmental partners for impact and delivery at scale;

(f) enhancing management tools and business processes to support project management and efficient delivery including Umoja;

(g) strengthening monitoring and evaluation and reporting of results achieved and impact made in the livelihoods of the organization’s beneficiaries.
B. Programme overview

4. The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the United Nations Centre for Human Settlements (Habitat) into UN-Habitat, and the Commission on Human Settlements into the Governing Council of UN-Habitat.

5. The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

6. Through its resolution 24/15 of 19 April 2013, the Governing Council of UN-Habitat approved a six-year strategic plan for the period 2014-2019, which will be implemented through three successive biennial strategic frameworks and programme budgets, for 2014-2015, 2016-2017 and 2018-2019. The strategic direction of the framework would be derived from the post-2015 development agenda, once approved by the General Assembly, and from the outcome of the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), scheduled to take place in 2016.

7. Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with more than 50 per cent of humanity now living in urban areas and 6 out of every 10 people in the world expected to be residing in urban areas by 2030. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population.

8. Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly to global warming and up to 70 per cent of the world’s total greenhouse gas emissions. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

9. Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater.

10. Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects in some parts of the world. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. However, some countries, including many in Africa, have experienced positive economic growth in recent years, thus opening up opportunities for planned urbanization to contribute significantly to sustainable development.

11. Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12. In addressing the above challenges in line with the strategic plan, UN-Habitat will implement its programme of work through its thematic branches and regional offices. In that respect, the thematic branches and regional offices that are coordinated by the Programme Division will implement the following seven subprogrammes:

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

13. The main strategies that UN-Habitat and partners will employ in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat will complement those efforts in order to increase public knowledge and strengthen existing partnerships.

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

15. Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

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

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

18. Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums.

19. Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.

20. Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the World’s Cities Report. It will publish official statistics globally through the Urban Indicators Programme and support the production of
local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.

21. In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.

22. UN-Habitat will continue to implement an advocacy, outreach and communications strategy supporting the dissemination of the normative and technical work, in order to strengthen the corporate image and positioning of the programme, increase outreach and disseminate key messages to enhance global awareness and sensitization on sustainable urbanization issues. Habitat III, the biennial World Urban Forum, the World Urban Campaign, World Habitat Day and awards programmes, as well as national urban forums and national urban campaigns, are some of the key global advocacy platforms on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

23. In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, UN-Habitat will assess the gender implications of all planned normative and operational programmes, and work with the Advisory Group on Gender Issues to enhance gender sensitive interventions and policies that support women. Moreover, UN-Habitat, through the Programme Division, will continue to mainstream three other cross-cutting issues, namely, youth, human rights and climate change, throughout the seven subprogrammes, and ensure that those issues are incorporated into the design and implementation of all policies, knowledge management tools and operational activities. The Project Advisory Group will ensure that the cross-cutting issues are consistently and systematically incorporated into all project documents, including those to be implemented in countries that are not beneficiaries of operational activities for development of the United Nations system.

24. During the 2016-2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15. To strengthen programmatic coherence and alignment in programme implementation and ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold annual programming retreats aimed at developing an organization-wide annual workplan. UN-Habitat will continuously track the progress made in implementing the strategic plan and the work programme and budget through the project accountability and accrual system, and report back through the annual progress report. UN-Habitat will undertake evaluations on three levels: corporate evaluations of strategic significance, programme and project evaluations, and self-evaluations of all projects that will have closed during the biennium. Other specific evaluations, including impact evaluations, will be prioritized and conducted as planned. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum as adopted by the General Assembly. Special efforts will be made to promote North-South and South-South cooperation and the exchange of experiences, as well as triangular cooperation.

25. During the biennium, UN-Habitat will strengthen evaluation of its subprogrammes, programmes and projects. All projects closing within the biennium, will have self-evaluation reports. The Evaluation Unit will prepare a detailed biennial evaluation plan, which will include external evaluations, self-evaluations, evaluation capacity building activities, and activities to facilitate sharing of knowledge and good practice in evaluation, including updating the evaluation recommendation tracking system. It is estimated that for the biennium 2016-2017, resources for evaluation activities would amount to $3,200,000 of which $397,000 would be funded from the regular budget and $2,803,000 from extra budgetary resources. Lessons learnt and recommendations from evaluations activities will be used to inform the implementation of activities, outputs and indicators of achievements as well as influence the design of new programmes and projects. The Evaluation Unit will also promote knowledge sharing of evaluation findings to bring cultural changes of managing for results—leading to improved performance, enhanced accountability, transparency and learning from programme implementation.

26. Acting as the Habitat III secretariat, UN-Habitat will provide substantive support to intergovernmental negotiations on the outcome document of Habitat III, to be entitled, if agreed by Member states, “New Urban Agenda”, at both the regional and global levels. This will include finalization of Habitat III regional reports on progress in the implementation of the Habitat Agenda and other international goals and targets relevant to housing and sustainable urban development. The reports will synthesize the findings of Habitat III national reports. A global report synthesizing the findings and conclusions of regional reports will also be finalized by the Habitat III secretariat during the biennium 2016-2017. UN-Habitat will support the organization of the third and final meeting of the Preparatory Committee for Habitat III. Finally, the
Habitat III secretariat will provide substantive and logistical support to the organization and servicing of the Habitat III Conference itself, especially the preparation of the final Habitat III outcome document.

27. In executing its programme of work, UN-Habitat will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

28. Within the United Nations, UN-Habitat will cooperate with the United Nations Environment Programme (UNEP) on urban environment assessments, resource-efficient cities, green buildings and sustainable housing and land; the United Nations Centre for Regional Development on capacity-building for urban planners; the United Nations Framework Convention on Climate Change on urban climate-change planning; the Convention on Biological Diversity on cities and biodiversity; the United Nations Development Programme (UNDP) on local governance issues, training and capacity-building skills, disaster risk reduction and recovery; United Nations Office for Disaster Risk Reduction, on implementation of the City Resilience Profiling Programme and the campaign to make cities resilient; the Food and Agriculture Organization of the United Nations (FAO) on urban and peri-urban agriculture and land; the World Health Organization (WHO) on urban planning guidelines, the Safer Cities Programme, and urban indigenous peoples and health issues, the United Nations Educational, Scientific and Cultural Organization (UNESCO) on urban planning related to cultural heritage sites and migration; United Nations Department of Economic and Social Affairs and the United Nations regional commissions on follow-up to the United Nations Conference on Sustainable Development (Rio+20); the Office of the United Nations High Commissioner for Refugees (UNHCR) on shelter issues for refugees; the United Nations Children’s Fund on the Urban Emergency Response Strategy and the Safer Cities Programme; the United Nations Office for the Coordination of Humanitarian Affairs on coordination of the response to post-crisis emergencies; the United Nations Entity for Gender Equality and the Empowerment of Women on gender mainstreaming, the empowerment of women and the Safer Cities Programme; the United Nations Office on Drugs and Crime on the Safer Cities Programme; the World Bank Institute on slum upgrading and prevention case studies; and the Office of the United Nations High Commission on Human Rights on mainstreaming housing rights under the United Nations Housing Rights Programme. UN-Habitat will collaborate with all UN agencies on the Post-2015 Agenda, Habitat III Conference and on the New Urban Agenda. UN-Habitat will also collaborate with other United Nations agencies on the United Nations Development Assistance Framework and under the “Delivering as one” initiative at the country level.
II. Policymaking organs

29. In its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

30. The Governing Council is composed of 58 member States, which have a membership term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. During the sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation, and also the operational activities that are carried out by UN-Habitat. The sessions bring together representatives of member States and Habitat Agenda partners, the latter comprising local authorities, non-governmental organizations, the private sector, the Global Parliamentarians on Habitat, women’s groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium, while its two subcommittees hold approximately 74 meetings in a biennium. The Governing Council, its intersessional subsidiary body, the Committee of Permanent Representatives and the two subcommittees are serviced by the secretariat of the Governing Council.

Prioritization of the Work Programme 2016-2017

The work programme and budget for 2016-2017 has been prioritized in line with the Governing Council Resolution 24/15 of April 2013.

In this regard, the criteria used are as follows:

- **Priority 1**: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority 2**: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority 3**: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments.
III. Executive direction and management

31. Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Policy and Strategic Planning Unit, the Evaluation Unit, the Secretariat of the Governing Council, and the Division of External Relations. The Executive Director provides overall direction on the implementation of the work programme and budget of the organization, and coordinates its relations with member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates. Activities in the area of executive direction and management cover the provision of strategic direction in the implementation of the strategic plan 2014–2019, ensuring programmatic coherence and alignment with the plan, holding managers accountable for planned results and providing support to governing bodies, including the Governing Council and the Committee of Permanent Representatives.

1. Objective of the Organization: The overall objective of activities in the area of executive direction and management is to lead and ensure effective implementation of the UN-Habitat mandates, compliance with United Nations policies and procedures, implementation of the Strategic Plan for 2014–2019 through the biennial work programme and budget, and in the management of human and financial resources.

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<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievements</th>
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<tr>
<td>(a). Enhanced policy coherence in the management of human settlements activities in the United Nations system</td>
<td>(a) Number of UN system organizations integrating, in collaboration with UN-Habitat, sustainable urbanization issues in their key policy and programme documents</td>
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<td></td>
<td>Performance measures</td>
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<td>Baseline: 2012-2013: N/A</td>
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<td>Target: 2016-2017: 20</td>
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<td>Performance measures:</td>
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<td>Baseline: 2012-2013: 60%</td>
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<td></td>
<td>Estimate: 2014-2015: 80%</td>
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<td>Target: 2016-2017: 90%</td>
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<td>(ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations</td>
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<td>Performance measures:</td>
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<td>Baseline: 2012-2013: 50%</td>
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<td>Target: 2016-2017: 70%</td>
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<td>(iii) Percentage of projects, with a budget value over USD 1 million that have been evaluated by external evaluators</td>
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<td>Performance measures:</td>
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<td>Baseline: 2012-2013: 8%</td>
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<td>Estimate: 2014-2015: 20%</td>
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<td>Target: 2016-2017: 30%</td>
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<td>(b). Improved use of performance information from evaluations to influence management decision-making and performance improvement</td>
<td>(i) Percentage of accepted evaluation recommendations implemented within planned time</td>
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<td>Performance measures:</td>
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<td></td>
<td>Baseline: 2012-2013: 60%</td>
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<td></td>
<td>Estimate: 2014-2015: 80%</td>
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<td>Target: 2016-2017: 90%</td>
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<td>(ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations</td>
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<td>Baseline: 2012-2013: 50%</td>
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<td>Target: 2016-2017: 70%</td>
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<td>(iii) Percentage of projects, with a budget value over USD 1 million that have been evaluated by external evaluators</td>
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<td>Performance measures:</td>
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<td>Baseline: 2012-2013: 8%</td>
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<td>Estimate: 2014-2015: 20%</td>
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<td>Target: 2016-2017: 30%</td>
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<td>(c). Enhanced engagement of all Habitat Agenda Partners and the UN System in sustainable urban development</td>
<td>(i) Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation</td>
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<td>Performance measures:</td>
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<td></td>
<td>Baseline: 2012-2013: 600</td>
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<td>Target: 2016-2017: 1300</td>
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<td></td>
<td>(ii) Number of joint activities undertaken with Habitat agenda</td>
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partners on sustainable urban development

**Performance measures**
**Baseline:** 2012-2013: N/A  
**Estimate:** 2014-2015: 30  
**Target:** 2016-2017: 40

(c) (i) Number of media articles on sustainable urbanisation, mentioning UN-Habitat, and/or its platforms and events

**Performance measures**
**Baseline** 2012-2013: 2,900,000  
**Estimate** 2014-2015: 4,000,000  
**Target** 2016-2017: 5,000,000

(ii) Number of publication downloads from the website

**Performance measures**
**Baseline** 2012-2013: 3,090,739  
**Estimate** 2014-2015: 3,100,000  
**Target** 2016-2017: 3,200,000

(iii) Number of sessions on the UN Habitat website

**Baseline** 2012-2013: 480,000 sessions / year  
**Estimate** 2014-2015: 576,000 sessions / year  
**Target** 2016-2017: 691,200 sessions / year

(iv) Percentage of updated information on UN-Habitat websites, including agency’s projects portfolio

