PROGRESS REPORT ON THE IMPLEMENTATION OF THE WORK PROGRAMME OF UN-HABITAT FOR THE BIENNIAL 2004-2005*

(Advanced and unedited version)

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PROGRESS REPORT ON IMPLEMENTATION OF WORK PROGRAMME OF UN-HABITAT FOR THE BIENNium 2004-2005

Introduction

1. The Human Settlements Programme (UN-HABITAT)’s work-programme for 2004-2005 was derived from Revised Medium-Term Plan for 2002-2005 (A/57/6/Rev.1). It was approved by the Governing Council of UN-HABITAT as a draft in the document HSP/GC/19/8/Add.1 by resolution 19/2. It was subsequently approved by General Assembly (GA) at its fifty-eighth session (A/58/6 Sect.15). In paragraph 10 of resolution 19/2 the Executive Director is requested to present progress reports on the implementation of the work programme to the Committee of Permanent Representatives (CPR). This is a report on the status of implementation of the work programme. It will be the last progress report to the CPR for the biennium 2004-2005.

2. The overall approved performance–budget framework for UN-HABITAT’s work programme 2004-2005 is results-based. It is implemented under four functional sub programmes: Shelter and Sustainable Human Settlements Development; Monitoring the Habitat Agenda; Regional and Technical Cooperation; and Human Settlements Financing. In addition to the four sub-programmes, the Executive Direction and Management (EDM), the Programme Support Division (PSD) and Policy-Making organs became part of work-programme implementation structures. The framework has a complete matrix of objectives, expected accomplishments, indicators of achievements, baselines, targets and delivery of outputs. It was approved on a total of 43 expected accomplishments, 44 indicators of achievement and 874 mandated outputs to be implemented in relation to programme budget commitments. All sub programmes integrated crosscutting issues such as Gender and Youth, and created synergies between various programmes and functions.

3. To ensure that the work programme is regularly monitored and towards the expected accomplishments, United Nations adopted a results-based monitoring system, Integrated Monitoring and Documentation Information System (IMDIS). The system assists programme managers and staff to align actions to objectives. It provides formats for continuous monitoring and assessing progress (using both quantitative and qualitative information) towards expected accomplishments, indicators of achievement and delivery of outputs and activities.

4. Progress in the achievement of results, based on regular monitoring and assessment through IMDIS, self-evaluations, and other evaluations is encouraging and satisfactory. Global Campaigns on Secure Tenure and Urban Governance continue to raise awareness of good urban governance and secure tenure and have led to changes at the policy and institutional levels in countries where the campaigns have been launched. Positive accomplishments relating to urban water and sanitation, slum upgrading, disaster management, infrastructure urban management, partnership and building, monitoring and research, and innovative approaches to financing have also been achieved. The successful second World Urban Forum held in Barcelona, September 2004 attracted 4,389 participants to discuss issues of sustainable urban development. It provided a venue for conducting a number of partnership agreements; between UN-HABITAT and United Cities and Local Governments; Habitat for Humanity International and Green Cross International, and a new phase of cooperation with the European Union. Other key UN-HABITAT meetings that took place during the 2004-2005 biennium commended UN-HABITAT’s work in addressing challenges of urbanization, especially those concerned with improving slums and assisting the urban poor in developing countries.
5. In summary, as of 31 October 2005, the overall status of UN-HABITAT’s progress for approved work programme 2004-2005, in terms of mandated outputs delivery, indicators of achievement and expected accomplishments is as follows:

- 73% of outputs were implemented; 15% in progress; 12% had not started;
- 95% of the indicators and data collection methodologies were completed in IMDIS;
- 79% of expected accomplishments had performance measures (baselines and targets);
- 97% of accomplishment statements (42 out of 43) had been drafted and submitted;

All sub programmes had reported on their self-assessments and independent evaluations.

6. Despite such encouraging progress there are still challenges and areas needing improvement, including improving internal capacities and developing clear strategies to better achieve results. Human and financial resource constraints continue limiting effective implementation of the work programme. Progress at organizational structure/sub programme level is detailed in the following sections.

