Proposed strategic framework for the period 2018-2019

Part two: biennial programme plan

Programme 12
Human settlements

Contents

Overall orientation ............................................................... 2
Subprogramme 1. Urban legislation, land and governance .................... 6
Subprogramme 2. Urban planning and design ..................................... 9
Subprogramme 3. Urban economy ............................................... 12
Subprogramme 4. Urban basic services ......................................... 14
Subprogramme 5. Housing and slum upgrading .................................. 17
Subprogramme 6. Risk reduction and rehabilitation ............................... 20
Subprogramme 7. Research and capacity development .......................... 22
Legislative mandates .................................................................. 24
12.1 The United Nations Human Settlements Programme (UN-Habitat) is the specialized programme for sustainable urbanisation and human settlements in the United Nations system. The UN has recently adopted the 2030 Agenda for Sustainable Development and Goal 11 calls on the global community to “make cities and human settlements inclusive, safe, resilient and sustainable”. This stand-alone goal in addition to other specific targets covered in other goals, promotes an integrated, holistic and universal approach to urbanization. UN-Habitat’s focus and strategic plan of 2014-2019 is fully aligned to Goal 11 and associated goals. UN-Habitat is uniquely placed to support countries towards achievement of Goal 11, its targets and related goals.

12.2 The six-year UN-Habitat Strategic Plan for the period 2014-2019 is being implemented through three successive biennial strategic frameworks, for 2014-2015, 2016-2017 and 2018-2019. This is the last strategic framework of the Plan. The direction of this strategic framework is likely to be further guided and strengthened by the outcome document of the Habitat III Conference, mandated by the General Assembly to be entitled the New Urban Agenda.

12.3 The rapidly increasing dominance of cities as the habitat of humankind places the process of urbanization among the most significant global trends of the twenty-first century. Urbanization is now accepted as a broader force which can help the world overcome some of its major global challenges such as climate change, poverty and inequality, to name a few. UN-Habitat’s Strategic Plan 2014-2019 identifies key challenges on urbanization and human settlements and sets out a vision and strategic direction for addressing these. In adopting the Strategic Plan, Member States laid out a new vision of the role of urbanization in sustainable development, and placed a strong focus on UN-Habitat as the leading global programme focusing on sustainable urbanization.

12.4 In responding to Governments’ and partners’ assertion of the importance of sustainable urbanization, UN-Habitat promotes a new approach of urban development that is able to integrate all facets of sustainable development to promote equity, welfare and shared prosperity. The Programme is focused on all levels of human settlements, through small rural communities, villages, market towns, intermediate cities and metropolises. The forthcoming Habitat III Conference is considering how to systematize the alignment between cities and towns and national planning objectives in their role as drivers of national economic, social and environmental development.

12.5 Considering the close linkages between urbanization and climate change and aware of the importance of urban planning, transport and buildings for climate action, the strategic framework will build on multi-stakeholder initiatives supporting cities and subnational authorities in the implementation of the outcome of the UNFCCC COP-21 in Paris in 2015. It will support cities and human settlements to reduce their environmental impact and emissions, address their impact on human and public health and climate change, enhance urban resilience, help cities to access climate finance, and support vertical integration schemes that empower cities to take climate action and implement global targets at the local level.

12.6 Within the framework of the six-year strategic plan for 2014-2019, UN-Habitat has adopted a strategic approach to addressing the challenges and opportunities of twenty-first century through a three-pronged approach that emphasizes on urban legislation, urban planning and design, and urban economy and municipal finance. Those are the first three focus areas of the strategic plan for 2014–2019, which are the basic tools for achieving sustainable urban development. Housing, urban basic services and urban risk reduction are seen to build on the foundation provided by the three-pronged approach to fully address the basic needs of the people living in cities, including inter-alia vulnerable people comprising the poor, people living with disabilities, the elderly, youth and women.
12.7 UN-Habitat’s programme of work will be jointly implemented through the following seven subprogrammes by branches and regional offices under a matrix structure. The seven sub-programmes continue to be highly relevant in programming UN-Habitat’s response to the global strategic processes of climate change negotiations, Agenda 2030 and Habitat III. The period of this strategic framework will see acceleration and scaling up of work across the Programme to be more transformational and results oriented, with a strong evidence base.

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

12.8 During the biennium, UN-Habitat will promote and support development of National Urban Policy frameworks around sustainable urbanization and human settlements, in line with Resolution 25/4 of Governing Council of UN-Habitat, of April 2015. By implementing the subprogrammes, the main strategies that UN-Habitat and partners will employ 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 that can evolve to scale on approaches demonstrated to be successful; and providing assistance to Governments, local authorities and other stakeholders responsible for urban issues.

12.9 Through its advocacy, UN-Habitat will 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.

12.10 Subprogramme 1, Urban Legislation, Land and Governance, will provide policy and operational support to Governments and cities with respect to legislation, land and governance. UN-Habitat will support the development of adequate effective legislation, for urban development and governance models for inter-municipal cooperation, and building on the experience of the Global Land Tool Network and in partnership with local government organizations, address existing urban land problems and opportunities as requested by Member States.

12.11 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 all 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 optimization of the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity, in order to increase urban value and productivity.

12.12 Subprogramme 3, Urban Economy and Municipal Finance 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, contribute to the formulation and implementation of effective urban strategies, municipal finance and policies supportive of local economic development, the creation of decent urban jobs and livelihoods, especially for young people.

12.13 Subprogramme 4, Urban Basic Services, will place emphasis on strengthening policies and
institutional frameworks for expanding access to urban basic services. 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. The
sub-programme will link the provision of basic services to the increase of productivity of the city, and its
capacity to generate employment.

12.14 Subprogramme 5, Housing and Slum Upgrading, will pursue the progressive realization of the right
to adequate housing as a component of the right to an adequate standard of living for all through policies that
increase the supply of affordable houses, upgrade existing slums, and prevent the development of new slums.
This prevention will be based on a strategic approach to housing that puts ‘Housing at the Centre’, both at the
centre of the city and at the centre of urban policies.