**Performance measures**
**Baseline** 2012-2013: 60%  
**Estimate** 2014-2015: 90%  
**Target** 2016-2017: 98%

(vi) Number of Twitter and Facebook combined followers  
https://www.facebook.com/UNHABITAT  
https://www.twitter.com/UNHABITAT

**Performance measures**
**Baseline** 2012-2013: 38 000 Followers / Likes  
**Estimate** 2014-2015: 60 000 Followers / Likes  
**Target** 2016-2017: 80 000 Followers / Likes

(iv) Percentage of UN-habitat project portfolio reporting on IATI standard

**Performance measures**
**Baseline:** 2012-2013: 50%  
**Estimate:** 2014-2015: 90%  
**Target:** 2016-2017: 95%

(v) Percentage of implementing partners reporting on IATI standard

**Performance measures**
**Baseline:** 2012-2013: N/A  
**Estimate:** 2014-2015: 0  
**Target:** 2016-2017: 15%
2. **Strategy**

32. The performance of executive direction and management functions will be supported by a number of units, as described below:

(a) The Policy and Strategic Planning Unit will support the review of the strategic plan for 2014-2019, following the adoption of the post-2015 sustainable development goals and the outcome of Habitat III. It will also develop and update other key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches to addressing emerging urban challenges and opportunities, and also in ensuring that such approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. These will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports, and also to decisions of the General Assembly and the Economic and Social Council;

(b) The Evaluation Unit will support the programme in carrying out its evaluation function by preparing a biennial evaluation plan and will manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure optimal coverage of the UN-Habitat work programme and thematic priorities. Mandatory and strategic evaluations prioritized by UN-Habitat, will be conducted as part of the evaluation plan for 2014-2015. Evaluation findings will be effectively disseminated, while lessons learned and recommendations will be documented and shared. The Unit will establish a Recommendation Tracking System (RTS) to track the implementation of evaluation recommendations. The Unit will also build capacity on evaluation processes within UN-Habitat in the context of results-based management;

(c) The Secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to those bodies by the agreed deadlines, and ensure that the organization implements their decisions on time, including resolutions of the Governing Council. It further supports the Executive Director in maintaining strong working relationships with Permanent Missions to UN-HABITAT;

(d) The Division of External Relations consists of the Partners and Inter-Agency Coordination Branch, the Advocacy, Outreach and Communications Branch and the liaison offices in New York, Geneva and Brussels. The Division will lead and coordinate external strategic communications, including communication related to risk and crisis management, institutional branding and positioning. It will also enhance engagement with member states and United Nations and other partners where liaison offices are located. The Division will assist the Habitat III Secretariat in mobilizing Habitat Agenda partners for the Habitat III conference. It will also support, coordinate and monitor the implementation of relevant agency policies and strategies on partnership, advocacy, communications and publishing;

(e) The Partners and Inter-Agency Coordination Branch will be the focal point for liaising with other agencies within the United Nations system and other intergovernmental organizations, and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch will ensure that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, publications, programmes and projects of the organization to gain broader support for and understanding of the Habitat Agenda. It will also coordinate UN-Habitat’s engagement with regional development banks and regional economic commissions;

(f) The Advocacy, Outreach and Communications Branch will coordinate and support advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, the, World Habitat Day, the World Cities Day, the Urban October, the Urban Thinkers Campus, and the Urban Journalism Academies. It will support UN-Habitat in Governing Council sessions, national urban forums, national Habitat committees and regional ministerial conferences. To this end, the Branch will develop and monitor the results of the implementation of the advocacy strategies, especially regarding corporate guidelines and outreach materials and relevant publications for dissemination through electronic media, the UN-Habitat website and printed publications. It will streamline the public image and key messages of UN-Habitat, coordinate the publications programme of the organization and engage with international media to enhance global awareness of sustainable urbanization issues;

(g) The UN-Habitat liaison offices in New York, Geneva and Brussels will represent the Programme in the activities of the United Nations and development partners and facilitate engagement with member States at these locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies, and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements. The offices will also carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation;

(h) The Office of the Executive Director will provide overall strategic and policy direction for the implementation of the strategic plan 2014-2019 through the biennial work programme and budget. It will further take a lead role in defining and implementing UN-Habitat’s resource mobilization strategy with agency wide support to enhance contributions to both core and earmarked funds. Special attention will be given to mobilizing sustainable and
predictable core funds, building on relations with existing donors and seeking to expand the donor base to non-traditional donors, including countries with emerging economies.

3. External factors

External factors likely to influence UN-Habitat’s success in attaining the planned results will be the following. First, it is assumed that Governments, development partners and other Habitat Agenda partners continue to prioritize and invest in sustainable urban development. Second, it is assumed that member States effectively support UN-Habitat with necessary core and earmarked resources and appropriate institutional and policy frameworks. Third, that member States and local authorities continue to request technical assistance from UN-Habitat in the implementation of their policies, programmes and projects. Fourth, that member States support involvement of the partners in human settlements activities, including preparations for the Habitat III conference. Fifth, that member States and local authorities implement activities that contribute to the results framework of this work programme.

4. Outputs

During the biennium, Subprogramme 4 will produce the following outputs

1. Servicing of intergovernmental and expert bodies
   (a) Substantive servicing of meetings
      (i) Twenty-Sixth session of the Governing Council of UN Habitat (1) [1]
   (b) Parliamentary documentation
      (iii) Coordinated implementation of the Habitat Agenda: Report of the Secretary-General (2) [1]
      (iv) Executive Director’s policy statements and opening addresses at Governing Council and World Urban Forum sessions (2) [1]
      (v) UN-Habitat inputs to reports of the Secretary-General (20) [1]
   (c) Other services provided: Ad Hoc Expert Groups established by a legislative mandate (each undertaking is counted as one output)
      (i) Annual and regional meetings of United Advisory Committee of Local Authorities (4) [1]
      (ii) Annual reports of United Advisory Committee of Local Authorities (2) [2]
   (d) Assistance to intergovernmental bodies and United Nations representatives and rapporteurs under their established mandates
      (i) Annual joint inter-agency meetings for enhanced coordination mechanisms on sustainable urbanization (1) [1]
      (ii) Activities of the United Nations Human Settlements Programme, including coordination matters (1) [1]
      (iii) Regional Ministerial Conference (APMCHUD-2016 / AMCHUD 2016 / MINURVI 2016) (1) [1]
      (iv) UN conference on Housing and Sustainable Urban Development (Habitat III) (1) [1]

2. Other substantive activities
   (a) Recurrent publications
      (i) Annual report on the integration of sustainable urban development issues by other UN Agencies (2) [2]
   (b) Non-recurrent publications
      (i) Report on the partners involvement in implementing the New Urban Agenda (1) [2]

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1 Prioritization of outputs:
   - **Priority [1]**: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
   - **Priority [2]**: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
   - **Priority [3]**: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(ii) Various special publications (2) [2]

(c) Special events

(i) Organization of Roundtable meetings for HAPs pre and post Habitat III (6) [1]
(ii) Open Consultation with all partners prior to Habitat III and Governing Council (2) [1]
(iii) Plan of action on implementing the partnerships strategy after Habitat II (1) [1]
(iv) Regional meetings on the New Urban Agenda (4) [2]
(v) High-Level UN Inter-Agency meetings pre and post Habitat III (2) [1]
(vi) Report on the progress of UN Inter-Agency coordination and mechanisms (1) [2]
(vii) Inter-agency meetings, activities and contributions to joint ventures (1) [3]
(viii) Support to Regional conferences and technical meetings (2) [2]
(ix) World Urban Forum (1) [1]
(x) World Habitat Day celebrations Observations (1) [1]
(xi) World Cities Day Observations (1) [1]
(xii) World Urban Campaign meeting (5) [2]
(xiii) Social media campaigns (4) [2]

(d) Technical materials

(i) Development of relevant guidance materials to support good practice in evaluation (4) [2]
(ii) Support the use of evaluation results through (i) meta-analysis and production synthesis biennial evaluation report, and (ii) improved Recommendation Implementation tracking system (2) [1]
(iii) Post-Habitat III update on the corporate and common partners database(1) [1]
(iv) UN-Habitat website (1) [1]
(v) Handbook on implementing the IATI reporting standards (1) [2]
(vi) Open UN-Habitat website (1) [1]
(vii) Handbook on implementing the IATI reporting standards (1) [2]

3. Technical cooperation

(a) Advisory services

(i) Advisory service processes to other UN Agencies on how to better integrate sustainable urban issues in their work (1) [1]
(ii) Advisory support to Programme Advisory Group to promote use of evaluation in programme and project designs and management (60) [1]
(iii) Advisory services to HAPs and Least Developed Countries to strengthen partnerships in implementing the New Urban Agenda (7) [1]
(iv) Annual Partners Policy Dialogue (2) [2]
(v) Advisory services to implement Urban Campaigns at national and city level (5) [2]
(vi) Advisory services to organize National Urban Forums and other similar national conferences (5) [2]
(vii) Advisory services to strengthen and support multisectoral partnerships in countries and national urban fora (5) [2]

(b) Training courses, seminars and workshops

(i) Build and strengthening capacity through evaluation trainings seminars/ workshops (2) [2]
(ii) Training workshops on implementing the IATI reporting standards (8) [3]
(iii) Media training sessions /Urban Journalism Academies (4) [2]
(iv) Training workshops on implementing the IATI reporting standards (8) [3]

4. Internal oversight services

(a) Evaluations conducted by external evaluators meeting the UNEG norms and standards for quality evaluations (20) [1]
(b) Self-evaluations of closing projects (20) [2]
IV. Programme of work

A. Subprogramme 1: Urban Legislation, Land and Governance

35. Subprogramme 1 is aligned with focus area 1 of the six-year strategic plan for 2014–2019, which will be implemented jointly by the Branch and all regional offices of UN-Habitat. The Urban Legislation, Land and Governance Branch comprises the Urban Legislation Unit, the Land and Global Land Tool Network Unit and the Local Governance and Decentralization Unit. During the biennium, the Branch will provide policy and operational support to Governments and cities on urban legislation, land and governance issues. It will support the development of urban legislation and governance models that are gender-responsive and address land problems equitably.

1. Objective of the Organization: To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance</td>
<td>(a) Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat</td>
</tr>
<tr>
<td>Performance measures</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 12</td>
<td></td>
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<tr>
<td>Estimate 2014-2015: 23</td>
<td></td>
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<tr>
<td>Target 2016-2017: 30</td>
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<tr>
<td>(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people</td>
<td>(b) Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners</td>
</tr>
<tr>
<td>Performance measures</td>
<td></td>
</tr>
<tr>
<td>Partner local governments (city/municipality)</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 1</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 5</td>
<td></td>
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<tr>
<td>Target 2016-2017: 8</td>
<td></td>
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<tr>
<td>Partner national governments</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 2</td>
<td></td>
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<tr>
<td>Target 2016-2017: 8</td>
<td></td>
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<tr>
<td>Other Habitat agenda partners</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 5</td>
<td></td>
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<tr>
<td>Estimate 2014-2015: 10</td>
<td></td>
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<tr>
<td>Target 2016-2017: 15</td>
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<tr>
<td>(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety</td>
<td>(c) (i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic service for all</td>
</tr>
<tr>
<td>Performance measures</td>
<td></td>
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<tr>
<td>Partner local governments</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 30</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 40</td>
<td></td>
</tr>
</tbody>
</table>
Target 2016-2017: 50

Partner national governments

Baseline 2012-2013: 12
Estimate 2014-2015: 18
Target 2016-2017: 20

Habitat Agenda partners

Baseline 2012-2013: 16
Estimate 2014-2015: 31
Target 2016-2017: 40

(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies

Performance measures

Partner local governments

Baseline 2012-2013: 77
Estimate 2014-2015: 90
Target 2016-2017: 100

Partner national governments

Baseline 2012-2013: 4
Target 2016-2017: 8

2. Strategy

36. The expected accomplishments will be achieved through global advocacy efforts; the provision of upstream policy advice in the areas of urban legislation, land, governance and safety; the formation of partnerships with Habitat Agenda partners; and the development of the capacity of local and national governments in the use of tools, methodologies and approaches. The strategy for achieving the expected accomplishments is as follows:

(a) In terms of urban legislation, UN-Habitat will focus on supporting local and national governments and Habitat Agenda partners in utilizing specific methodologies for legal assessments and reform in core areas such as land, planning and decentralization, with a view to developing a substantial portfolio of country-level projects through the provision of such services. This will be supported by the Urban Law Database, which will contain a collection of relevant, innovative and current legislation and will be utilized to support peer-to-peer exchange and learning through comparative analysis and study. UN-Habitat will be supporting the implementation of national urban policies and planned city extension and densification exercises;

(b) With regard to land, the Global Land Tool Network and its 60 partners will be the key vehicles for the achievement of the expected accomplishments. At the global, regional and national levels, advocacy for the continuum of land, targeting national and local governments and Habitat Agenda partners, will continue in order to support their endorsement and application. Tools will also be developed to support city extension/densification and other in-demand exercises and capacity development and partnership support for the regional, national or local government entities applying them. Significant country-level work to improve tenure security and access to land will be conducted through phase II of the Global Land Tool Network, which started in 2012;

(c) In the area of governance and safety, global, national and local advocacy will continue to focus on enabling effective and collaborative forms of multilevel governance that empower cities and human settlements and build dialogue between spheres of government. At the national and local levels, UN-Habitat will support governments and Habitat Agenda partners in applying capacity assessment and development tools in the areas of inter-municipal cooperation; the Global Network on Safer Cities and operational joint programmes on women and girls’ safety will be key vehicles to strengthen urban safety through a city led, multisectoral and multi-stakeholder approach;

(d) Regarding cross-cutting issues, a key focus will be put on youth especially concerning land, governance and safety. Gender equality will be advanced through specific projects on the empowerment of women.
3. **External factors**

37. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is successful mobilization of external partners for the purposes of knowledge generation, advocacy, distillation of norms, and implementation of programmes; and (b) the coordination of local government associations is maintained, given the essential nature of local governments in relation to the objective.