A. Policy-Making Organs

7. The policy-making organs of United Nations Human Settlements Programme (UN-HABITAT) is governed by the General Assembly (GA), the Governing Council (GC) and the Committee of Permanent Representatives (CPR) to UN-HABITAT. The Governing Council of UN-HABITAT, which is a subsidiary body of the General Assembly, reports to the General Assembly through the Economic and Social Council (ECOSOC) and provides overall policy guidance, direction and supervision to UN-HABITAT.

8. Support to the CPR and GC is provided by the Secretariat to the Governing Council, External Relations and Inter-Agency Affairs within UN-HABITAT. During the biennium 2004-2005, the Governing Council held its twentieth session, 4 - 8 April 2005, in Nairobi, Kenya. It was the second session since the upgrading of UN-HABITAT to a full-fledged Programme by the GA in December 2001. Twenty-one resolutions and one decision were adopted by the 20th session of the Governing Council. This is an indicator of the growing importance Member States accord to a variety of human settlements issues as articulated in the Habitat Agenda, and re-defined in the framework of the Millennium Development Goals. The issues discussed by the Governing Council, which reflected the discussion and recommendation of the second World Urban Forum, hosted by the city of Barcelona and the government of Spain in September 2004, all point to the need for the international community to focus on the critical issues of rapid urbanization and the urban poverty crisis including the water and sanitation challenge in many cities and towns; the adequate shelter crisis manifested in ever growing slum formations; housing and shelter finance challenges; land and property rights and lack of secure tenure for informal settlements and slum dwellers; involvement of civil society in improving local governance, post-conflict, natural and man-made disasters assessment and reconstruction; as well as the need to improve urban safety and security. A number issues adopted in the resolutions of the Governing Council were recently re-emphasized in the 2005 World Summit Outcome. In addition the session reviewed and approved the biennial programme of work for 2006-2007 for UN-HABITAT.

9. The Committee of Permanent Representatives (CPR) to the United Nations Human Settlements Programme (UN-HABITAT), serves as the inter-sessional subsidiary body of the Governing Council. It reviews and monitors, within the policy and budgetary framework provided by the Governing Council, the implementation of the work programme of UN-HABITAT as well as the implementation of decisions of the Governing Council. It also reviews
the draft work programme and budget of UN-HABITAT during their preparations and prepares draft decisions and resolutions for consideration by the Governing Council. It meets at least four times in a year. The CPR held 4 meetings in 2004 and 4 meetings (including this one) in 2005.


B. Executive Direction Management (EDM)

12. The main objective of the Executive Direction and Management is to improve coherence and direction in the implementation of the legislative mandate and approved work programme of UN-HABITAT. It is under the responsibility of the Executive Director, whose office includes Information Service Section (ISS), Monitoring and Evaluation Unit, and liaison offices in New York and Brussels. During the 2004-2005 biennium the EDM’s work programme was implemented through, policy coherence and direction; presentation to meetings and conferences; writing reports and official correspondences prepared on substantive sectorial activities; raising awareness on human settlement issues; enhancing global exchange of information and monitoring and evaluation of UN-HABITAT work. The EDM work-frame was approved on 9 expected accomplishments; 10 indicators of achievements; and a total of 194 programmed outputs.

13. Executive Direction and Management has provided 62 out of 68 programmed non-recurrent policy and position papers. It has also published all (8) recurrent Habitat Debate quarterly magazines. Throughout the 2004-2005 biennium work programme, UN-HABITAT continued to serve as the secretariat for the UN Advisory Committee of the Local Authorities (UNACLA) and support its work through Advisory Group of Experts on Decentralization (AGRED).

14. During 2004-2005, UN-HABITAT attended 90 out of 96 programmed meetings including fundraising meetings. It is a full member of the Chief Executives Board (CEB) for Coordination and participated in all CEB meetings. It also participates in the High-Level Committee on Programmes (HLCP); High Level Committee on Management (HLCM); Advisory Committee on Administrative and Budgetary Questions (ACABQ); United Nations Development Group (UNDG); Steering Committee and the Consultative Group of Cities Alliance; Secretary General’s Senior Management Group and in other meetings held in connection with implementation of the Millennium Declaration.