12.15 Subprogramme 6, Risk Reduction and Rehabilitation, will engage in both reducing urban risk and
disasters, 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, especially promoting “re-building by design”.

12.16 Subprogramme 7, Research and Capacity Development, will report the results of local/global
monitoring and assessment to Governments and Habitat Agenda partners through the research in key topics,
the production of the World’s Cities Report, and other knowledge products associated to the implementation of
the knowledge management strategy. As part of the data revolution, the subprogramme will further develop the
Cities Prosperity Initiative to support national and city level data collection, analysis and reporting, including
support to local urban observatories. The subprogramme will provide expertise in developing institutional and
individual capacities.

12.17 UN-Habitat will strengthen mainstreaming of its cross-cutting issues comprising gender, youth,
climate change and human rights. In line with the Sustainable Development Goals, the Programme will
promote “full and effective participation and equal opportunities” for women and men in all its normative and
operational activities, including land, housing, urban basic services and employment to address the continuing
disparities. In the last few decades, youth unemployment has emerged as a serious urban challenge in both
developing and developed countries, often contributing to political unrest. UN-Habitat will ensure that youth is
mainstreamed in its normative and operational work through appropriate programming as well as through a
monitoring system that uses data disaggregated on the basis of gender and age. In mainstreaming human rights
in human settlements and in sustainable urbanization initiatives, the Programme will follow principle of
equality, non-discrimination, inclusion, participation and accountability that leave no one behind in all its
programmes and projects. Given the significant impact that cities have on climate change, UN-Habitat will
continue to work on to combat climate change and its effects. The Programme Division will oversee the
effective mainstreaming of cross-cutting issues, including urban safety.

12.18 UN-Habitat’s programme is implemented by strongly integrating the normative and operational
aspects of its work. This hybrid approach is a unique selling point of UN-Habitat. The normative work of the
organisation will drive the development of its programme. The results of the operational work of the
programme will be captured, and the knowledge gained will inform the normative work of the Programme.
UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional
offices that lead the implementation of 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. In this regard, the Programme will move to further strengthen national ownership of
programmes at country level.
12.19 The effective and efficient delivery of services is critical for the future of the programme, so as to be seen as fit for purpose and to provide value for money. UN-Habitat will continue to reform and develop its business model in close consultations with Member States.

12.20 During the 2018-2019 biennium, UN-Habitat will further strengthen results-based management in programmes, projects, policies and activities, in line with Governing Council resolution 25/3. 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 regular senior management retreats. The Programme will continue to monitor and report on progress made in implementing the strategic plan and the work programme and budget. It will explore the implementation of more strategic approaches to results and evidence, including through strengthening of results-based management to fit the needs of the Programme. In line with its evaluation policy, the Programme will undertake corporate evaluations, programme and project evaluations, and self-evaluations of all projects that will have closed during the biennium.

12.21 UN-Habitat work contributes to the three pillars of the United Nations on peace and security, human rights and the rule of law and development as follows: development through promoting sustainable urban development integrated planning and investment; peace and security through its work on strengthening the resilience of cities and human settlements and on post-disaster and post conflict reconstruction and rehabilitation. This includes the resolution of conflicts on land and property and promoting the building of cohesive communities; and human rights and the rule of law through promoting the progressive realization of the right to adequate housing as a component of the right to an adequate standard of living and other recognized human rights, as well as ensuring that the Programme’s work is built on a framework that promotes, protects, and respects human rights, and that promotes systemic change through transparent and accountable rules and institutions.

12.22 At global, regional and national levels, UN-Habitat will cooperate and collaborate with United Nations funds, agencies and programmes and 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.
Subprogramme 1

Urban legislation, land and governance

**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>
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<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>(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>(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 initiatives that take into account the guidelines on decentralization and access to basic service for all. (ii) Increased number of partner local and national governments that have adopted local crime prevention strategies</td>
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**Strategy**

12.23 Subprogramme 1 provides the foundations for sustainable urban development. These foundational elements are the structures that other subprogrammes require to provide effective solutions to the challenges that they address that ensure equal opportunity and reduce inequalities of outcome. They include:

i) The legal framework that establishes the basic shape and structure of urban areas and determines rights, roles and responsibilities;

ii) Promoting the supply of adequate serviced land for sustainable urbanisation, through land management systems and tools, built on security of tenure for all, that provide the basis of responsive, inclusive and effective land management that ensures equal opportunity and reduces inequalities of outcome; and,

iii) Local governments as the principal municipal decision makers and service providers through efficient and open governance;

Subprogramme 1 works in close cooperation with subprogrammes 2 (urban planning and design) and 3 (urban economy and municipal finance), under the ‘three pronged approach’, to deliver long term solutions that support predictable urban investment and the stability required to protect the interests of groups in vulnerable situations. This integrated approach provides the core of the New Urban Agenda and is also central to the effective delivery of the 2030 Sustainable Development Agenda. Most of the targets under Goal 11 (make cities and human settlements inclusive, safe, resilient and sustainable), and a number of other targets under relevant goals, are dependent upon effective urban legal frameworks and Target 16b specifically requires the promotion and enforcement of non-discriminatory laws and policies for sustainable development. The targets under Goal 11
are similarly dependent on responsive, inclusive and effective land management that ensures equal opportunity and reduces inequalities of outcome and Goals 1, 2 and 5 all include explicit references to land tenure security. The connection between Goal 16 and Goal 11 is evident in the need for local governments to be empowered in order to achieve sustainable cities and promote safer cities. Subprogramme 1 will work closely with local governments and their associations in strategies for localising the Sustainable Development Goals;

The Subprogramme’s work is achieved primarily through the development and implementation of practical tools and approaches to legislation and regulation, security of tenure and land management and efficient and open governance for inclusive and sustainable urban development. These are developed in partnership with governments and governmental associations at all levels as well as international, national and local stakeholders; partnerships that include all stages of activity from the identification of issues to the development and roll out of solutions, in order to foster ownership and promote sustainability. Effective coordination within UN-Habitat is central to the delivery of Subprogramme 1. In addition to collaboration with other subprogrammes, this is promoted through project design and through approaches that link thematic units with regional and country offices, such as communities of practice and programmatic approaches to major themes. Collaboration with cross cutting themes is also a priority, with human rights being fundamental in the implementation of legislation and land work, and disaggregated assessments for vulnerable groups, including gender and youth, being essential in all aspects of the Subprogramme’s work. The strategies for achieving the expected accomplishments are as follows:

(a) To increase capacity of local and national governments and other Habitat Agenda partners to implement effective urban legislation, with a priority on the areas of urban extension, densification, urban planning and finance, UN-Habitat will support improvements in regulatory instruments for the principal elements of urbanisation, including land management and the maintenance of public space, the supply of serviced land, issues around development control, value sharing and public and private investment. Support to governments at all levels in these areas will be built upon the information developed through the UrbanLex database and partnership and delivered through the essential law concept, which prioritises effectiveness and impact pathways, particularly in resource poor contexts. Recognising the particular needs of Member States, the Subprogramme’s work also emphasizes the function of the rule of law in supporting transitions from humanitarian to development assistance;

(b) To increase the capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve land management and promote security of tenure for all, UN-Habitat will continue to support governments at all levels to provide land tenure security for the urban and rural poor through the adoption and implementation of land policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable. Building upon UN-Habitat’s history of support to Member States in land management and the success of the Global Land Tool Network, the Subprogramme will support the adoption of policies and tools in priority areas, including: the administration and regulation of land markets; fit for purpose and inclusive land records and land management systems, including local, regional and national capacity to manage land issues; improved land based financing systems; inclusive land allocation and distribution strategies; and, the use of land readjustment as a means to acquire public space, develop housing space and improve urban morphology. Maintaining the Subprogramme’s emphasis on practical solutions, the Global Land Tool Network, through its broad partnership, will continue to develop, advocate for and provide support to the adoption of tools for land tenure security for the vulnerable, targeting governments at all levels and Habitat Agenda partners;

(c) To increase the 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, global, national and local advocacy will continue to focus on enabling effective and collaborative forms of multilevel governance, including e-governance and the simplification of procedures that empower cities and human settlements and build dialogue between all spheres of government. Priority will be given to effective decision making and institutional structures, supported by adequate powers and resources, to plan for and guide urban growth. Equity and efficiency in service delivery are also areas of emphasis. Building on its experience in
consolidating and enhancing local governance in the field, particularly in challenging contexts, UN-Habitat will support governments at all levels and Habitat Agenda partners in innovating in municipal management for more efficient and accountable local governments able to achieve inclusive, safe, resilient and sustainable cities for all. This links closely with the New Urban Agenda in terms of promoting long term decision making and stability in sustainable urban development and the empowerment of local governments and their associations is widely recognized as key to achieving the implementation of the Sustainable Development Goals at local level. UN-Habitat will increase its efforts to support the voice and perspectives of local governments in the 2030 Sustainable Development Agenda, particularly through the forum of the United Nations Advisory Committee on Local Authorities (UNACLA) as the voice of local government in the UN system. Women and girls’ safety will continue to be a prominent theme, primarily through the Global Network on Safer Cities and operational joint programmes to strengthen urban safety through a city led, multisectoral and multi-stakeholder approach.

External factors

12.24 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumptions that (a) there is no unanticipated and sudden change in governance structures and priorities in targeted countries or cities; (b) capacity and resources adequate to develop and maintain sustainability at the local level can be acquired, and (c) there is sufficient will among partners to collaborate at the local level.
Subprogramme 2

Urban planning and design

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

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
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<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>
<tr>
<td>(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities</td>
<td>(b) Increased number of partner cities that have adopted policies, plans or designs for compact, integrated and connected cities, socially inclusive and neighbourhoods</td>
</tr>
<tr>
<td>(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities</td>
<td>(c) Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation</td>
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</table>

**Strategy**

12.25 National urban policies, planned city extensions, public space, urban design, compactness and climate-friendly planning and design are expected to underpin the outcome document of Habitat III, to be entitled New Urban Agenda. In 2015, the Governing Council of UN-Habitat approved the International Guidelines on Urban and Territorial Planning. In 2015, the General Assembly adopted the Sustainable Development Goals, including Target 11.3 on participatory, integrated and sustainable human settlement planning and management; Target 11.7 on access to safe, inclusive and accessible, green and public spaces; Target 11.a on links between urban, peri-urban and rural areas by strengthening national and regional development planning; and Target 11.b on implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change. Finally in 2015, 195 Member States unanimously approved the COP-21 Decision and the Paris Agreement under the UN Framework Convention on Climate Change (UNFCCC). These outcomes invite non-Party stakeholders, including cities and subnational governments, to scale up climate action; they also provide for building capacity and the sharing of best practices at the subnational level, and encourage multi-stakeholder initiatives. The strategy of subprogramme 2 will be informed by and focus on the implementation of the above-mentioned Habitat III outcomes particularly the New Urban Agenda, relevant Sustainable Development Goals and targets, the International Guidelines on Urban and Territorial Planning and build on multi-stakeholder initiatives supporting national, cities and subnational authorities in the implementation of the outcome of the Paris UNFCCC COP-21 in 2015. It will also build on previous achievements and lessons learnt. The strategies for achieving the expected accomplishments are as follows:

(a) As urban planning and design are one key component of the three pronged approach to urbanization, the sub-programme will work in synergy with urban legislation and urban economy and municipal finance in order to deliver a more effective management of the relationship between public and private space and realize improved and implementable urban plans and polices, which in turn will support the transformation towards a new urban model, capable of leveraging the urban advantage for enhancing the common good and long term sustainability of cities and national systems. Key for such transformative role would be the recognition of the contribution of urban design. Such strategy will be focused on national urban...
policies and planned city extensions/planned city infills as key tools for the implementation of the new urban agenda and the Sustainable Development Goals. Specific strategies for achieving the three expected accomplishment (i.e. at different scales) are identified in the following paragraphs;