4. **Outputs**

38. During the biennium, Subprogramme 1 will produce the following outputs:

1. **Other services provided**

   (a) *Ad Hoc Expert Group meetings*

   (i) Meetings for the review of essential law technical materials (2) [3]
   (ii) Improving security of tenure including for vulnerable groups, women, youth, internally displaced people and indigenous people (10) [1]
   (iii) Land and post conflict (1)[1]
   (iv) Meetings on improved multi-level and urban governance (11) [2]
   (v) Ad hoc expert group on cities and governance for improving development outcomes in fragile states (1) [3]
   (vi) Meetings on safer cities (4) [2]

2. **Other substantive activities**

   (a) *Non-recurrent publications*

   (i) Urban Law tools for the implementation of the Sustainable Development Goals with a focus on vulnerable groups, women and youth (1) [1]
   (ii) The Rule of Law and Human Rights in Urban Law with a focus on vulnerable groups, women and youth (1) [2]
   (iii) Tools and approaches for tenure security improvement particularly for vulnerable groups, women, youth, internally displaced people and indigenous people (4)[2]
   (iv) Land related research, good practices and other knowledge management materials to promote tenure security improvement particularly for vulnerable groups (7) [2]
   (v) Metropolitan governance (1) [1]
   (vi) Publications on Safer Cities +20 (3) [2]

   (a) *Technical materials*

   (i) Tools and guidelines on improving security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (9)[1]
   (ii) Guidelines on participatory and inclusive land readjustment towards integrated and inclusive cities and human settlements (1) [1]
   (iii) Guidelines for more inclusive and participatory public-private partnerships in the design and delivery of urban basic services with a specific focus on youth and women (2) [1]
   (iv) Essential law: (i) planning and development control, (ii) topical issue on essential law (2) [1]
   (v) Further development of the UrbanLex database to widen coverage of urban laws, provide user interfaces in UN languages and increase development of thematic digests and studies (1) [1]
   (vi) Guidelines on Safer Cities (1)[1]
   (vii) Integrated Toolkit on Safer Cities for the New Urban Agenda (1)[1]
   (viii) Monitoring system for citywide plans for safety in ten cities (1)[1]

3. **Technical cooperation**

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2 **Prioritization of outputs:**

- **Priority [1]:** Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]:** Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]:** Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(a) Advisory services
(i) Advisory services provided to regional, national and local authorities, Habitat Agenda partners, other UN-Habitat projects on land initiatives and programmes aiming at improving security of tenure vulnerable groups, women, youth, internally displaced people and indigenous people (22) [1]
(ii) Strengthening city-to-city cooperation in the area of urban governance and inclusive management for all, with a specific focus on youth and women where relevant (20) [2]
(iii) Strengthening capacity of local government associations to support implementation and monitoring of post-2015 agenda (20) [2]
(iv) E-governance and urban policy design in developing countries to support financial sustainability, inclusive urban planning and basic service delivery (20) [2]
(v) Advisory services on governance and conflict in fragile states with a specific focus on youth and women where relevant (15) [3]
(vi) Advisory Services on local crime prevention strategies (8)[2]

(b) Training courses, seminars and workshops
(i) Professional training for senior technical officials on core urban law themes and the design and implementation of functionally effective law (2) [2]
(ii) Professional training in legislative interpretation, enforcement and impact assessment for effective urban law (8) [2]
(iii) Training courses and learning programmes to support governments and key Habitat Agenda partners in adopting and implementing pro-poor and gender sensitive land tools and approaches (9) [1]
(iv) Training courses, seminars and workshops to improve knowledge and awareness of governments and key Habitat Agenda partners on land related issues and potential tools and approaches for tenure security improvement (15) [2]
(v) Seminars on improved inter-institutional dialogue for accountability and transparency in urban governance and planning. (4) [1]
(vi) Training courses, seminars and forums on Urban Safety (3) [1]

(c) Field projects
(i) Review and reform of national legal frameworks for long term spatial and physical planning, finance, housing and related issues (15) [2]
(ii) Review and reform of municipal and regional legal frameworks for long term vulnerable groups sensitive spatial and physical planning, finance, housing and related issues (11) [2]
(iii) Tools and approaches that improve security of tenure for all including for vulnerable groups, women, youth, internally displaced people and indigenous people are piloted and implemented at regional, country and city/municipal levels (21) [1]
(iv) Strengthening local government capacities in harnessing the potential of urbanization through improved decentralised urban governance and management (15) [2]
(v) Strengthening local government capacity to promote and provide the conditions for peaceful coexistence at city and community levels (7) [3]
(vi) Local crime prevention strategies (10) [2]
B. Subprogramme 2: Urban planning and design

Subprogramme 2 is aligned with focus area 2 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Branch and all the regional offices of UN-Habitat. The Urban Planning and Design Branch comprises of the Regional and Metropolitan Planning Unit, the City Planning Extension and Design Unit and the Climate Change Planning Unit.

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities</td>
<td>(a) Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities</td>
</tr>
</tbody>
</table>

**Performance measures**

**Partner metropolitan authorities**

- **Baseline** 2012-2013: N/A
- **Estimate** 2014-2015: 1
- **Target** 2016-2017: 4

**Partner regional authorities**

- **Baseline** 2012-2013: N/A
- **Estimate** 2014-2015: 1
- **Target** 2016-2017: 2

**Partner national authorities**

- **Baseline** 2012-2013: 4
- **Estimate** 2014-2015: 6
- **Target** 2016-2017: 8

| (b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities | (b) Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods |

**Performance measures**

**Partner city**

- **Baseline** 2012-2013: 10
- **Estimate** 2014-2015: 16
- **Target** 2016-2017: 20

**Partner Regional authorities**

- **Baseline** 2012-2013: 1
2. **Strategy**

40. The subprogramme will support Governments and cities with tested approaches, guidelines and tools to support urban growth and improved sustainability, efficiency and equity through planning and design at all levels and scales. The strategy for achieving the expected accomplishments is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, on a scale commensurate with the challenges faced, in a phased approach and with a view to fostering job creation and the development of social capital. Particular attention will be paid to harnessing synergies derived from integrating land use and transportation system planning;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization, as broadly provided for by the international guidelines on decentralization and the strengthening of local authorities and other key UN-Habitat documents;

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

(d) Developing capacity at the local, national and global levels, supported by dedicated strategies and programmes, including human resources development, tool development, organizational development and institutional strengthening components. Particular attention will be placed on strengthening collaboration with planning schools, urban planning associations and local government organizations;

(e) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies.

3. **External factors**

41. It is anticipated that expected accomplishments will be achieved, provided that: (a) there is national commitment to urban policy reform for achieving the objective at a sufficient scale; (b) cities have the financial and technical resources necessary 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.

4. **Outputs**

42. During the biennium, Subprogramme 2 will produce the following outputs:

1. **Other services provided**

(a) **Experts Group Meetings**

(i) Policy dialogues on national urban policies (1) [1]

(ii) Regional and metropolitan planning (1) [1]
(iii) Improve knowledge on national urban policies (2) [1]
(iv) Metropolitan planning (1) [2]
(v) Regional planning (1) [2]
(vi) Urban Redevelopment, Infill, Densification, Planning Laboratories (3) [2]
(vii) Inclusive, safe and accessible public space (7) [2]
(viii) Urban planning and design policies for enhanced resilience for Asian cities (4) [2]
(ix) Ad hoc expert groups on cities and climate change leading to regional publications (4) [2]
(x) Regional forum on national urban policies, International Guidelines on Urban and Territorial Planning and/or metropolitan Planning (1) [2]
(xi) Global partnership and dialogue/platform on national urban policies, spatial development frameworks, regional and metropolitan planning (3) [2]
(xii) City focused events in the context of United Nations Framework Convention on Climate Change (2) [1]

2. Other substantive activities

(a) Non-recurrent publication
(i) International guidelines on urban and territorial planning (1) [1]
(ii) Documenting and sharing of good practices and experiences on national urban policies (1) [2]
(iii) Regional and metropolitan planning (1) [2]
(iv) Urban and territorial planning (1) [2]
(v) Metropolitan planning and urban and territorial planning (1) [2]
(vi) Regional and metropolitan planning / green economy (1) [2]
(vii) Research published on urban policy (1) [2]
(viii) Regional and metropolitan planning to promote socially inclusive, integrated and connected system of cities (1) [3]
(ix) Guidelines on city climate change plans (1) [1]
(x) Cities and climate change (8) [2]
(xi) Flagship report from Cities Climate Finance Leadership Alliance (1) [1]

(b) Technical materials
(i) Toolkits on national urban policies (2) [1]
(ii) Training package on regional and metropolitan planning and green economy (2) [1]
(iii) Guidance notes on National Urban Policies (1) [2]
(iv) Set of leaflets on UN-Habitat experiences and international best practices (3) [2]
(v) Policy notes on urban planning principles and approaches (9) [2]
(vi) Framework on building urban safety through public spaces (1) [2]
(vii) Evaluation of the planning and public space programmes (2) [2]
(viii) Urban Planning Toolkit for the New Urban Agenda, including on public space – indicators and legislation (1) [1]
(ix) Planning and Design University Curricula (1) [3]
(x) Training modules on urban planning for the New Urban Agenda (1 on city extension; 2 online on urban planning for city leaders and public space) (3) [2]
(xi) Policy Notes on cities and climate change thematic topics (1) [1]
(xii) Inputs to the guidelines of the United Nations Framework Convention on Climate Change and assessments of the Intergovernmental Panel on Climate Change (2) [1]
(xiii) Training materials and tools on cities and climate change (2) [1]

3. Technical cooperation

(a) Advisory services
(i) Reviewing and developing metropolitan planning, frameworks and policies (15) [1]
(ii) Developing inclusive and participatory national urban policies and spatial development frameworks (10) [1]
(iii) Technical support on regional planning and green economy (9) [2]
(iv) Technical support for the implementation of the International Guidelines on Urban and Territorial Planning (5) [1]
(v) Technical inputs to regional and global urban planning events of partners (4) [2]
(vi) Adoption of innovations in urban planning (9) [6 outputs [1] and 3 outputs [2]
(vii) National/sub-national planning legislation reviews (5) [3]
(viii) Advisory services for the establishment of regional networks on inclusive, safe and accessible public space (4) [2]
(ix) Special taskforce on planning skills established under the Urban Planning Laboratories and accessible to partners (1) [3]
(x) Planned Cities Extensions, Infills (15 on extensions and 15 on Infills) (30) [1]
(xi) City wide urban planning and design (9) [3]
(xii) City wide and site specific public space plans (10) [2]
(xiii) Urban green economy (5) [2]
(xiv) Integrating climate change into urban policies (10) [1]
(xv) City compliance with compact of mayors (4) [2]
(xvi) Development of low emissions projects (4) [2]
(xvii) Climate change adaptation, resilience (20) [2]
(xviii) Urban green economy (3) [2]