15. Under the EDM, UN-HABITAT continued to further strengthen the programme’s interagency cooperation and collaboration; and forging of new development partnerships and fundraising for additional non-earmarked resources. In recognition of its extensive experience in reconstruction activities, UN-HABITAT was brought to the Executive Committee for Humanitarian Affairs (ECHA), in April 2004, to deliver humanitarian support in the context of shelter and human settlements. Participation of the Executive Director of UN-HABITAT as a Commissioner to the Commission of Africa gave her another platform from which to promote UN-HABITAT norms.

16. Information Service Section has played a major role in raising awareness on human settlements issues. Improvements to the UN-HABITAT website have improved sharing of information and increased the number of visits to the website. All staff members, including those in regional and country offices now access UN-HABITAT Intranet. The section has also improved the planning, monitoring and production of UN-HABITAT publications. The Press and Media Unit, as part of the Information Services Section has increased UN-HABITAT’s visibility in international and national press and media, informing the general public about the role and functions of the organization. Through the Monitoring and Evaluation Unit, EDM continues to coordinate, monitor, and assess the implementation of UN-HABITAT activities and work programme.
17. Status of progress in the implementation of approved 2004-2005 work programme for EDM on mandated outputs delivery, indicators of achievements and expected accomplishments is as follows:

- **87%** of the 194 outputs were implemented, **4%** was in progress, **9%** had not started.
- **100%** of the indicator and data collection methodologies were completed in IMDIS.
- **70%** of the expected accomplishment had complete performance measure (baselines & targets);
- **100%** of the accomplishment statements had been drafted.

Details of the expected accomplishments, indicator of achievement, baselines and targets, results achieved, lessons learnt and areas needing improvement for EDM are in table 1.

**Table 1: Status of progress on achieving results at expected accomplishment level for EDM**

| (a) Expected accomplishment | Enhanced policy coherence in the management of human settlements activities by the United Nations system.
| Indicators of achievement | Number of countries working with UN-HABITAT to formulate or revise shelter policies and strategies and initiate specific programmes and projects.
| Statement of accomplishments/results achieved | UN-HABITAT has implemented 62 out of the 68 programmed policy and position papers. This represents 91% implementation rate. It has also written to 54 member states and 100 Habitat Agenda partners indicating the operative paragraphs and sections of the work programme that are to be implemented and funded. 34 member states and 68 Habitat Agenda partners have already responded, indicating willingness to support and implement the work programme and resolutions. Twelve resolutions on Human Settlement issues are cited in thirty national policies of Africa, Asia, 4 general assembly and 2 ECOSOC resolutions, and in Habitat global reports that has attracted comments and debate on human settlement issues. Human settlement issues on slum upgrading and on water and sanitation have been streamlined in other UN agencies such as UNDP and UNEP documents and work programmes. The governments of Kenya, Tanzania, Uganda, Ghana, Philippines, Jamaica, Cuba and India have invited UN-HABITAT to launch the campaigns on Secure Tenure and Urban Governance (which are part of the work programme) in their countries. The Slum Upgrading Programme has also been launched in Ghana, Kenya and Tanzania. Feedback received from partners during the 20th session of GC shows that member states are satisfied with the work of UN-HABITAT as indicated in the form of reports from governments and partners on the successful implementation of the work programme as well as through presentations at Committee of Permanent Representatives (CPR) meetings. UN-HABITAT has also submitted, on a quarterly basis to the General Assembly and ECOSOC, and CPR progress reports on the implementation of the work programme and on the Governing Council resolutions.
| Lessons learned/areas needing improvement | UN-HABITAT’s strategy focuses on leveraging financial resources from both international and domestic sources. UN-HABITAT continues to look into specific instruments and programmes that could be financed to play a catalytic role in mobilizing domestic resources from both public and private sectors for programmes serving the urban poor.
| (b) Expected accomplishment | Increased partnership with local authorities and their international associations.
| Indicators of achievement | Expanded activities and visibility on United Nations Advisory Committee of Local Authorities (UNACLA).
| Performance measures (baselines and targets) | Baseline 2000-2001: 10 Countries; Target 2004-2005: 20 to 30 countries. |
In resolution 19/12 of 2003, the Governing Council requested the Executive Director to take further measures to intensify dialogue on decentralisation and the strengthening of local authorities among Governments, local authorities and other Habitat Agenda Partners. During 2004-2005, UN-HABITAT focused on increased partnerships with the local authorities thorough the CPR, World Urban Forum, and the UNACLA. Resolution 19/20 also endorsed the proposal for the Executive Director to establish a multi-disciplinary and ad hoc advisory pane on decentralisation and to mobilise extra budgetary resources for the advisory panel’s work. This has enhanced engagement of local authorities in UN-HABITAT’s activities. UNACLA meetings have contributed to providing clear direction for UN-Habitat’s collaboration with local authorities. The meeting in Barcelona in September 2004 focused on the finalisation of the Agreement of Co-operation between UN-HABITAT and United Cities and Local Governments (UCLG), the newly established umbrella organisation of local authorities. This Agreement is focuses on five major components of UN-HABITAT’s work with local authorities namely: (i) Global Campaign on Good Urban Governance, (ii) Global Observatory of Local Democracy and Decentralisation, (iii) International Dialogue on Decentralisation, (iv) Localising MDGs – Urban Millennium Partnership, (v) and UNACLA itself.