(b) To improve national urban policies or spatial frameworks at metropolitan, regional and national level, UN-Habitat will draw from previous successes and the developed set of approaches, guidelines, frameworks and tools from the previous years to increase its portfolio. It will strengthen technical capacity to improve urban planning and policy design and strategy development, reinforce and build partnerships, foster knowledge management and encourage peer learning and a community of practice approach on national urban policies. This will be underpinned by targeted programmes and projects that implement an integrated approach to ensure well-established urban-rural linkages that contribute to achieving sustainable development and poverty eradication with a focus on strengthening the planning and policy capacity of small and intermediate cities and by facilitating an integrated approach to metropolitan development and by making clear link with the three-pronged approach: Urban Design, Municipal Finance and the legislation and regulations underpinning urbanization;

(c) To improve urban policies or spatial frameworks at city and neighborhood level, UN-Habitat will focus on expanding its work on public space, planned city extension and in-fill, building on tools, documentation and previous experiences and in supporting the capacity of cities to formulate and implement urban planning activities and instruments. It will promote international cooperation in order to share technical expertise, build technical and policymaking capacity and document and share successful experiences of sustainable and integrated spatial planning. This strategy will build on peer-to-peer capacity building, the further development of a global network of planning and design labs and the establishment of hubs of public space knowledge to share good practices amongst cities and advocate for improved planning systems. This will include human resources development, tool development, optimization of land use, organizational development and institutional strengthening components, with particular attention on strengthening collaboration with planning schools, urban planning associations and local government planning departments;

(d) To improve policies, plans and strategies that contribute to the mitigation of and adaption to climate change, UN-Habitat will work to implement the outcomes of UNFCCC COP21 by building the capacity of national and local governments and capturing lessons from its operational work in order to help cities and human settlements to mitigate and adapt to climate and reduce the vulnerability of urban populations; help cities to reduce their environmental impact and emissions, including through improved urban design; address the impact of emissions on human health and climate change, in part by sharing international best practices and facilitate introduction of technology and tools that cities will use to assess their risks and vulnerabilities and plan for resilience; develop normative capacity-building and decision-making tools in collaboration with partners and as part of an emerging global community of practice; help cities to access climate finance; support vertical integration schemes that empower cities to take climate action; and support multi-stakeholder initiatives such as the Compact of Mayors, the City Climate Finance Leadership Alliance, and the Climate and Clean Air Coalition; the use of Urban Planning and Design as a major strategy to address disaster risk reduction; develop at the local level pilot initiatives and operational projects to demonstrate new urban and regional planning approaches, climate resilience and climate change mitigation strategies which mobilize local and international knowledge, and support learning-by-doing, while implementing global targets at the local level;

(e) UN-Habitat will promote, within the context of decentralization and multilevel governance, with reference to the International Guidelines on Decentralization and the Strengthening of Local Authorities, the International Guidelines on Urban and Territorial Planning 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 economies of agglomeration and to minimize mobility demand;
(f) UN-Habitat will also perform a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system, global climate funds, local government associations, and with non-governmental organizations, educational establishments, scientific institutions and professional bodies.

External Factors

12.26 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 formulate and implement plans and policies; and (c) the evolving international mechanisms and funding streams to address climate change encourage cities to act on climate change mitigation and adaptation.
Subprogramme 3

Urban economy and municipal finance

**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>
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</tr>
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<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>
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<tr>
<td></td>
<td>(ii) Increased number of partner cities that set priorities based on local economic assessment</td>
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<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>(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>
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</table>

**Strategy**

12.27 The subprogramme promotes local, regional and national authorities to adopt or implement inclusive policies and strategies that are supportive of inclusive economic growth and development, the creation of economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy of the subprogramme falls within the framework of the outcome document of Habitat III, to be entitled the New Urban Agenda. UN-Habitat positions urbanization to be an accelerator of economic growth and development. But for urbanization process to bring about prosperity, cities must implement adequate rules and regulations, they must be well designed, and they must put into place a financial plan that ensures adequate funding. If all these three areas are concomitantly addressed then cities will create value through improved productivity and economies of agglomeration. The strategy is also in line with the relevant Sustainable Development Goals adopted by the General Assembly in 2015, in particular: Goal 8 on promoting inclusive and sustainable economic growth, employment and decent work for all and Goal 11 on making cities inclusive, safe, resilient and sustainable. It is also in line with the Action Area 34 on scaling up international cooperation to strengthen capacities of municipalities and other local authorities in the Addis Ababa Action Agenda, the outcome document of the third international conference held in 2015 on financing for development. The strategies for achieving the expected accomplishments are as follows:

(a) To improve the capacity of partner cities to adopt strategies supportive of inclusive economic growth, UN-Habitat will create and share knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raise awareness among mayors, city managers and urban professionals of the economic and social benefits of good urban form, and provide technical tools and advisory services on spatial economic analysis to support urban planning decisions and urban economic development projects including urban renewal and cluster development initiatives; and create, 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. UN-Habitat will develop its knowledge base and advocate for inclusive urban economic growth policies through different
flagship reports including the World Cities Report and the regional commission and development bank reports, where it is being invited to contribute;

(b) To enhance the capacity of partner cities to adopt urban policies or programmes supportive of improved employment, skill development and sustainable livelihoods for urban youth and women, UN-Habitat will improve the quality and impact of livelihood programmes for youth through normative and operational work of the agency based on the methodology of youth-led development, which places youth at the centre of their own development; the core focus areas on the improvement of young men and women’s livelihoods will be aligned to the thematic priority areas of the agency with special focus on job creation and livelihoods as well as governance and resilience and risk reduction, and using ‘urban space’ projects, the Urban Youth Fund and the Youth 21 Programme as entry points;

(c) To improve the capacity of partner cities to implement plans or strategies for improved municipal finance, UN-Habitat will build the technical and institutional capacity of local authorities. Local governments will be supported to expand and better utilize endogenous sources of revenue by targeting the following: i) implementing Land Value Sharing mechanism to enhance financing of local urban infrastructure, especially in the context of planned city extensions and urban development plans; ii) improving management of local assets such as land, public properties, public space and service providing facilities; iii) promoting the fiscal empowerment of municipalities, including through improved tax collection including using technological solutions, iv) building skills and capacity to better plan and manage municipal budget; and v) supporting, in coordination with effort under subprogramme 1, designing institutional and legal reforms that are necessary to achieve results in the above and related aspects of municipal finance. Local governments will also be supported to assess their local infrastructure financing needs and identify viable options, including leveraging and utilization of endogenous sources. The subprogramme will also foster partnership with regional development banks and explore avenues for the establishment or promotion of financing vehicles that can support the implementation of integrated urban development projects and planned city extensions.