(b) Training courses, seminars and workshops

(i) Training and capacity development of senior government authorities to develop national policies and spatial frameworks for compact, socially inclusive, integrated, connected and climate resilient system of cities (4) [3]
(ii) Training and capacity development of senior government authorities on regional and metropolitan planning and green economy (3) [3]
(iii) Training and capacity development of senior government authorities on the adaptation and implementation of the International Guidelines (1) [2]
(iv) Training programmes on urban planning for the New Urban Agenda (rapid planning studios for Planned City Extensions/Planned City Infill, Public Space, Urban Planning for City Leaders, sustainable urban planning and management and participatory process in Asia (total 39 training events planned under 4 topics)(4) [2]
(v) Seminars at country level, on enhanced climate action at the local level (4) [2]
(vi) Urban dimension of national adaptation planning (2) [2]
(vii) Urban green economy and cities and climate change (3) [2]

(c) Field projects

(i) Support to the development of National Urban Policies and Spatial Development Frameworks in selected countries (includes countries of the Achieving Sustainable Urban Development Programme) (10) [1]
(ii) Support to the adaptation and implementation of the International Guidelines on Urban and Territorial Planning (2) [1]
(iii) Support to metropolitan planning in selected countries (5) [2]
(iv) Regional planning and green economy in selected countries (2) [3]
(v) City-wide planning/ city development strategies (3) [2]
(vi) Planned City Infill and Extension plans: land use detailed plan for extension, Infill & regeneration projects (7) [2]
(vii) Participatory, community-led urban planning at neighbourhood level (9) [2]
(viii) Public space programmes in the various regions (site design in 40 sites), city-wide public space strategies (5) [2]
C. **Subprogramme 3: Urban economy**

43. Subprogramme 3 is aligned with focus area 3 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Branch and all the regional offices of UN-Habitat. The Urban Economy Branch comprises the Local Economic Development Unit, the Municipal Finance Unit, the Youth Unit and the Job Creation Unit. The main efforts will be focused on promoting urban strategies and policies that strengthen the capacity of cities to realize their full potential as drivers of economic development, of wealth and employment creation. Special attention will be paid to the formulation and implementation of urban strategies and policies that will promote and boost the participation of both men and women, enhance municipal finance and contribute to the creation of decent urban jobs and livelihoods that will increase economic empowerment, in particular for youth and women.

1. **Objective of the Organization:** To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth</td>
<td>(a) (i) Increased number of partner cities that prepared local economic development plans</td>
</tr>
<tr>
<td></td>
<td><strong>Performance measures</strong></td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 0</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 8</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of partner cities that set priorities based on local economic assessment</td>
</tr>
<tr>
<td></td>
<td><strong>Performance measures</strong></td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 0</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 13</td>
</tr>
<tr>
<td>(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women</td>
<td>(b) Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women displaced populations, the disabled community and other vulnerable populations</td>
</tr>
<tr>
<td></td>
<td><strong>Performance measures</strong></td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 7</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 15</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017:19</td>
</tr>
<tr>
<td>(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance</td>
<td>(c) Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance</td>
</tr>
<tr>
<td></td>
<td><strong>Performance measures</strong></td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 8</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 12</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 24</td>
</tr>
</tbody>
</table>

2. **Strategy**

44. The subprogramme promotes local, regional and national authorities to adopt or implement inclusive policies and strategies that are supportive of local economic development, the creation of equitable economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy for achieving the expected accomplishments is as follows:

(a) Sharing knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raising awareness among mayors, city managers and urban professionals of the economic benefits of good urban form, and providing technical tools and advisory services on spatial economic analysis to support planning decisions and urban and economic development projects; and creating, through training and coaching, a
community of local economic development practitioners to facilitate knowledge-sharing and the capacity-building of local governments in local economy assessment, planning and implementation;

(b) Improving the quality and impact of one-stop centres through advisory and capacity-building services that are focused on providing content development, innovations, benchmarking and upscaling, and on linking skills development to labour market surveys and local economic development initiatives; expanding and diversifying the resource base of the Urban Youth Fund by supporting the establishment of national windows and fostering partnerships, with special focus on the governance and employment streams; establishing an alumni network among Urban Youth Fund recipients; increasing the capacity of youth groups, non-governmental organizations and local authorities to mainstream the youth agenda into urban development policies, strategies and programmes using lessons, models and insights derived from operational projects; and raising awareness among all relevant stakeholders about emerging key urban youth issues through the UN-Habitat State of Urban Youth Report;

(c) Building the technical and institutional capacity of local authorities, particularly in Africa, to implement necessary institutional and legal reforms to generate additional revenue through innovative endogenous instruments; mainstreaming urban economy issues into national economic development planning processes; and providing capacity-building support to national Governments for scaling up the application of innovative urban and municipal financing instruments.

3. External factors

45. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) paucity of urban data at disaggregated level, which constrains the research and advocacy work of the agency, including on youth and urban economy, is effectively addressed; (b) there is political will to establish an enabling environment for successful implementation of planned interventions; (c) commitment of partners vis-à-vis the Youth Programme is maintained and strengthened.

4. Outputs

46. During the biennium, Subprogramme 3 will produce the following outputs:

1. Other services provided

   (a) Ad Hoc Expert Group meetings
   (i) Expert Group Meeting on innovative, integrated solutions to enhance productivity of home based enterprises and livelihoods of women, men and youth in urban slums in Africa, Latin America and the Caribbean and Asia Pacific with the Participatory Slum Upgrading Programme (1) [1]
   (ii) Partners meeting on bridging the urban finance gap: possibilities to establish a regional financing mechanism for Sub-Saharan Africa (drawing on the experience of the Cities Development Initiative for Asia) (1) [1]
   (iii) The role and use of the information and communications technology for enhancing local revenue and improving municipal finance (1) [1]
   (iv) The role of key economic sectors in job creation and livelihoods for young women and men with particular focus on construction, service and knowledge sectors (1) [2]

2. Other substantive activities

   (a) Non-recurrent publications
   (i) Economic and social benefits for women and men of improved urban mobility: evidence-based research and strategies linking urban mobility and urban economic efficiency, in Arab region, Asia Pacific, Latin America and the Caribbean, Africa and Eastern Europe including case study on Arab region (1) [1]
   (ii) Good urban policies for enhancing inclusive growth for women, men and young people: analysis based on cities in City Prosperity Index data base (1) [21]

4 Prioritization of outputs:

   ◦ Priority [1]: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
   ◦ Priority [2]: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
   ◦ Priority [3]: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(iii) Series of State of the Urban Youth Reports: Global report and a report each on Arab Region, Asia Pacific, Latin America and the Caribbean and India (1) [1]
(iv) Report on City Prosperity Index youth indicators and methodology (1) [2]
(v) Report on youth as levers of change for inclusive, integrated and sustainable urbanization (1) [1]
(vi) Best practices on youth access to urban space in three regions (1) [3]
(vii) Case studies on innovative, gender aware, solutions to enhance local revenue, including case study from Arab region (Jordan) (1) [1]
(viii) Role of key economic sectors in job creation and livelihoods for young men and women with particular focus on construction, service and knowledge sectors (1) [1]
(ix) Implementing urban Sustainable Development Goals: a local finance perspective (1) [3]
(x) Feasibility study to establish a regional mechanism with links to development banks (1) [1]
(xi) Urban regulations and policies that improve the productivity of women and men urban informal sector operators (1) [1]
(xii) Job creation for women, men and young people through housing, infrastructure and basic urban services: study of successful housing and urban slum upgrading programmes in Africa, Latin America and the Caribbean and Asia Pacific through and with the Participatory Slum Upgrading Programme (1) [3]

3. Technical cooperation

(a) Advisory services
(i) Mainstreaming youth and promoting the engagement of young women and men in local, regional and national governance in the Arab Region, Asia Pacific and Latin America (3) [1]
(ii) Promoting urban youth integration into national urban policies in Africa, Arab Region and Latin America (3) [1]
(iii) Skills and entrepreneurship development for young women and men using One Stop Youth Centre model in Africa, the Arab Region (Palestine), Asia, Latin America (4) [1]
(iv) Advisory services on the creation of youth inclusive public space for young women and men in Africa, the Arab region, Asia Pacific and Latin America (4) [3]
(v) Preparation of business plan to support financing of planned city extensions/infills in the Achieving Sustainable Urban Development Programme, phase I and II countries (3) [1]
(vi) Promotion of credit worthiness using credit rating and capacity building in Arab Region (1) [1]
(vii) Public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Afghanistan, Bangladesh, Pakistan, Sri Lanka and Mongolia (1) [1]
(viii) Public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Iraq, Syria and Palestine (1) [1]
(ix) Public-private partnerships and community partnerships for financing urban development including in post-conflict countries and other countries in Latin America (1) [1]
(x) Financing city development strategies in Vietnam (8), Pakistan (1) and Myanmar (2) (1) [1]
(xi) Financing city development strategies in four countries (Haiti, Colombia, Brazil, México) (1) [1]
(xii) Set of services to support scoping, preparation of local revenue enhancement plans and road maps to enhance local revenue in Africa, Arab region (Jordan) and Latin America (3) [1]
(xiii) Developing innovative urban strategies and regulations to promote green, service sector and ICT-based jobs for women, men and youth in five cities in Africa, Middle East, Latin America and the Caribbean, Asia Pacific (1) [2]
(xiv) Supporting cities in preparing urban economy profiles, local economic development strategies and investment packages to benefit women, men and youth (4) [1]
(xv) Economic development approaches for urban regeneration in the Achieving Sustainable Urban Development Programme, Phase I and II countries (3) [1]
(b) **Training courses, seminars and workshops**

(i) Capacity building for Youth Fund grant recipient’s on project management, financial literacy, reporting, communications and monitoring and evaluation in Africa, Asia, Latin America and the Caribbean and the Arab Region (4) [1]

(ii) Training academy on urban financing approaches with focus on land-based financing; municipal credit worthiness; and public-private partnerships in Africa, Arab region (Jordan) and Latin America and the Caribbean (3) [1]

(iii) Trainings for local economic development practitioners on spatial economic analysis using tools developed through scenario planning work in the cities of the Achieving Sustainable Urban Development Programme, phase I and II (1)[1]

(c) **Field Projects**

(i) Expanding Youth Fund Scope for young women and men by supporting Youth Fund projects in new cities in Africa, Arab Region, Asia Pacific and Latin America (4) [2]

(ii) Supporting sustainable livelihoods and employment for young women and men including in post-conflict countries Rwanda, Somalia, South Africa (1) [2]

(iii) Supporting sustainable livelihoods and employment for young women and men including in post-conflict countries Palestine, Syria, Jordan, Lebanon (1) [2]

(iv) Youth empowerment in Myanmar (1) [2]

(v) Promoting improvement of municipal revenue generation through property registration in post-conflict and other countries Afghanistan, Pakistan, Bangladesh and Myanmar (1) [1]

(vi) Promoting improvement of municipal revenue generation through property registration in post-conflict and other countries Iraq and Palestine (1) [1]

(vii) Strengthening capacity of cities for revenue enhancement including in post-conflict and other countries: Mozambique and Somalia (1) [1]

(viii) Preparing cities for investment: pilot collaboration with Inter-American Development Bank and other partners in selected cities of Sustainable Cities Programme (1) [1]

(ix) Improving credit worthiness in two countries in the Arab region, including Jordan (1) [1]

(x) Promoting job creation and livelihoods for women, men and youth through local economic development (2) [2]

(xi) Inclusive local economic development for women, men and youth in Bangladesh and Pakistan (1) [2]

(xii) Building partnerships in support of job creation for the urban poor, youth and women in Afghanistan, Bangladesh, Myanmar, Pakistan (1) [2]

(xiii) Building partnerships in support of job creation for the urban poor, youth and women in Lebanon, Iraq, Syria and Palestine (1) [2]

(xiv) Building partnerships in support of improved incomes and livelihoods, and access to financial services for women, men and youth in Myanmar, Mongolia and Pakistan (1) [2]

(xv) Supporting local livelihoods and employment for the urban poor and women in Mongolia, Bangladesh, Myanmar and Pakistan (1) [2]

(xvi) Enhancing access to credit for livelihoods in post-conflict and other countries Myanmar, Afghanistan, Pakistan and Bangladesh (1) [2]

(xvii) Supporting development of Local Economic Development plans and strategies in targeted cities in Mozambique and Nigeria to benefit women, men and youth (1) [2]

(xviii) Supporting local economic development for women, men and youth in cities in Haiti, Colombia, Brazil (1) [1]

(xix) Spatial-economic and finance components of city infill projects in Haiti, Colombia, Mexico, Panama, Brazil (1) [1]

(xx) Enhancing supply chains by promoting implementation of spatial and transport-related solutions to address mobility bottlenecks for women and men in two pilot cities in Latin America and the Caribbean and one in the Arab Region (2) [1]
D. Subprogramme 4: Urban basic services

47. Subprogramme 4 is aligned with focus area 4 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Branch and all the regional offices of UN-Habitat. The Urban Basic Services Branch comprises the Solid Waste Unit, the Urban Energy Unit, the Urban Mobility Unit and the Water and Sanitation Unit. During the biennium, emphasis will be placed on strengthening policies and institutional frameworks for expanding equitable access to urban basic services, especially for the poor.