A report on increased partnership with local authorities (HSP/GC/20/7) was discussed at the 20th Governing Council in April 2005. This resulted into resolution 20/18 on "Decentralisation and strengthening local authorities".

UN-HABITAT continues to have closer working relationships with local authorities and have established guidelines and procedures of the involvement of civil societies in local governance.

UN-HABITAT continues to ensure extensive collaboration with all partners to ensure broad-based support including involvement in activities of United Nations Development Group; collaboration with High Level-Committee on Programmes; With UNDP in localizing activities of UN-HABITAT; with Cities Alliances in Slum Upgrading programmes; with financial institutions to secure resources and increase public and private investments etc.

Human and financial resources have been the main factors that limit the greater achievement in partnership activities. With sufficient financial resources, UNACLA could deliver much better on its primary objectives and goals of strengthening the international dialogue between local authorities and the United Nations on development issues, especially in the implementation of the Habitat Agenda and the Millennium Development Goals.

Criteria for further success in the implementation of the UNACLA Work-Programme in line with the overall strategic policy of UN-HABITAT should also imply an improved financial situation in order to sustain the current trend and profile highly this crucial committee.

It is realised that promoting active participation in international and intergovernmental fora as the World Urban Forum and the Governing Council is important and a continuous engagement of the Habitat Agenda Partners.
### (c) Expected accomplishment

Regular monitoring of the implementation of the UN-HABITAT work programme, 2004-2005.

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>At least four in-depth evaluations undertaken per year, results reported to the Governing Council and reports printed.</th>
</tr>
</thead>
</table>
| Performance measures ( baselines and targets) | Baseline 2000-2001: not provided  
Target 2004-2005: Four in-depth evaluations undertaken per year. |

| Statement of accomplishments/results achieved | Regular monitoring and reporting on the work programme through Integrated Monitoring and Documentation information System (IMDIS) has assisted the UN-HABITAT programme Managers to adjust and adapt strategies to improve their performance towards expected accomplishments. The progress reports on the work programme submitted to CPR has provided feedback on programme implementation, and recommendations on actions have helped to improve the programme implementation.  
The Self-Evaluations (2004), the independent evaluation of the UN-HABITAT Global Campaigns for Secure Tenure and Urban Governance (2005), and the in-depth evaluation of UN-HABITAT by OIOS (2005), and other independent evaluations have helped to incorporate lessons learned in the decision-making process and the recommendations of the evaluations are being implemented.  
UN-HABITAT continues to lay foundation for ensuring that monitoring and evaluation functions are aligned with results-based management; and that monitoring and evaluation takes place in institutional framework and practices that comply to norms and standards of monitoring and evaluation. UN-HABITAT Monitoring and Evaluation Policy is being developed along this line. It is expected to be published in December 2005. |