**External factors**

12.28 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that (a) local authorities implement necessary legislative and institutional reforms in order to successfully carry out certain policies and strategies that are promoted, such as implementation of innovative land-based revenue-generating instruments; (b) devolution of authority to local governments comes with commensurate financial decentralization; (c) political and macroeconomic environments remain stable; and (d) the policy, institutional and funding conditions are favorable to implement programmes that can draw on knowledge and practice in youth-led development.
Subprogramme 4

Urban basic services

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

<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>(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>(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></td>
<td>(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions</td>
</tr>
<tr>
<td></td>
<td>(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions</td>
</tr>
</tbody>
</table>

**Strategy**

12.29 The strategy of subprogramme 4 takes note of the adoption of the Sustainable Development Goals in September 2015 and Habitat III Conference. Sustainable and resilient urban basic services require an urban development model based on an integrated planning that builds on the three pillars of urban planning, legislation, and urban economy and municipal finance, and which promotes universal access to such services. 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 improving service delivery and increasing inclusive access to resilient urban basic services and improving the standard of living of the urban poor. There is an important link between policies and strategies for securing public spaces for the provision of infrastructure. The strategies for achieving the expected accomplishments are as follows:

(a) Sustainable urban basic services such as water, sanitation mobility, energy, waste management (including solid waste), drainage are an outcome of the three pronged approach and an essential enabler for the economic and social development of human settlements. In this regard, in order to improve policies and guidelines on equitable access to sustainable urban basic services as appropriate, UN-Habitat will disseminate best practices and provide capacity building support to local, regional and national authorities to formulate and implement policies, legislation and regulations in the areas of urban mobility, urban energy, water and sanitation, urban waste management and drainage, in the context of planned city extensions or infills. The aim
will be to establish urban planning and sound rules and regulations as the key to the more resilient, efficient and equitable provision of urban basic services as appropriate. Efforts will focus on: strengthening the technical and management capacity of service providers to ensure institutional efficiency and effectiveness in service provision and to provide adequate levels of service for the urban poor including to community institutions such as schools and hospitals; engagement in national and sub-national policy and sector reform processes to mainstream urban basic services into national urban policies and practices, with a particular focus on the poor; and advocacy and networking on urban basic services to contribute to the achievement of internationally decided development goals, including Sustainable Development Goals, in particular, Goal 11, target 11.2 on urban mobility and target 11.6 on air quality and waste management, Goal 6 on water and sanitation, Goal 7 on urban energy and Goal 3, target 3.9 on air and water pollution). The Subprogramme will assist both national and local governments to develop low carbon emission interventions with particular focus on energy efficiency in the built environment and renewable energy generation in cities. It will seek to support member countries in aligning energy policies at the national and local levels while also working with power utilities including producers and distributors. UN-Habitat’s comparative advantage in this regard is particularly to assist local governments and providers to develop strong management systems to operate basic services. Building on UN-Habitat’s extensive experience on water and sanitation in cities, priority will also be given to Water, Sanitation and Hygiene including in emergency and protracted conflict situations. The Subprogramme will also contribute to the implementation of follow-up actions from the 2014 UN Climate Summit, specifically the Urban Electric Mobility Initiative; UNFCCC COP-21; the Humanitarian Summit; and Habitat III Conference, among others. It will develop monitoring frameworks with improved data acquisition and analysis to track progress in urban basic services-related Sustainable Development Goals. To achieve this, the Subprogramme will collaborate with the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), Sustainable Energy for All, the Global Expended Monitoring Initiative for Water (GEMI), the Global Wastewater Initiative, the technical working group of the Secretary-General on transport, regional economic commissions and intergovernmental bodies. The Urban Basic Services Trust Fund established through a resolution of the UN-Habitat Governing Council will provide a mechanism for facilitating resource flows to urban basic services and implementation of Sub-programme 4;

(b) The role of urbanisation in generating growth underpins the strategy. To this end, in order to enhance an enabling environment for promoting investments into basic services UN-Habitat will demonstrate, based on sound municipal finance and urban economies of value sharing, financial models which are able to generate the resources for building infrastructure and providing services. This will mark a different approach where, through its own and endogenous development, the city is able to reach out to all with more sustainable and resilient urban basic services. UN-Habitat will continue its work on enhancing an enabling environment for promoting investments into urban basic services, by building a broad range of innovative, strategic partnerships, especially with regional development banks, regional economic commissions, foundations 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 and create both technical and management capacity to absorb capital-intensive resources provided by the banks. 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. Initiatives to demonstrate innovative financing such as value-sharing in relation to transit development and drainage will be developed. The role of well managed basic services in providing organized employment opportunities through better management of public transport, water and other utilities will be promoted;

1 Currently 7 SDGs with 20 associated targets make direct reference to urban basic services.

2 The Urban Electric Mobility initiative seeks to enhance the uptake of electric vehicles in cities in conjunction with compact urban planning, promotion of non-motorised transport and public transport, inter-modal integration and a move to cleaner sources of energy. Benefits will include reduced air pollution in cities and improved accessibility and economic growth without increase in Green House Gas Emissions.
(c) To increase coverage of sustainable urban basic services, the subprogramme will support field demonstration projects for replication by local, regional and national authorities. Taking note of the Paris Agreement on Climate change at the UNFCCC COP 21, these field projects will highlight initiatives which have a beneficial impact on climate and address the increasing urban energy demand, and will include projects demonstrating decentralized, renewable-based provision of energy in cities; urban electric mobility based on renewable sources; energy efficient buildings; water saving; sustainable municipal waste management with energy recovering initiatives. The subprogramme will also engage in advocacy and awareness raising activities to promote the use of sustainable urban basic services. An approach that promotes, protects and respects human rights will be promoted to enhance effective collaboration between duty bearers and rights holders in improving access to basic services. The subprogramme will take into account the needs and priorities of people in vulnerable situations, women, at-risk children and youth, people with disabilities and the elderly, among others. Efforts will also be made to enhance gender balance and equity in service provision;