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities</td>
<td>(a) Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all</td>
</tr>
<tr>
<td><strong>Performance measures</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Partner local authorities</strong></td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 165</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 170</td>
<td></td>
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<tr>
<td>Target 2016-2017: 175</td>
<td></td>
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<tr>
<td><strong>Partner regional authorities</strong></td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 5</td>
<td></td>
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<tr>
<td>Target 2016-2017: 8</td>
<td></td>
</tr>
<tr>
<td><strong>Partner national authorities</strong></td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 27</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 30</td>
<td></td>
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<tr>
<td>Target 2016-2017: 32</td>
<td></td>
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<tr>
<td>(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor</td>
<td>(b) Increased amount and impact of investments into urban basic services catalysed by UN-Habitat programmes in partner countries</td>
</tr>
<tr>
<td><strong>Performance measures</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline</strong></td>
<td><strong>Estimate</strong></td>
</tr>
<tr>
<td>(c) Increased coverage of sustainable urban basic services in targeted communities</td>
<td>(c) (i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions</td>
</tr>
<tr>
<td><strong>Performance measures</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline</strong></td>
<td><strong>Estimate</strong></td>
</tr>
</tbody>
</table>
Performance measures
Baseline 2012-2013: 6,000
Estimate 2014-2015: 7,000
Target 2016-2017: 10,000

(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions

Performance measures
Baseline 2012-2013: 0
Estimate 2014-2015: 60,000
Target 2016-2017: 250,000

2. Strategy

48. A key focus of subprogramme 4 is on supporting local, regional and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor. The strategy for achieving the expected accomplishments is as follows:

(a) Regarding access to sustainable urban basic services, the subprogramme will support local, regional and national authorities in strengthening their legislative and institutional frameworks for the expansion of equitable access to urban basic services. Efforts will focus on advocacy and networking on basic services to contribute to the post-2015 development agenda, as and when approved by the General Assembly, through collaboration with the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), the technical working group of the Secretary-General on transport, regional economic commissions and intergovernmental bodies. Support will also be given to national and subnational policy and sector reform processes to develop and implement pro-poor policies. To achieve this, the subprogramme will strengthen its involvement in the development of country support strategies through active engagement with other United Nations partners. The subprogramme will also support the implementation of the international guidelines on decentralization and the guidelines on access to basic services for all, and the development and dissemination of toolkits, standards and guidelines as valuable tools for expanding access to urban basic services;

(b) To increase the flow of investments into urban basic services, the subprogramme will build a broad range of innovative, strategic partnerships, especially those with regional development banks, regional economic commissions and the private sector. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries. It will also continue to strengthen its work with the private sector to channel financial support to expand access to urban basic services. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups;

(c) Regarding the use of sustainable urban basic services, the subprogramme will support programmes and projects aimed at enhancing the use of sustainable urban basic services in partner cities. A rights-based approach will be promoted to enhance effective collaboration between duty bearers and rights holders in improving access to basic services. It will continue its support to the Special Rapporteur on the human right to safe drinking water and sanitation to ensure that those services are available, accessible, safe, acceptable and affordable for all without discrimination. Consumers and users of urban basic services will also be engaged to promote sustainable consumption practices through awareness and education programmes.

3. External factors

49. The Subprogramme is expected to achieve its expected accomplishments 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 planned work; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.
4. **Outputs**

50. During the biennium, Subprogramme 4 will produce the following outputs:

1. **Other services provided**
   
   (a). *Ad Hoc Expert Group meetings*
   
   (i) Sustainable and inclusive urban basic services with a focus on urban planning, legislation and financing (4) [2]

2. **Other substantive activities**

   (a). *Recurrent publications*
   
   (ii) Annual report on the state of urban basic services in UN-Habitat (2) [1]

   (b). *Non-recurrent publications*
   
   (i) Urban legislation and governance: A Guide for urban water and sanitation Policy-makers (1)[3]
   
   (ii) Publication on sustainable energy and mobility plans within the framework of integrated, inclusive and sustainable urban development (1)[3]
   
   (iii) Publication on the Urban Electric Mobility Initiative (1)[2]
   
   (iv) Energy and resources efficiency building code for tropical countries (1) [2]

   (c). *Technical materials*
   
   (i) Policy guidance notes on integrated, inclusive and sustainable urban basic services to support the implementation of actions to achieve Sustainable Development Goals (4) [1]

3. **Technical cooperation**

   (a). *Advisory services*
   
   (i) Improving urban planning and legislation for urban water and sanitation, including support to the Global Wastewater Initiative and the UN-Water Work Programme (14) [2]
   
   (ii) Urban sanitation services (3)[2]
   
   (iii) Sustainable energy services (3)[2]
   
   (iv) Supporting local authorities and national and regional institutions to increase access to urban basic services through urban planning, legislation and finance services (4)[2]
   
   (v) Preparation of urban basic services programmes within the framework of integrated, inclusive and sustainable urban development (7)[3]

   (b). *Training courses, seminars and workshops*
   
   (i) Training and workshops orientation for policy makers on urban planning, legislation and finance for improved urban water and sanitation (6) [3]
   
   (ii) Regional workshops on legislation for sustainable building design and energy efficient building code development (2) [2]
   
   (iii) Urban legislation for sustainable building design for tropical countries (2)[2]
   
   (iv) Development of local level water, sanitation and hygiene (WASH) strategy and capacity building workshops and other events focusing on urban planning and legislation for improved water and environmental sanitation (6)[3]
   
   (v) Seminar on sustainable urban water management and drainage with a focus on urban planning, legislation and finance (3)[3]
   
   (vi) Training programmes on sustainable mobility solutions within the framework of integrated, inclusive and sustainable urban development (4)[2]

---

5 **Prioritization of outputs:**

- **Priority [1]:** Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]:** Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]:** Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments.

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(vii) Workshops on energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development (8) [3]

(c). Field projects

(i) Demonstration field projects for sustainable access to urban basic services with a focus on planning, legislation and finance (6) [2]

(ii) Pre-investment capacity development support, with development partners with a focus on financing of urban basic services within the framework of integrated, inclusive and sustainable urban development (6) [2]

(iii) Demonstration field projects on integrated, inclusive and sustainable urban water supply services (12) [2]

(iv) Energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development (4) [2]

(v) Field projects on Sustainable Urban Mobility (Bus Rapid Transit, Urban Electric Mobility Initiative, Non-Motorized Transportation) (8) [2]

(vi) Improved access to sanitation in selected urban communities within the framework of integrated, inclusive and sustainable urban development (5) [2]
E. Subprogramme 5: Housing and slum upgrading

51. This Subprogramme is aligned with Focus Area 5 of the six-year strategic plan 2014–2019, which will be implemented by the Branch and all the Regional Offices of UN-Habitat. The Housing and Slum Upgrading Branch comprises the Slum Upgrading Unit and the Housing Unit. The subprogramme will assist member States to analyse their housing policies and formulate housing strategies and interventions that are gender responsive.

1. Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living</td>
<td>(i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles</td>
</tr>
<tr>
<td></td>
<td>Performance measures</td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 30</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 32</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 35</td>
</tr>
<tr>
<td>(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions</td>
<td>Performance measures</td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 6</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 15</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 22</td>
</tr>
<tr>
<td>(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools</td>
<td>Performance measures</td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 0</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 18</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 35</td>
</tr>
<tr>
<td>(b) Improved slum upgrading and prevention policies, strategies or programmes</td>
<td>(i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies</td>
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<tr>
<td></td>
<td>Performance measures</td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 23</td>
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<tr>
<td></td>
<td>Estimate 2014-2015: 30</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 36</td>
</tr>
<tr>
<td>(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes</td>
<td>Performance measures</td>
</tr>
<tr>
<td></td>
<td>Baseline 2012-2013: 8</td>
</tr>
<tr>
<td></td>
<td>Estimate 2014-2015: 34</td>
</tr>
<tr>
<td></td>
<td>Target 2016-2017: 48</td>
</tr>
<tr>
<td>(c) Enhanced capacity of slum communities to</td>
<td>(i) Increased community representation in coordinating</td>
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</tbody>
</table>
advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums bodies of partner countries, such as the national Habitat committees

**Performance measures**

|-----------------------|------------------------|----------------------|

(ii) Increased number of communities in partner countries that are empowered to lead and implement initiatives

**Performance measures**

|------------------------|------------------------|----------------------|

2. **Strategy**

52. In 2013, the Governing Council adopted the Global Housing Strategy framework aimed at assisting Member States in working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly on reducing unlawful forced evictions. The strategy for achieving the expected accomplishments will be as follows:

(a) The improvement of housing policies, strategies and programmes will be done through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The strategies will also include the promotion of increased access to adequate housing, slum upgrading and prevention, and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the national and local levels; and support for the implementation of operational activities. Furthermore, support will be given to countries to translate their strategies into programmes and develop and implement their sustainable building codes;

(b) In partnership with the political support of the African, Caribbean and Pacific Countries secretariat, UN-Habitat will support the implementation of slum upgrading and prevention policies, strategies or programmes through the participatory slum upgrading programme, in African, Caribbean and Pacific countries. Lessons learned and capacity built will be leveraged for an upsaling at the community, city and national levels, globally. UN-Habitat will provide policy advice, technical assistance and capacity development to support national and local authorities in developing slum upgrading and prevention policies, strategies and programmes to address one or more of the slum deprivations related to livelihoods, and particularly the living standards of women, children and youth. UN-Habitat, utilizing its urban profiling methodology, will support country teams in diagnosing the slum conditions in selected cities, undertake policy reviews and, through participatory processes, develop and implement citywide slum upgrading strategies and interventions;

(c) UN-Habitat will cooperate with partner national authorities in facilitating the participation of slum communities in relevant coordinating bodies in this area, such as the national Habitat committees. Furthermore, UN-Habitat will enhance its cooperation with local, regional and national partners with the purpose of increasing ownership of all actors aimed at sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

3. **External factors**

53. The subprogramme will achieve its expected accomplishments on the assumption that: (a) risks associated with changes in government which could potentially slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidance and recommendations provided; and (c) social and political stability prevails in the areas where projects are being implemented.
4. Outputs

54. During the biennium, Subprogramme 5 will produce the following outputs:

1. Other services provided
   (a). Ad Hoc Expert Group meetings
      (i) Key framework issues of the Global Housing Strategy (4) [2]
      (ii) Monitoring systems, approaches and mechanisms for slum upgrading and prevention (2) [2]
      (iii) Expert Group Meeting on practical guides for slum upgrading and prevention policy implementation in line with the New Urban Agenda (1) [2]
      (iv) Meetings in collaboration with relevant partners on key framework issues of the Global Housing Strategy (2) [2]
      (v) Global and regional events promoting sustainable and inclusive approaches towards slum upgrading and prevention, during the World Urban Forum, International Tripartite Conferences and Habitat III Conference (4) [1]