| Lessons learned/areas needing improvement | The work of the Monitoring and Evaluation Unit is challenged by lack of human and financial resources. The UN-HABITAT normative work and operational activities require the development of coherent and compatible performance indicators and evaluation benchmarks applicable to both types of activities. It is not feasible to accomplish this complex and resource-intensive task with the current meagre staffing of the unit. Currently, the Unit has only one professional staff and a secretary. Presently, there is a charging system of 2% on projects support monitoring and evaluation activities but it covers only 15% of the required funding. For 2006-2007, the GA approved resources amounting to US$1,458,000, consisting of US$352,100 under regular budget and US$1,105,900 under extra budgetary resources. The donors, governing bodies and governments are appealed upon to earmark adequate resources to enable the monitoring and evaluation functions to operate effectively. |

### (d) Expected accomplishment

Improved systems, mechanisms and methodologies for the improved evaluations of UN-HABITAT policies and activities.

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>At least four in-depth evaluations undertaken per year, results reported to the Governing Council and reports printed.</th>
</tr>
</thead>
</table>
| Performance measures ( baselines and targets) | Baseline 2000-2001: not provided;  
Target 2004-2005: 8 evaluation reports |

| Statement of accomplishments/results achieved | UN-HABITAT Internal Monitoring and Evaluation Base Management System (2004) has assisted to track the projects that have been evaluated. The system assists the senior management to take decision based on the information generated by the system. Monitoring and Evaluation Guide is produced in 2003 helps to ensure that there are plans to evaluate the |
projects. UN-HABITAT Monitoring and Evaluation policy is being developed to complement the project and programme cycle management; and the Monitoring and Evaluation Guideline in making sure that UN-HABITAT programmes, projects and other interventions are assessed to understand why and the extent to which intended and unintended results are achieved and their impact on stakeholders.

The Project Review Committee (PRC) assesses project design to ensure that UN-HABITAT projects are streamlined and follows standard formats and that projects incorporate indicators that provide reliable means to measure achievement and assess the performance of a project/programme against expected results.

### Lessons learned/areas needing improvement

Monitoring and Evaluation systems serve as management tools to assist policy makers and decision-makers track progress and demonstrate the impact of a given project, program or policy. Building and sustaining results-based M&E systems requires continuous commitment, efforts and resources. There is urgent need to improve internal capacities in developing measurable indicators.

Stakeholders need to know if policies, programs and projects are leading to the desired results, that things are done right, and for accountability purposes, adequate resources should be provided to improve monitoring and evaluation systems of UN-HABITAT.

### (e) Expected accomplishment

**Enhanced visibility for UN-HABITAT and the Habitat Agenda issues in the international press and media.**

### Indicators of achievement

<table>
<thead>
<tr>
<th>Performance measures (baselines and targets)</th>
<th>Regular press and media coverage in international and national press</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline 2000-2001: not provided: Target for 2004-2005: 4 coverage in international and national press/media per week (estimate)</td>
<td></td>
</tr>
</tbody>
</table>

### Statement of accomplishments/results achieved

As measured by press cuttings and articles in the press and media, UN-HABITAT's visibility has increased exponentially, from 0 coverage in international and national press/media per week in 2003 to 100,000 coverage in international and national press/media per week that mention UN-HABITAT and its work in 2005. This has meant that the general public and Habitat Agenda partners are much better informed about the role and function of the organisation.

Executive Director’s participation as a Commissioner in the Commission for Africa and as the UN SG's Special Envoy to Zimbabwe has led to greater coverage about urban issues and the role of UN-HABITAT in managing human settlements. This now means that whereas, a few years ago it was difficult to get journalists interested in urban issues and slum upgrading, it is now easier to get these things discussed in the media and the evidence for this is in the number of requests for interviews and articles. During the reporting period, press releases on UN-HABITAT issues have been sent to over 10,000 journalists on list server.