(d) The sub-programme will seek better coordination and integration with UN-Habitat regional offices and other branches. This will be achieved by its participation in the development of the Habitat Country Programme Documents (HCPD) and Regional Strategies, as well as the development of joint issued based alliances;

**External factors**

12.30 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.
### Subprogramme 5

**Housing and slum upgrading**

**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>(a) (i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles</td>
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<tr>
<td></td>
<td>(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions</td>
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<tr>
<td></td>
<td>(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools</td>
</tr>
<tr>
<td>(b) Improved slum upgrading and prevention policies, strategies or programmes</td>
<td>(b) (i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes</td>
</tr>
<tr>
<td>(c) Enhanced capacity of slum communities to 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</td>
<td>(c) (i) Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees</td>
</tr>
<tr>
<td></td>
<td>(ii) Increased number of communities in partner countries that are empowered to lead and implement initiatives</td>
</tr>
</tbody>
</table>

### Strategy

12.31 The subprogramme will promote housing affordability initiatives, given that housing affordability has become a global crisis, in developing and developed nations, with a strong negative impact on the wellbeing of people and on the exacerbation of urban inequality. From slums to gated communities, from overcrowding to sprawl, from homelessness to vacant houses, there is much evidence that the regulatory disregard for housing is shaping cities worldwide creating a dualised model of urbanization for the rich and the poor leading to social, environmental and financial costs far beyond what the majority of cities and people can afford;

The subprogramme will also address the ongoing and long-term exclusion of large sections of the urban population, usually the poor and with particular impact on women and youth amongst them, which results in an incremental cost associated with lost productivity, reduced innovation, sense of social segregation and social discontent and thus increases in insecurity and rising security prevention costs, lost tax revenue, reduced purchasing power to name a few;
Slum upgrading and prevention are appropriate strategies to implement the “housing at the centre” approach and the New Urban Agenda, by providing adequate and affordable housing for low income urban residents in areas that, in most cases, are already located close to the centre of cities and towns. Research shows that reducing inequalities by integrating people living in slums into the broader urban fabric leads to more prosperous and sustainable cities;

In 2013, the Governing Council adopted the Global Housing Strategy Framework highlighting the importance of housing for sustainable urbanization. Target 11.1 of Sustainable Development Goal 11 mandates work towards “access for all to adequate, safe and affordable housing and basic services, and upgrade slums”. Further, subprogramme 5 contributes to Goal 1 on poverty, particularly target 1.4 on ownership and control over land and other forms of property, Goal 6 on water and sanitation and Goal 17 on partnerships, particularly focusing on finance, technology and data, which represent areas for further development and innovation. The strategy for achieving the expected accomplishments will be as follows:

(a) To improve housing policies, strategies and programmes, UN-Habitat will promote the “housing at the centre approach”, a practical application of the Global Housing Strategy and the three pronged approach, which positions housing at the centre of national urban policies and conceptualization on urbanization. Through this approach, the development of segregated low-income mass housing programmes is discouraged. Instead, the incremental nature of housing development will be promoted through more flexible and affordable alternatives such as assisted self-construction, sites-and-services and allocation of land. In addition, UN-Habitat is promoting improved housing policies for inclusive housing finance and affordability, people-centred urban planning practices and realistic and enforceable legislation as a pivotal concept of the New Urban Agenda;

Furthermore, support will be given to countries to translate their strategies into inclusive housing programmes, to develop and enforce sustainable building codes; and to design tools and mechanisms to promote inclusive housing finance bridging the housing affordability gap for the poorest, while adhering to international human rights law and working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living. Governments will be encouraged to reassume leadership in responding to the housing needs especially of the most poor and vulnerable, strengthening policy and regulatory frameworks, increasing funds and targeting the affordability and connectivity of housing and urban services;

(b) To improve slum upgrading and prevention policies, strategies and programmes, UN-Habitat will promote integrated, inclusive and planned interventions that are pro-poor, such as participatory citywide slum upgrading and prevention which can generate the type of urbanization that results in broad based prosperity. Participatory planning for city-wide slum upgrading and prevention involves achieving a range of strategic economic, social, cultural and political goals as part of the sustainable integration approach for cities and towns. Thus addressing the social and spatial implications of the “housing at the centre” concept while linking it with broader urban renewal strategies for planned city-infill, city extension and local economic development, and meeting the density and mixed-use requirements is in line with the new thinking of the New Urban Agenda. There are many more points of natural ‘convergence’ between the principles and proposed approaches of the New Urban Agenda and slum upgrading and prevention: human rights principles, holistic approach to urbanization engaging all key stakeholders including slum dwellers themselves and adopting a multi-faceted approach to the slum challenge through the three-pronged approach, mainstreaming policy/legislation, planning and financial components, contributing to making slums “legal”, planned and integrated into municipal budgeting and finance. The vehicle for implementing upgrading and prevention policies, strategies and programmes will be the Participatory Slum Upgrading Programme and the partnership with the Secretariat of the African, Caribbean and Pacific Group of States and the European Commission;

(c) In line with the Preamble of the Sustainable Development Goals and the principles of the New Urban Agenda, a people-centred approach, in a framework that promotes, protects, and respects human rights, will be applied throughout the sub-programme in view of enhancing capacity of slum communities to advocate on their own behalf and partner with national and local authorities. In this regard, national and local authorities
should provide leadership and empower communities to implement strategies, programmes and initiatives. This enforces the citizens’ rights and facilitates economic and social growth and, as a result, boosts the overall prosperity of cities and towns. UN-Habitat uses the “community contracting” approach to contribute to the data revolution and global monitoring and to directly implement community initiatives creating job opportunities and capacity to maintain and further expand community infrastructure and services as well as sustainable municipal finance instruments. Furthermore, UN-Habitat will promote new inclusive financial modalities such as non-collateral lending, guarantee funds and community banks for housing. Broad ownership and the clear roles and responsibilities of urban actors in coordinating bodies are crucial to sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives;

(d) UN-Habitat will reinforce existing partnerships, and establish new strategic partnerships with agencies of the United Nations system, non-governmental organizations, educational establishments, scientific institutions and professional bodies.