2. Other substantive activities
   (a). Non-recurrent publications
      (i) Thematic papers to support country-level implementation of the Global Housing Strategy (4) [2]
      (ii) Policy guides formulated on key framework issues of the Global Housing Strategy (4) [2]
      (iii) Global trends on slum upgrading and prevention following recommendations from Habitat III and Sustainable Development Goals (1) [2]
      (iv) Publication documenting inclusive sustainable slum upgrading and prevention policies, strategies and programmes (1) [2]
      (v) Methodological framework and draft outline on community participation in decision-making, resource mobilization, data collection and participatory planning and design (1) [1]
      (vi) Thematic papers documenting community participation and vulnerability (1) [3]
      (vii) Publication on the impact of participation of slum dwellers in slum upgrading and prevention programmes, strategies and policies (1) [2]
      (viii) Publication documenting pilot projects implementation and community participation (1) [2]

   (b). Technical materials
      (i) Methodological guidelines to support key framework issues of the Global Housing Strategy at country-level (7) [3]
      (ii) Technical guide for slum upgrading and prevention approaches and monitoring systems (1) [1]
      (iii) Technical guide on lessons for up-scaled slum upgrading (1) [2]
      (iv) Technical guide for street-led citywide slum upgrading and prevention (1) [3]
      (v) Policy guide on financing models and resource mobilisation strategies for slum upgrading and prevention (1) [3]
      (vi) Training package for community-led project implementation (1) [1]
      (vii) Tool on e-participation and e-governance for slum upgrading and prevention (1) [1]
      (viii) Policy guidance note on participatory decision-making and the use of Human Rights-Based Approach in participatory project design (1) [3]
      (ix) Training package for national and local authorities for a strengthened institutional set-up for community managed funds (8) [1]

6 Prioritization of outputs:
   ♦ Priority [1]: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
   ♦ Priority [2]: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
   ♦ Priority [3]: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
3. **Technical cooperation**

(a). **Advisory services**

(i) Assistance to national governments and cities in preparing housing profiles and strategies at national and city level that include the key framework issues of the Global Housing Strategy (15) [1]

(ii) Assistance to the development of an operational South-South cooperation framework in the four regions through regional workshops, study trips and documentation of best-practices (4)[3]

(iii) Assistance to Arab States, Africa, Latin America and the Caribbean and Asia-Pacific regions on the formulation of regional and sub-regional strategies for slum upgrading and prevention (4) [2]

(iv) Assistance to national governments and other relevant stakeholders in the production of national urban profiles assessing slum upgrading and prevention needs linked to the themes of the New Urban Agenda (4) [3]

(v) Assistance to the establishment of regional platforms for exchange on slum upgrading and prevention promoting South-South Cooperation (4) [3]

(vi) Assistance to country teams for policy and regulatory review and formulation of slum upgrading and prevention strategies (4) [1]

(vii) Assistance to country teams in the implementation of slum upgrading and prevention strategies (4) [1]

(viii) Assistance to Habitat Agenda Partners on data collection and evaluation on active coordination bodies with increased community participation and case studies on successful diverse community participation and its impact at national and local levels (9) [3]

(b). **Training courses, seminars and workshops**

(i) Hands on workshops in collaboration with relevant partners at national and local levels on key framework issues of the Global Housing Strategy (2) [2]

(ii) Workshops on key framework issues of the Global Housing Strategy (7) [3]

(iii) Capacity building of senior government officials on slum upgrading and prevention principles, including the prevention of forced evictions, policy and regulatory review, financing models and formulation of slum prevention and slum upgrading strategies in line with New Urban Agenda (4) [3]

(iv) Workshops on effective and inclusive participation tools for diverse community participation in National Habitat Committees (2) [3]

(v) Trainings of community representatives and community organisations to strengthen capacity of slum dwellers (3) [1]

(c). **Field projects**

(i) Pilot projects to demonstrate key framework issues of the Global Housing Strategy (7) [2]

(ii) Demonstration projects to strengthen capacities of national authorities to formulate national housing strategies (7) [3]

(iii) Implementation of slum upgrading and prevention pilot projects (4) [1]

(iv) Establishment of slum dwellers’ Residents Committees and Community Managed Funds (4) [1]

(v) Project design and formulation of pilot projects priorities with communities (13) [1]

(vi) Providing services and housing to diverse vulnerable communities (4) [2]
F. Subprogramme 6: Risk reduction and rehabilitation

55. Subprogramme 6 is aligned with focus area 6 of the strategic plan 2014–2019, which will be implemented jointly by the Branch and the regional offices of UN-Habitat. The Risk Reduction and Rehabilitation Branch comprises the Settlements Recovery Unit, the Shelter Rehabilitation Unit and the Urban Risk Reduction Unit. The subprogramme will focus on crisis affected cities, offering disaster prevention and disaster response services.

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements</td>
<td>(a) Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans</td>
</tr>
</tbody>
</table>

**Performance measures**

**Partner local and regional governments**

Baseline 2012-2013: 76
Estimate 2014-2015: 100
Target 2016-2017: 135

**Partner national governments**

Baseline 2012-2013: 5
Target 2016-2017: 14

(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements

(b) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction

**Performance measures**

Baseline 2012-2013: 60%
Estimate 2014-2015: 65%
Target 2016-2017: 70%

(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements

(c) Increased percentage of shelter and related infrastructure rehabilitation programmes that are contributing to disaster-resilient permanent housing

**Performance measures**

Baseline 2012-2013: 40%
Estimate 2014-2015: 45%
Target 2016-2017: 50%

2. Strategy

56. The subprogramme will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development. The strategy for achieving the expected accomplishments is as follows:

(a) Facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation work through the provision of technical support to field operations, regional offices and other thematic branches of the agency; generating knowledge, lessons learned, tools, guidelines and policy; and contributing to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support for countries facing or recovering from crisis to improve efficiency and facilitate early recovery;
Providing substantive inputs to promote sustainable settlement recovery and reconstruction; maximizing the use of humanitarian funding to catalyse early recovery; and collaborating with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at all levels;

Facilitating the design and implementation of sustainable and equitable disaster risk reduction programmes for the Hyogo Framework for Action; promoting the development of appropriate legal and regulatory frameworks related to human settlements, addressing equitable land rights, security of tenure, long-term economic revitalization and local economic development, the provision of basic infrastructure, strategic land use planning and the restoration of urban environments; and promoting all post-crisis programming and projects associated with the urban risk reduction, settlement recovery and shelter rehabilitation projects to integrate gender responsive, youth-aware, environmentally friendly and rights-based approaches in strategic, incremental and capacity-development oriented activities designed with long-term goals.

3. External factors

The subprogramme will achieve its expected accomplishments on the assumption that: (a) There is an enabling environment for responding to natural and complex emergencies, and requests to make cities more resilient; and (b) partners will accept UN-Habitat advice on sustainable urban development, including urban resilience.

4. Outputs

During the biennium, Subprogramme 6 will produce the following outputs:

1. Other substantive activities
   (a). Non-recurrent publications
      (i) Biennial report/review of trends in settlement recovery (1)[3]
      (ii) Guidance on developing inclusive Resilience Action Plans in urban areas focusing on sustainable urban planning, legislation and economy (1) [1]
      (iii) Publications/guidelines on urban Disaster Risk Reduction highlighting urban planning, legislation and economy (8) [2]
      (iv) Building urban resilience in fragile states: trends and best practice report highlighting role of urban planning, legislation and economy (1) [2]
      (v) Twenty years of UN-Habitat Humanitarian Interventions (1) [2]

   (b). Technical materials
      (i) Standards and certification for resilience assessments highlighting the significance of urban planning, legislation and economy for inclusive preparedness (1) [2]
      (ii) Guide for applying resilience based programmes to urban bulk infrastructure systems and investment planning as part of inclusive, integrated and sustainable urbanization (1)[2]
      (iii) Standard operating procedures for efficient and timely humanitarian urban response (1) [2]
      (iv) Emergency Activities: menu of options and ‘How To’ guide on sustainable settlements recovery, addressing housing reconstruction (planning), housing/land/property rights (legislation) and urban livelihoods (economy). (1) [3]
      (v) City and Neighborhood profiles (1) [2]

2. Technical cooperation
   (a). Advisory services
      (i) Mainstreaming resilience principles and practices into urban planning, legislation and economy (6) [2]
      (ii) Response for early recovery advisory and coordination services for urban crises (4) [2]

Prioritization of outputs:

- **Priority [1]**: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]**: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]**: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
Emergency advisory and coordination services on sustainable settlements recovery, addressing, urban housing reconstruction (4) [2]

(b). **Training courses, seminars and workshops**

(i) Training course on urban resilience profile highlighting urban planning, legislation and economy(3) [2]

(ii) Training for policy makers and crisis responders on sustainable settlements recovery, housing reconstruction, focusing on the legislative area of housing/land/property and urban livelihoods (1) [2]

(iii) Training course on sustainable settlements recovery, addressing urban housing reconstruction (1) [3]

(c). **Field projects**

(i) National Urban Resilience Initiatives as part of national urban policies (7) [1]

(ii) Field projects on city resilience profiling, disaster risk reduction demonstrating inclusive (rights-based), integrated and sustainable approaches (4) [2]

(iii) Regional project on urban resilience (3) [2]

(iv) Response project to improve living conditions of crisis affected communities (10)[2]

(v) Early recovery field projects demonstrating application of sustainable settlements recovery, addressing urban housing reconstruction (4) [2]

(d). **Interagency meetings and activities and contribution to joint outputs**

(i) Inter-Agency Standing Committee Meetings (12) [2]

(ii) Inter-Agency Standing Committee Cluster meetings (4) [2]

(iii) Donor Coordination through Emergency Director Group; Inter-agency coordination through Emergency Director Group; Support to Humanitarian Coordinator, Humanitarian Country Teams, United Nations Country Teams; Donor staff secondment coordination; Inter-Agency Standing Committee principals meeting coordination (1) [1]
G. Subprogramme 7: Research and capacity development

59. Subprogramme 7 is aligned with focus area 7 of the strategic plan 2014–2019, which will be implemented jointly by the Branch and all the regional offices of UN-Habitat. The Research and Capacity Development Branch comprises the Research Unit, the Capacity Development Unit and the Global Urban Observatories Unit.

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved monitoring of urban conditions and trends</td>
<td>(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data</td>
</tr>
<tr>
<td>Performance measures</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 274</td>
<td></td>
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<tr>
<td>Estimate 2014-2015: 300</td>
<td></td>
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<tr>
<td>Target 2016-2017: 325</td>
<td></td>
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<tr>
<td>(ii) Number of partner national statistical offices producing urban data and indicators</td>
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<tr>
<td>Performance measures</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 15</td>
<td></td>
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<tr>
<td>Estimate 2014-2015: 25</td>
<td></td>
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<tr>
<td>Target 2016-2017: 35</td>
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<tr>
<td>(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels</td>
<td>(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation</td>
</tr>
<tr>
<td>Performance measures</td>
<td></td>
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<tr>
<td>Local governments</td>
<td></td>
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<tr>
<td>Baseline 2012-2013: N/A</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 300</td>
<td></td>
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<tr>
<td>Target 2016-2017: 350</td>
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<tr>
<td>National governments</td>
<td></td>
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<tr>
<td>Baseline 2012-2013: N/A</td>
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<tr>
<td>Estimate 2014-2015: 10</td>
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<tr>
<td>Target 2016-2017: 30</td>
<td></td>
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<tr>
<td>(ii) Increased number of partner countries producing national cities reports to enhance local and national policy planning</td>
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<tr>
<td>Performance measures</td>
<td></td>
</tr>
<tr>
<td>Baseline 2012-2013: 7</td>
<td></td>
</tr>
<tr>
<td>Estimate 2014-2015: 10</td>
<td></td>
</tr>
<tr>
<td>Target 2016-2017: 13</td>
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</tr>
</tbody>
</table>
(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes

Performance measures
Baseline 2012-2013: N/A
Estimate 2014-2015: 10
Target 2016-2017: 20

2. Strategy

60. The strategy for achieving the expected accomplishments is as follows:

(a) To improve the monitoring of urban conditions and trends, the subprogramme will specialize in a number of data and information, including the city prosperity index, streets and public space data, security of tenure, slums and income inequalities. The Urban Indicators Programme and the Urban Info Database System will be strengthened to contribute to preparations for Habitat III. A global sample of cities to be developed will include spatial data and new indicators to respond to emerging themes;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation; publish and disseminate flagship documents on sustainable urban development issues; develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development; promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience; and engage in the preparations for Habitat III and follow up on its outcome;

(c) To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with the Habitat University Network Initiative, the Korea IUTC project, the Cities Alliance Dissemination Strategy for the Quick Guides on Housing the Poor in Africa, and the World Urban Forum. Moreover, a UN-Habitat Urban Institute of Excellence will be established to provide tailored services to all Habitat Agenda partners.