### Lessons learned/areas needing improvement

The increase in the visibility of UN-HABITAT has led to a considerable increase in the workload. There are many more demands for interviews, information and partnerships. Unfortunately, the Press and Media Unit remains under staffed with limited financial resources and this makes it increasingly difficult to meet its demands. In the long term this could be detrimental to the success of the organisation. More budgetary allocation and staff resources in the Press and Media Unit are urgently needed. It would be a pity to lose the momentum that has been generated in the last few years.
<table>
<thead>
<tr>
<th>(f) Expected accomplishment</th>
<th>Improved access to human settlements information to key stakeholders as well as the general public through an enhanced UN-HABITAT website.</th>
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</thead>
<tbody>
<tr>
<td>Indicators of achievement</td>
<td>Demonstrated by the number of visits to the UN-HABITAT website.</td>
</tr>
<tr>
<td>Performance measures</td>
<td>Baseline 2000-2001: 0 visits per annum; Target 2004-2005: 2,000,000 visits per annum (estimate)</td>
</tr>
<tr>
<td>Statement of</td>
<td>In 2003, in line with the Executive Directors objective to strengthen information sharing, UN-HABITAT’s public information strategy was drawn up which resulted in the consolidation of information activities. The consolidation has improved efficiency and access of UN-HABITAT information by stakeholders. This is evidenced by the number of visits to the UN-HABITAT website increasing from around 960,000 a year in 2003 to over 2 million visits in the year 2005. This figure exceeds the performance target of 2 million visits per year. In addition, sound information infrastructure has also achieved significant improvements in awareness raising on UN-HABITAT activities and information exchange with partners. The UN-HABITAT Intranet is now accessible to all staff at and away from Headquarters. This provides a knowledge base, which is searchable and allows staff to easily access documents that are relevant to their work.</td>
</tr>
<tr>
<td>accomplishments/results</td>
<td></td>
</tr>
<tr>
<td>achieved</td>
<td></td>
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<tr>
<td>Lessons learned/areas needing improvement</td>
<td>One key area requiring improvement is increased bandwidth. UN-HABITAT is based in Kenya, where telecommunications bandwidth is limited. Currently, the organisation gets round this problem by mirroring the content of the public website in Cambridge, UK. However this solution is extremely costly and has technical problems that are still to be overcome. The lack of adequate bandwidth results in poor response times and sometimes visitors are unable to access the website. Information and communication activities still lack adequate funding. They are funded from the 2% charge from projects. This funding has never been adequate. Ideas and best practices on how best to ensure sustainable funding of information activities should be formulated, because information activities are key to the organisation performance.</td>
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<tr>
<td>(g) Expected accomplishment</td>
<td>Development and maintenance of an electronic library including digital photographs and archiving system</td>
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<tr>
<td>Indicators of achievement</td>
<td>Improved knowledge and support to UN-HABITAT staff and human settlements professionals world-wide.</td>
</tr>
<tr>
<td>Performance measures</td>
<td>2000-2001: not provided; Target 2004-2005: 500,000 visits to website</td>
</tr>
<tr>
<td>Statement of</td>
<td>The Intranet was established with an e-library and the photo archives. The Intranet is an internal information system accessed by all UN-HABITAT Staff members from all offices. The e-library was designed to improve access to external human settlement literature. The Photo Library and archiving system are designed to help preserve the institutional memory of the organisation and foster knowledge sharing. The electronic library on the intranet gives staff access to electronic journals, databases, and other reference materials relating to human settlements, development and urban issues. The implementation of the archiving system is a join project between UN-HABITAT, UNEP and UNON and is currently in progress. The Statement of work was done and the purchase of the system is currently with UNON procurement. Development of a Records and Achieves policy will ensure preservation of institutional memory and enhance organisational learning.</td>