External factors

12.32 The subprogramme will achieve its expected accomplishments on the assumption that: (a) risks associated with changes in governments which could potentially slow down the progress of initiatives on housing and slum upgrading will be minimal; (b) Member States and cities respond positively to the guidance and recommendations provided and have the financial and technical resources necessary to implement relevant programmes; and (c) social and political stability prevails in the areas where projects are being implemented.
Subprogramme 6

Risk reduction and rehabilitation

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

<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>
<tr>
<td>(b) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements</td>
<td>(b) Increased percentage of shelter and related infrastructure rehabilitation programmes that are contributing to disaster-resilient permanent housing</td>
</tr>
<tr>
<td>(c) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements</td>
<td>(c) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction</td>
</tr>
</tbody>
</table>

**Strategy**

12.33 The subprogramme will support the increase of resilience of cities and human settlements to the impacts of natural and human-made disasters, and undertake response recovery and rehabilitation in ways that advance sustainable urban development in line with the outcome document of Habitat III. The strategies for achieving the expected accomplishments will be as follows:

(a) To improve urban risk reduction policies and the resilience of cities and human settlements (to the impact of climate change and other natural and man-made disasters), including urban basic services, the subprogramme will set and monitor the agency-wide urban risk reduction and resilience agenda for UN-Habitat including, integrating and leveraging Agency and partner inputs to: urban planning, legislation and regulatory frameworks, and enhancing municipal finance capacity, leading to building more resilient cities and human settlements globally. Efforts will focus on facilitation, coordination and supporting implementation of urban risk reduction work through the provision of technical support to national and local government and other city stakeholders, inter-agency networks, field operations, regional offices, country offices and other thematic branches of the agency. The strategy will generate knowledge, lessons learned, tools, guidelines and policy for urban risk reduction and resilience building. By working through strategic partnerships with international agencies, academic and research institutes, private sector actors, civil society and NGOs, UN-Habitat will enhance the knowledge base on urban risk reduction and resilience and raise awareness on approaches to strengthen urban resilience globally. UN-Habitat will also provide support to the implementation of international frameworks including the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals, the global climate change agenda, along with the mandates emerging from the World Humanitarian Summit and Habitat III Conference;

(b) To improve rehabilitation programmes in crisis responses, UN-Habitat will engage, through the Inter Agency Standing Committee mechanism and the global humanitarian cluster system to influence and support humanitarian partners to better understand complex urban environments, including those affected by conflict and large-scale migration. Efforts will focus on UN-Habitat’s experience to provide technical support at times of crisis.
to national governments and field operations, to implement innovative projects and influence strategic policy on sustainable shelter recovery with particular focus on improved urban-based planning and design of emergency settlements; ensuring that new settlements are fully integrated within local governance structures and legislative and financial frameworks. UN-Habitat will engage through inter-agency cooperation with global urban alliances, partnerships and networking linked to long-term technical capacity-building support for countries facing crisis. UN-Habitat will contribute to the outcomes of the World Humanitarian Summit and will collaborate closely with the Global Alliance for Urban Crises documenting and promoting sustainable and innovative practices;

(c) To improve recovery and reconstruction interventions, UN-Habitat will promote sustainable settlements recovery focused on ‘building back better’, ensuring that settlements recovery benefit from improved urban planning and design and that aspects of integrated spatial, physical, organizational and functional urban reconstruction are included. Approaches will embrace risk-informed area based planning, people-centred recovery and coordination; integration and closer collaboration with local authorities and stronger partnerships with affected communities in particular with women and youth groups. This will ensure greater accountability and directly contribute to the Sustainable Development Goals while promoting the importance of urban rules and regulations, urban planning and design, and municipal finance as three aspects of holistic recovery that can contribute to urban development, resilience and sustainability. UN-Habitat will provide technical support to governments including national, subnational and local, other stakeholders including communities, through field operations and regional offices and will generate knowledge, lessons learned, best practices and guidelines to support strategic planning and programme implementation. Efforts will additionally focus on addressing legislation and equitable land rights as appropriate; strengthening security of tenure; provision of basic services; settlements planning; revitalization of local economies and finance; and restoration of urban environments. UN-Habitat will strengthen partnerships with the Global Alliance for Response to Urban Crisis and will continue engagement with the Inter Agency Standing Committee and lead its Reference Group on Meeting Humanitarian Challenges in Urban Areas;

(d) All subprogramme projects will integrate gender responsive, youth-aware, environmentally friendly and mainstream human rights in strategic, incremental and capacity-development oriented activities designed with long-term goals; and active collaboration with all UN-Habitat sub-programmes, branches, regional offices, country offices and engagement with global humanitarian platforms and summits. Provision and support for strategic agency wide engagement on humanitarian interventions.

External factors

12.34 The subprogramme is expected to achieve its expected accomplishments on the assumption that: (a) there will be continued interest and willingness from donors and partners to provide financial and human resources and (b) that national and local governments request support and have the absorptive capacity to implement recommended actions.
Subprogramme 7

Urban research and capacity development

**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 global urbanization conditions and trends</td>
<td>(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data&lt;br&gt; (ii) Number of partner national statistical offices and cities producing urban data and indicators to support reporting on the Sustainable Development Goals</td>
</tr>
<tr>
<td>(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels for evidence-based policy formulation</td>
<td>(b) (i) Number of local and national governments that have used UN-Habitat knowledge products for policy formulation&lt;br&gt; (ii) Increased number of partners producing national and cities’ reports to enhance local and national policy formulation</td>
</tr>
<tr>
<td>(c) Improved capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization</td>
<td>(c) (i) Increased number of national and local authorities and partners that have implemented plans or strategies for sustainable urbanization</td>
</tr>
</tbody>
</table>