3. External factors

61. The Subprogramme is expected to achieve its expected accomplishments 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 planned work; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

4. Outputs

62. During the biennium, Subprogramme 7 will produce the following outputs

1. Other services provided

(a) Ad Hoc Expert Group meetings
   (i) Meeting on research findings and method Atlas of urban expansion (1) [2]
   (ii) Meeting on Sustainable Development Goals and urban monitoring (1)[3]
   (iii) Capacity needs to achieve goals of the new urban agenda (2)[3]
   (iv) Thematic hub workshops on New Urban Agenda, Sustainable Development Goals on Sustainable Cities (2)[2]
   (v) Global meeting of universities on Sustainable Development Goals implementation (2)[3]
   (vi) Organization of Mayor’s city laboratories to monitor and report on the implementation of the New Urban Agenda. (4)[3]

8 Prioritization of outputs:
- **Priority [1]:** Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]:** Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]:** Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(vii) Implementation of the Accountability Academy on monitoring and reporting on the progress and achievements of the new urban agenda (1)[3]
(viii) Monitoring City Prosperity Index: methods and results (3)[1]

2. Other substantive activities

(a). Recurrent publications
(i) World Cities Report (1) [1]

(b). Non-recurrent publications
(i) Atlas on city growth (1) [1]
(ii) Publication on slum reports updates, including city data (1) [1]
(iii) Report on 300 cities joining the City Prosperity Index - analysis and results (1)[3]
(iv) Regional reports on the New Urban Agenda (1) [2]
(v) Regional Reports on Sustainable urbanization issues (5) [2]
(vi) State of Country Cities Reports (1) [1]
(vii) The State of inequalities in cities, Sustainable Development Goals, Goal 10 and 11 (1)[2]

(c). Technical materials
(i) Guidelines on city monitoring using City Prosperity Index (1) [3]
(ii) Open data on urban indicators (1) [3]
(iii) Training guidelines on monitoring and reporting sustainable cities as part of the Sustainable Development Goals (accountability systems) (2) [2]
(iv) Training of trainers’ resources and knowledge products on New Urban Agenda themes and the City Prosperity Initiative (8) [1]
(v) Formalization of the Urban Centre of Excellence to support the New Urban Agenda (1)[3]
(vii) City Prosperity Initiative action plans and policy recommendations (2016) (1) [2b]
(viii) Monitoring urban form reports – street connectivity, public space and urban agglomerations - analysis and results (1)[2]
(ix) Monitoring income inequalities in cities – equity dimension of the City Prosperity Index and the connection to the Sustainable Development Goals, Goal 10 (1) [1]
(x) Global database for New Urban Agenda and Sustainable Development Goals (1)[1]
(xi) Development of new curricula on thematic areas of the New Urban Agenda (2)[2]

(d). Special events
(i) Side event linked to Habitat III – City Prosperity Index and Best Practices (1)[2]
(ii) Side event linked to Habitat III – urban expansions(1)[2]

3. Technical cooperation

(a). Training courses, seminars and workshops
(i) South to South cooperation and city-to-city problem solving training programmes (4)[2]
(ii) Seminars and workshops - to improve knowledge and awareness of governments on urban sprawl and low densities on sustainable urban growth (4)[2]
(iii) Executive Training – Mayor’s city laboratory in Habitat III (2)[2]
(iv) Global events with universities and training institutions on capacity building for the New Urban Agenda during Habitat III Conference (10)[3]
(v) Global lectures on key development areas (46)[3]
H. Programme Division

1. Objective of the Organization: The overall objective of the Programme Division is to strengthen programme coordination and oversee effective implementation of UN-Habitat’s programme of work

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Improved quality of UN-Habitat’s projects</td>
<td>(a) Percentage of projects that deliver planned outputs and outcomes within the planned project period</td>
</tr>
<tr>
<td>(b). Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat’s programs and projects</td>
<td>(b) Increased percentage of human settlements programmes and projects reflecting cross-cutting issues, gender, human rights, youth and climate change</td>
</tr>
</tbody>
</table>

**Performance measures**

**Gender**
- Baseline 2012-2013: 30%
- Estimate 2014-2015: 40%
- Target 2016-2017: 60%

**Human rights**
- Baseline 2012-2013: 10%
- Estimate 2014-2015: 20%
- Target 2016-2017: 50%

**Youth**
- Baseline 2012-2013: 30%
- Estimate 2014-2015: 30%
- Target 2016-2017: 50%

**Climate change**
- Baseline 2012-2013: 10%
- Estimate 2014-2015: 20%
- Target 2016-2017: 40%

(c) Increased number of United Nations Development Assistance Frameworks in targeted countries incorporating urban development

**Performance measures**

- Baseline 2012-2013: 7
- Target 2016-2017: 20

2. Strategy

63. The Programme Division will be responsible for overall coordination of the UN-Habitat project portfolio by supporting implementation of the project management cycle, from project strategy, resources, formulation, approval and implementation to monitoring. The strategy of the Programme Division will be as follows:

(a) Coordinate and oversee implementation of UN-Habitat’s work programme by Regional Offices and Branches;

(b) Develop procedures, policies and guidelines for strengthening the operational efficiency of project formulation, implementation and management;

(c) Act as the secretariat to the Project Advisory Group, ensuring quality at entry, including results focus, programme coherence, integration of normative and operational activities, and alignment of project outputs and results with those in
the approved work programme and budget, and strategic plan of the organization; Ensure application and sharing of lessons learned and best practices;

(d) Support and ensure mainstreaming of cross-cutting issues that include environment, youth, gender considerations and human rights in all projects at formulation and during implementation as well as providing guidance on the mainstreaming process.

(e) Support the implementation of project initiatives on the empowerment of women and other cross-cutting issues;

(f) Implement an updated comprehensive monitoring system for all projects; support the development of project monitoring plans; monitor all projects to ensure progress and achievement of planned results; and provide regular status reports;

(g) Provide clear guidance for joint programming, the “Delivering as one” initiative, and support the participation of country offices and Habitat programme managers in the formulation of the United Nations Development Assistance Framework;

(h) Provide technical and advisory services on unanticipated and emerging needs on policy, strategy and programme formulation for developing countries and countries with economies in transition, and facilitate capacity-building, knowledge transfer and inter-country learning, in line with the New Urban Agenda.

(i) Support, coordinate and monitor implementation of Cities Alliance and Development Account projects

3. External factors

64. It is anticipated that results will be achieved on the following assumptions: first, that member States remain committed to resolutions adopted at sessions of the Governing Council; and second, that donors increase their support for UN-Habitat programmes and projects.

4. Outputs

65. During the biennium, the Programme Division will produce the following outputs:

1. Other substantive activities

(a). Non-recurrent publications

(i) Annual report on mainstreaming of the cross-cutting issues (2)[1]
(ii) Compilation of UN-Habitat tools related to cities & climate change (1)[2]
(iii) Annual report on UN-Habitat Policy and Plan for Gender Equality and the Empowerment of women (2)[1]
(iv) UN-Habitat report on UN System-wide Action Plan on Gender Equality and the Empowerment of Women (2)[1]
(v) Regional Reports on Sustainable urbanization issue (5)[2]

(b). Technical materials

(i) Revised the Project Advisory Group process guidelines (1)[2]
(ii) Project Advisory Group Project Rating & Approval Checklist (1)[2]
(iii) Revised and updated project cycle management manual (1)[2]
(iv) Guidelines on UN-Habitat’s involvement in the United Nations Development Assistance Framework and Delivery as One (2)[2]
(v) Habitat Country Programme Documents (HCPD) in collaboration with regional offices and thematic branches (25)[2]

Prioritization of outputs:

- **Priority [1]**: Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]**: Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]**: Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
(c). Special events
   (i) Gender advocacy events held jointly with substantive units (World Urban Forum, Governing Council, Commission on the Status of Women, Prepcom, Habitat III) (6) [2]

2. Technical Cooperation
   (a). Advisory services
      (i) Project monitoring & learning events (10)[2]
      (ii) Support to project development and quality assurance (1)[1]
      (iii) Mainstreaming cross cutting issues in project development (6)[1]
      (iv) Advisory Group on Gender Issues (annual meetings) (2)[1]
      (v) Advisory services related to the coordination of United Nations Development Group and interagency programmes (20)[1]

   (b). Training courses, seminars and workshops
      (i) Results-Based Project Management training (6)[2]
      (ii) Training courses on project monitoring (6)[2]
      (iii) Mainstreaming cross cutting issues (10)[1]
      (iv) Gender capacity building (5)[2]
V. Programme support

Programme support is delivered by the Division of Operations, which comprises Resource Management, Resource Mobilization, Programme Planning and Reporting, Oversight and Legal Services. The Division coordinates resource mobilization, financial and human resource management and administration, project administration, support services in the areas of ICT, information and knowledge management systems, business processes, oversight and legal functions as well as quality assurance functions comprising results-based management and programme planning, monitoring and reporting. UN-Habitat is supported by the United Nations Office at Nairobi in the areas financial administration and accounting, human resource administration, business guidelines and processes, ICT services, among others, and by other service providers including UNDP and UNOPS for operations at country and regional levels.

1. Objective of the organization: To strengthen organizational accountability, financial resources and systems management for effective delivery of the work programme and budget

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<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievements</th>
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<tr>
<td>(a). Improved accountability and efficiency</td>
<td>(a) (i) Enhanced financial performance against agreed key performance indicator targets</td>
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<tr>
<td>(b). Enhanced compliance of gender balance targets and reduced recruitment time</td>
<td>(b) (i) Reduced number of days for recruitment processes under control of UN-Habitat</td>
</tr>
<tr>
<td>(c). Results-based management principles applied</td>
<td>(c) (i) Percentage of staff applying results-based management skills in their work</td>
</tr>
</tbody>
</table>

Performance measures:
- Baseline 2012-2013: N/A
- Estimate 2014-2015: 50%
- Target 2016-2017: 80%

(ii) Increased percentage of staff have certified training on Umoja Enterprise Resource Planning System

Performance measures:
- Baseline 2012-2013: 0.5%
- Estimate 2014-2015: 60%
- Target 2016-2017: 90%

(ii) Percentage of women appointed to senior level posts in the Professional and management categories

Performance measures:
- Baseline 2012-2013: N/A
- Estimate 2014-2015: 33%
- Target 2016-2017: 50%

(i) Percentage of approved projects fully aligned with the work programme and budget

Performance measures:
- Baseline 2012-2013: 60%
(d) Improved knowledge management systems to support the organization and Habitat Agenda partners

**Performance measures**

**Baseline** 2012-2013: N/A

**Estimate** 2014-2015: 320,000

**Target** 2016-2017: 350,000

(i) Number of staff visits to the Intranet

(ii) Number of staff visits to the knowledge pages in PAAS

**Performance measures**

**Baseline** 2012-2013: N/A

**Estimate** 2014-2015: to provide

**Target** 2016-2017: add 10%

(iii) Increase in number of major networks on Urban Gateway

**Performance measures**

**Baseline** 2012-2013: 2

**Estimate** 2014-2015: 6

**Target** 2016-2017: 8

(iv) Increase in the number of registered partners on the Urban Gateway

**Performance measures**

**Baseline** 2012-2013: 5,100

**Estimate** 2014-2015: 8,500

**Target** 2016-2017: 13,500

(e) Improved effectiveness and efficiency of business processes

**Performance measures**

**Baseline** 2012-2013: 80%

**Estimate** 2014-2015: 95%

**Target** 2016-2017: 98%

(f) Enhanced the protection of the legal interests of the organization

**Performance measures**

**Baseline** 2012-2013: 70%

**Estimate** 2014-2015: 80%

**Target** 2016-2017: 90%

(i) Percentage of legal agreements and instruments cleared and reviewed by the Legal Office within five (5) working days

(ii) Percentage of legal agreements and Instruments received by the Legal Unit that conform to issued Guidelines and procedures

**Performance measures**

**Baseline** 2012-2013: 70%

**Estimate** 2014-2015: 80%
(g). Increased core income of UN-Habitat.

Target 2016-2017: 90%

(g) (i) Number of new donor countries contributing and existing donor countries increasing contributions