</tr>
<tr>
<td>accomplishments/results</td>
<td></td>
</tr>
<tr>
<td>Lessons learned/areas needing improvement</td>
<td>The Intranet (e-Library and Photo Archives) is mainly used in UN-HABITAT headquarters. Promoting the Intranet as knowledge management tool is essential to help preserve the institutional memory and improve knowledge on Human Settlements literature. In the forthcoming biennium, it is essential to further promote the system principally to out posted offices, to contribute to the knowledge sharing process. A campaign to market the value of the system should be done as well as sustained training. A survey of user satisfaction should be conducted to help our understanding on how staff members use the system and for what purpose. This would give additional measuring tool, as the number of visit is not sufficient to assess the value of the system.</td>
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<tr>
<td>(h) Expected accomplishment</td>
<td>Sustained international policy debate including through the quarterly publication of Habitat Debate</td>
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<tr>
<td>Indicators of achievement</td>
<td>The number of countries working with UN-HABITAT to formulate new strategies for provision of sanitation and waste management.</td>
</tr>
<tr>
<td>Performance measures (Baselines and Targets)</td>
<td>Baseline 2000-200: not provided; Target 2004-2005: 500 letters per annum</td>
</tr>
<tr>
<td>Statement of accomplishments/results achieved</td>
<td>Readers of Habitat Debate magazine continue to rate the magazine highly, a fact reflected by distribution figures showing increasing demand. By the end of 2005, annual subscription of the Habitat Debate has increased by over 20,000 subscribers thus enhancing the debate on shelter issues around the world especially with local authorities, national governments, civil society stakeholders.</td>
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<tr>
<td>Lessons learned/areas needing improvement</td>
<td>Production of the French and Spanish issues remains subject to continued funding by donors. Reliable funding for French and Spanish edition is needed to ensure that the publication reaches global audiences.</td>
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<tr>
<td>(i) Expected accomplishment</td>
<td>Increased international awareness on shelter and sustainable urbanisation through the coordination of exhibitions and the global and regional celebrations of World Habitat Day.</td>
</tr>
<tr>
<td>Indicators of achievement</td>
<td>Level of media, government and civil society involvement in regional and global exhibitions and celebrations</td>
</tr>
<tr>
<td>Statement of accomplishments/results achieved</td>
<td>The number of towns and cities around the world celebrating World Habitat Day has increased substantially in the past two years from approximately 50 events in 2003 to 76 in 2004 and 110 in 2005 in more than 60 countries reflecting UN-HABITAT's growing reach around the world. This has increased awareness of government, local authority and civil society representatives as well as the general public, through increased media interest, exhibitions and publications distributed by the Information Services Section at each of these events. Exhibitions have also been held at major international and local events including the World Urban Forum, the World Summit, Palexpo in Geneva, the 60 years UN Anniversary in Mauritius and Seychelles.</td>
</tr>
<tr>
<td>Lessons learned/areas needing improvement</td>
<td>Exhibition still lack adequate financial support and this affects the level of visibility and participation of the target beneficiaries.</td>
</tr>
<tr>
<td>(ii) Expected accomplishment</td>
<td>Improved publication system at the production and dissemination levels.</td>
</tr>
<tr>
<td>Indicators of achievement</td>
<td>Positive feedback illustrated by the number of requests and sales of publications</td>
</tr>
<tr>
<td>Performance measures (Baselines and Targets)</td>
<td>Baseline 2000-2001: not provided; Target 2004-2005: 60 000 copies sold per year (estimate).</td>
</tr>
</tbody>
</table>
Statement of accomplishments/results achieved