**Strategy**

12.35 The subprogramme will aim to strengthen monitoring of the state of urbanization globally, and the dissemination of knowledge on sustainable urbanization issues, building on the lessons learned from the implementation of the UN-Habitat’s portfolio. It will also ensure a coherent, adequate and integrated implementation of UN-Habitat’s capacity development strategy at international, national and local levels in order to improve the formulation and implementation of policies and programmes on sustainable urbanization that are aligned with the New Urban Agenda. The strategy for achieving the expected accomplishments is as follows:

(a) To improve monitoring of global urbanization conditions and trends, and to support reporting of the implementation of the New Urban Agenda, the Sustainable Development Goals, especially goal 11 and other urban related goals and targets, the subprogramme will continue to build on the Global Urban Observatory (GUO). In addition, the subprogramme will further develop the Cities Prosperity Initiative (CPI) to support national and city level data collection, analysis and reporting. In the framework of the CPI, a global and national sample of cities will be developed, including spatial data and new indicators to respond to emerging themes such as climate change, inequalities, etc;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will continue to carry out analytical work and research and use lessons learned from UN-Habitat normative and operational activities to generate new knowledge and insights that will form a basis for improved policy formulation and implementation at local, national and global levels. In this connection, UN-Habitat will disseminate the most reliable, relevant, up-to-date and comprehensive knowledge on sustainable urbanization issues. Working with current and new partners will be crucial in this respect. The subprogramme will also publish and disseminate flagship reports on sustainable urban development issues and develop partnerships with knowledge centres,
including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development. The subprogramme will promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience in support to the production of national and city reports;

(c) To improve the capacity of national and local authorities and partners to implement plans or strategies for sustainable urbanization, the subprogramme will ensure that UN-Habitat’s capacity building activities are coherent, adequate, mutually reinforcing and mainstream all aspects of the New Urban Agenda. In this regard, the subprogramme will work with partner universities, members of the UN-Habitat Partner Universities Initiative (Habitat UNI) training and capacity building institutions in the development and implementation of tailor-made training, policy workshops and knowledge exchange fora that will lead to the establishment of UN-Habitat Regional Urban Institutes of Excellence. These institutes will be the facilitators and disseminators of knowledge, tools and training companions on sustainable urbanization, including those produced by UN-Habitat. They will in turn support the execution of regional capacity building programmes that respond to the need for effectively implementing the Sustainable Development Goals, and the New Urban Agenda. The work of the branch associated with this sub-programme will shift to leveraging these efforts, and ensuring that all parts of UN-Habitat’s work have a strong approach to capacity development.

External factors

12.36 The Subprogramme is expected to achieve its expected accomplishments on the assumption that: (a) national and local governments respond positively to the guidance and support on implementation and monitoring of the Sustainable Development Goals and the outcome of Habitat III Conference; (b) technology and data revolution associated with the implementation and monitoring of the Sustainable Development Goals and the outcome of Habitat III Conference do not bring a new set of challenges that will hinder integration of spatial data and analysis; (c) there are human, financial and institutional resources for the effective implementation of the UN-Habitat Knowledge Management Strategy; and (d) partners are able to mobilize resources for the establishment of the Habitat Urban Institutes of Excellence.
Legislative mandates

General Assembly resolutions

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)

70/1 Transforming our world: the 2030 Agenda for Sustainable Development

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

Governing 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
World Urban Forum

Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012 -2013

Governance of the United Nations Human Settlements Programme

Gender equality and women’s empowerment to contribute to sustainable urban development

Urbanization and sustainable urban development in the post-2015 development agenda

Country activities by the United Nations Human Settlements Programme


Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements

Implementation of the Strategic Plan 2014-2019


United Nations Human Settlements Programme governance reform

Subprogramme 1: Urban legislation, land and governance

*Governing Council resolutions*

Enhancing the involvement of civil society in local governance

Decentralization and strengthening of local authorities

Guidelines on decentralization and strengthening of local authorities

Women’s land and property rights and access to finance

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

Sustainable urban development through policies for safer cities and urban crime prevention

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

Pursuing sustainable development through national urban policies
Subprogramme 2: Urban planning and design

General Assembly resolutions

53/242 Report of the Secretary-General on environment and human settlements

Governing Council resolutions


19/5 Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers

20/6 Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals

20/20 Thirteenth session of the Commission on Sustainable Development

23/4 Sustainable urban development through access to quality urban public spaces

24/3 Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

25/6 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

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

68/269 Improving global road safety
67/291 Sanitation for 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)
69/213 Role of transport and transit corridors in ensuring international cooperation for sustainable development

Governing Council resolutions

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

Subprogramme 5: Housing and slum upgrading

Governing Council resolutions

19/18 Human settlements development in the occupied Palestinian territories
21/7 Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8 Africa fund/financing mechanism on slum prevention and upgrading
21/10 Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1 Third session of the United Nations Conference on housing and sustainable development
23/3 Support for pro-poor housing
23/8 Third United Nations conference on housing and sustainable urban development
Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target

Formulation of a global housing strategy

Supporting action for the creation of safer cities

Making slums history: a worldwide challenge

Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development

Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift

Inputs for and support to the preparatory process of the third United Nations conference on housing and sustainable urban development (Habitat III)

Subprogramme 6: Risk reduction and rehabilitation

General Assembly resolutions


63/217 Natural disasters and vulnerability

68/180 Protection of and assistance to internally displaced persons

69/3 United Nations Mission for Ebola Emergency Response

69/135 Strengthening of the coordination of emergency humanitarian assistance of the United Nations

69/154 Assistance to refugees, returnees and displaced persons in Africa

69/218 International cooperation to reduce the impact of the El Niño phenomenon

69/219 International Strategy for Disaster Reduction

69/243 International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

69/280 Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal

69/283 Sendai Framework for Disaster Risk Reduction 2015–2030

70/1 Transforming our world: the 2030 Agenda for Sustainable Development
Governing Council resolutions

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

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

Subprogramme 7: Research and capacity development

General Assembly resolutions

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

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