**Performance measures**

**Baseline** 2012-2013: 11

**Estimate** 2014-2015: 16

**Target** 2016-2017: 20

(ii) Increased level of total income received by UN-Habitat

**Performance measures**

**Baseline** 2012-2013: USD 350 M

**Estimate** 2014-2015: USD 360M

**Target** 2016-2017: USD 380M

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2. Strategy

67. In carrying out its functions, the Management and Operations Division will:

(a) Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities and will also promote transparent financial management; effective reporting; strong financial accountability and governance. This will include the development of key performance indicators and benchmarks related to proactive monitoring of contribution and implementing agreements ensuring that anti-corruption measures are incorporated into the agreements, new project acquisition, and implementation rates that are consistent with planned activities. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards (IPSAS), and successful utilization of the Umoja Enterprise Resource Planning System;

(b) Finalize deployment of the Umoja Enterprise Resource Planning system and related interface with the Project Accrual and Accountability system (PAAS) to support sound financial and project management, greater efficiency, and realize the benefits of integrated coordinated business processes that facilitate greater delegation of authority to the point of delivery with automated checks and balances to ensure compliance with financial and administrative rules and regulations and utilization of expenditure to ensure that it conforms to its intended purpose in line with United Nations system-wide reforms;

(c) Lead, coordinate and strengthen application of results based management especially in the programme planning process, performance monitoring and streamline performance reporting; provide guidance, tools and capacity-building on programme planning, monitoring and reporting; ensure that the biennial strategic framework and work programme for 2016–2017 are derived from the six-year strategic plan 2014–2019; monitor the programme of work through the Integrated Monitoring and Documentation Information System and PAAS; prepare performance reports to senior management and the Committee of Permanent Representatives; update RBM tools and enhance use of performance data to improve organizational learning, planning, management decision-making, programme performance and accountability;

(d) Support internal and external audit processes; ensure effective follow-up and implementation of all audit recommendations; promote and enforce sound risk management systems and practices aimed at improving the overall performance and accountability of the organization. The Division will develop, update and streamline operational policies and procedures in critical business areas, including areas with administrative bottlenecks; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization’s controls, including delegations of authority and the accountability framework; improve workflows and automate processes; and improve control systems;

(f) Take a lead role in updating and implementing the UN-Habitat resource mobilization strategy at the corporate level, further strengthening the strategy and the action plan across the organization with the support of the field offices and branches in order to enhance contributions to both core and earmarked funds. Special attention will be given to mobilizing sustainable and predictable core funds, further improving sustained dialogue with existing donors and seeking to expand the core donor base to non-traditional donors, including countries with emerging economies, middle income countries and developing countries. Non-earmarked contributions and the expansion of its donor base will be further enhanced by supporting improved approach of branches and field offices to emerging new donor countries and non-state actors, including the private sector, the UN pooled systems and other upcoming sources of funding such as the municipalities. Special efforts will be made to identify new sources of funding and funding instruments;
(g) Enhance the ICT infrastructure strategy, action plan and governance to ensure ICT solutions support strategic operational needs, including the upgrade of infrastructure in outposted offices to enable them easy access to mission critical applications including the Umoja ERP and Project Accrual and Accountability System (PAAS); develop and enhance current applications including in the areas business intelligence tools; staff collaboration and knowledge management.

(h) Strengthen internal and external knowledge systems through institution of a knowledge focal point mechanism to ensure consistent update on the intranet of critical documents on strategy, policy and procedures; regular email updates to inform all staff of new updates on management, policy and administrative issues, and enhance self-service and online collaboration tools. The knowledge resources on the Project Accrual and Accountability System (PAAS) will include a corporate knowledge base compiled from the organization’s corporate project portfolio on lessons learned, best practices, archives, evaluations and project impact reports to support knowledge re-use and build on approaches that have worked well, thereby avoiding previous mistakes. To support resource mobilization, enhanced features will be developed to enable more automated updates and more relevant market intelligence information on donor funding including calls for proposals updates. Technical materials and training will be developed to greater usage of knowledge systems. An Enterprise Content Management System (ECM) will be implemented, as part of a wider UN initiative, to promote proper document management, records keeping and archiving system. Development of network feature will continue to increase the number of key partner networks using Urban Gateway as the platform for knowledge exchange and collaboration, and features added to include current research on urbanization topics and value added services that generate revenue to support the platform’s sustainability;

(i) Provide guidance in the preparation of legal instruments on partnerships, and will work towards reducing legal disputes through the timely and effective review of legal instruments. It will also provide clear and comprehensive legal advice to senior management and other staff to minimize the possibility of claims and cases against the organization. The Unit will conduct periodic reviews of legal instruments and tools and update them as necessary, and will build staff capacity in the use of UN-Habitat legal agreements and instruments;

(j) Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization’s controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

(k) Coordinate and manage project administrative functions across the organizations to ensure consistent, effective support for the financial and programmatic requirements of all projects;

(l) Monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner.

3. External factors

68. It is anticipated that results will be achieved on the following assumptions: first, resources are forthcoming to enable the organization to strengthen management and supporting systems; second, that UN-Habitat’s service providers have the capacity to support efficient delivery, particularly at country level, and administrative policies to support the greater delegations of authority and self-service model made possible by the Umoja Enterprise Resource Planning system.
During the biennium, the Division of Operations will produce the following outputs and services:

1. **Administrative support services**
   
   (a). *Programme planning and budgeting*
   
   (i) Definition, monitoring and reporting on project management benchmark framework (4)[1]
   
   (ii) Regular comprehensive financial reports for Management, the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners for the biennium 2014–2015 (30)[1]
   
   (iii) Budget performance reports and financial forecasts (8)[1]
   
   (iv) Key Performance indicator targets on Financial Management (1)[1]
   
   (v) Strategic Framework 2020-2021 (1)[1]
   
   (vi) Work Programme and Budget 2018-2019 (1)[1]
   
   (vii) Annual Work Plans(1)[1]
   
   (viii) Updated Results-Based Management Tools (RBM) tools: RBM policy, Handbook, and Training manual(3)[1]
   
   (ix) Documentation to support intergovernmental processes (ACABQ, CPC)(1)[1]
   
   (x) GC resolution on programme budget(1)[1]

   (b). *Human resources management*
   
   (i) Human resource features of Umoja deployment (1)[1]
   
   (ii) Enhanced processes to support more efficient recruitment activities (1)[1]
   
   (iii) Updated Service Level Agreements with service providers (1)[1]
   
   (iv) Framework to enable systematic monitoring and promotion of compliance of for gender and geographical balance for all new recruitment(1)[1]

   (c). *Internal oversight services*
   
   (i) Senior Management Programme Review Reports (4)[1]
   
   (ii) Annual Progress report on the Strategic Plan (2)[1]
   
   (iii) Programme Performance Report 2014-2015 for GA (1)[1]
   
   (iv) Reports of the Integrated Monitoring and Documentation Information System (4)[2]
   
   (v) Capacity Assessment of the status of Results-based management in UN-Habitat (CAP-SCAN) (1)[1]
   
   (vi) Report on audit implementation (8)[1]

   (d). *Technical materials*
   
   (i) IPSAS and Umoja compliant Standard Operating Procedures (1)[1]
   
   (ii) Enterprise Risk Management policy and framework (1)[1]
   
   (iii) Project management tool/IPSAS Score card – (12)[1]
   
   (iv) Enhanced information and knowledge management tools (1)[1]
   
   - Knowledge self-service tools on the intranet
   - Knowledge exchange and collaboration tools
   - Enterprise Content Management System
   - Knowledge Resources on PAAS
   
   (v) Enhanced external knowledge exchange system (1)[1]
   
   - Four new networks on the Urban Gateway
   - Income generating features for sustainability of Urban Gateway

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10 **Prioritization of outputs:**

- **Priority [1]:** Outputs with high strategic importance and high transformative potential, whose scope is global or regional, including outputs related to mandates by ECOSOC, General Assembly and Governing Council (particularly those that are funded).
- **Priority [2]:** Outputs with strategic importance, which also have significant impact, and include outputs related to mandates that may be unfunded.
- **Priority [3]:** Outputs that contribute to strategic results, but are not critical for achievement of the expected accomplishments

Please note that the numbers in round brackets ( ) indicate the number of outputs.
• Marketing tools to increase level of collaboration and knowledge exchange

(vi) Enhanced ICT Infrastructure and systems to support Umoja in all major offices (1) [1]
(vii) Business continuity plan (update) (1)[1]
(viii) Database of UN-Habitat legal agreements and instruments. (1)[1]
(ix) Updated UN-Habitat legal agreements and Instruments on UN-Habitat’s Habnet. (1)[1]
(x) Guidelines on the Use of UN-Habitat legal agreements and Instruments. (1)[1]
(xi) Policy and Procedures for clearing UN-Habitat legal agreements and Instruments. (1)[1]
(xii) Long-term coop agreements & new models regional & thematic specificity (core and normative) (6) [1]
(xiii) Elaborate Funding priority plan (2) [1]
(xiv) Expand & maintain DIS& expertise (20) [1]
(xv) Special appeals to member states (?) [2]

(e). Training courses, seminars and workshops
(i) Trainings/coaching (RBM) (8)[2]
(ii) Training on: (i) the use of UN-Habitat’s legal agreements and instruments; (ii) policy and procedures for clearing Agreements; and (iii) other relevant legal matters. (5)[2]
(iii) Information and knowledge management tools training (4)[2]
   • Enhanced information focal point framework
   • Training materials on information and knowledge management systems
   • Training on information and knowledge management systems

(f). Advisory services
(i) Donor Consultations (core, normative, projects) (16) [1]
(ii) Support all UN-Habitat Offices on development and quality assurance of UN-Habitat legal agreements and instruments. (1) [1]
(iii) Representation of the organization before the United Nations Dispute Tribunal (UNDT). (1)[1]
Annexes

Annex I

I. Legislative mandates

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

S-25/2 Declaration on Cities and Other Human Settlements in the New Millennium

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)

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

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

67/173 Promotion of peace as a vital requirement for the full enjoyment of all human rights by all

68/239 Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions, decisions and agreed conclusions

2003/62 Coordinated implementation of the Habitat Agenda

2011/6 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2011/21 Human settlements

2012/27 Human settlements

2013/22 Human settlements

2014/30 Human settlements

Governor Council resolutions

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

20/1 Youth and human settlements

20/7 Gender equality in human settlements development

20/15 Habitat Programme Managers and regional offices

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

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

23/5 World Urban Forum
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<td>Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012-2013</td>
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<td>Urbanization and sustainable urban development in the post-2015 development agenda</td>
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<td>Country activities by the United Nations Human Settlements Programme</td>
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**Subprogramme 1: Urban legislation, land and governance**

*Governing Council resolutions*

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<td>Guidelines on decentralization and strengthening of local authorities</td>
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<td>Women’s land and property rights and access to finance</td>
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<td>Third session of the United Nations Conference on housing and sustainable development</td>
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<td>23/14</td>
<td>Sustainable urban development through policies for safer cities and urban crime prevention</td>
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<td>Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure</td>
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<td>Pursuing sustainable development through national urban policies</td>
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**Subprogramme 2: Urban planning and design**

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<td>Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals</td>
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<td>Thirteenth session of the Commission on Sustainable Development</td>
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Sustainable urban development through access to quality urban public spaces

Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

**Subprogramme 3: Urban economy**

*General Assembly resolutions*

65/10 Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals

67/215 Promotion of new and renewable sources of energy

67/263 Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation

67/289 The United Nations in global economic governance

*Governing Council resolutions*

22/4 Strengthening the development of urban young people

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

24/11 Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender

24/12 Youth and sustainable urban development

**Subprogramme 4: Urban basic services**

*General Assembly resolutions*


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

67/291 Sanitation for All

*Governing Council resolutions*

22/8 Guidelines on access to basic services for all

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

24/2 Strengthening the work of the United Nations Human Settlements Programme on urban basic services

**Subprogramme 5: Housing and slum upgrading**

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<td>Africa fund/financing mechanism on slum prevention and upgrading</td>
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<td>Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure</td>
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<td>Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift</td>
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<td>Inputs for and support to the preparatory process of the third United Nations conference on housing and sustainable urban development (Habitat III)</td>
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**Subprogramme 6: Risk reduction and rehabilitation**

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<td>Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development</td>
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*Subprogramme 7: Research and capacity development*

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