The implementation of the Publications Management System has substantially improved the planning, monitoring and production process of UN-HABITAT’s publications, and establishing and effective mechanism for marketing, selling, distributing and improved availability and accessibility to the organisation’s publications.

The system provides a global financial and production schedule overview which makes it easier to monitor the implementation of the approved publications in the work programme and related financial statistics. The system also provides management reporting to the Publications Board in order to streamline decision making and future planning.

Lessons learned/areas needing improvement

Based on user feedback, some user interface problems have been highlighted and the system is being enhanced to resolve these issues and make it more user friendly.

C. Programme of work

I. Sub programme 1: Shelter and Sustainable Human Settlements Development

18. The overall objective of sub programme I is to improve the shelter conditions of the world’s poor and to ensure sustainable human settlements development. This sub-programme is combined of two sub programmes namely Adequate Shelter for All; and Sustainable Human Settlements Development of the previous biennium (2002-2003). Areas focus for the sub programme include Shelter and Slum upgrading, Urban Governance, Water and Sanitation and Disaster Management. The sub-programme was approved on 14 expected accomplishments; 14 indicators of achievement; and 176 programmed outputs.

19. Activities related to shelter, housing, slum upgrading and land have been taking the Global Campaign for Secure Tenure as an entry point. In countries were the campaign has been launched there has been increased information knowledge base for shelter policies; and has led to some policy changes. A number of countries such as Kenya and Uganda have done reviews and reform processes in their housing policy frameworks. In other 15 countries, where the Secure Tenure campaign has been launched; and in 8 countries where Cities without Slums Programme is being implemented, progress in realisation of the rights to adequate housing, slum upgrading, access to services and credit and the gender dimension of tenure rights is evident.

20. The global campaign has contributed to the recognition of the right to housing and equal tenure rights especially for women and other vulnerable groups. Specific programmes to empower women in accessing adequate housing, land, and income have been initiated in a number of countries. In Uganda and Tanzania, for instance, at least 100 women and their families will access improved houses and incomes through women entrepreneurs’ projects.

21. In India, Philippines and South Africa the campaign for secure tenure has been documented, under a cities alliance programme, the strategies adopted by civil society to mobilise and empower urban poor communities. In Namibia, a Tenure Bill is on stage to ensure affordable access to land for urban poor. In Brazil secure tenure campaign has supported massive provision of land titles to the urban poor. In Senegal, Kenya, Uganda, Tanzania, Morocco, Burkina Faso, Cambodia the focus is on slum upgrading. In Thailand the Government launched a nation-wide programme to solve the housing problems of urban poor communities.
An advisory group on forced evictions was established to support advocacy for security of
 tenue, as requested by resolution 19/5 of the GC of 9 May 2003. During the second session of
 the World Urban Forum the advisory group organised a workshop that brought together central
governments, local authorities and communities to discuss forced evictions. The workshop
documented several country and city cases and agreed on actions plan.

22. In order to strengthen Water and Sanitation activities to contribute the achievement of
 water and sanitation related MGDs/WSSD targets in urban areas, the focus has been to create an
 enabli ng environment for pro-poor investments. Activities have also aimed at enhancing co-
 operation with other United Nations and international agencies and other relevant UN-
 HABITAT partners including; World Bank, Green Cross International, International Rain Water
 Harvesting Association etc. The 2nd phase of the Water for African Cities (WAC II) has been
 formulated in line with recommendation of an independent evaluation of phase I. WAC II is
 being implemented in seven countries (Nigeria, Mozambique, Burkina Faso, Cameroon, Mali,
 Rwanda and Uganda). This is in addition to the 8 countries covered in phase I (Ivory Coast,
 Senegal, Ghana, Ethiopia, Zambia, South Africa, Kenya and Tanzania). Regional initiatives
 such as the Lake Victoria Water and Sanitation Initiative addresses needs of water and sanitation
 infrastructure in the secondary towns around Lake Victoria which have often been neglected in
 national and regional development plans. Various consultations with country-level partners and
 regional partners to develop implementation strategies and action plans were held during the
 reporting period.

23. Urban governance and governing systems have been improved through a wide range of
 advocacy, outreach, normative debate, operational capacity building and knowledge management
 activities. The Global Campaign on Urban Governance, working closely with the campaign on
 Secure Tenure, has strived to orient national campaign activities toward the realisation of
 MDGs, especially the goal 7 target 11, on slums, by addressing the governance elements of
 legislation and regulatory reforms, participatory systems in investment decisions, community
 empowerment and the development of poverty reduction strategies. These activities have taken
 place in more than 35 countries across different regions of the world. Concrete action plans
 were concluded in Brazil, Burkina Faso, Morocco and Senegal.

24. To improve the knowledge and capacity of local authorities and their civil society to
 effectively implement innovative governance programmes, with a focus on local leadership, a
 number of training’s have been offered and supported by UN-HABITAT. 60 national and
 regional training and capacity building institutions in 38 countries benefited from the capacity
 building support. New publications on Local Elected Leadership; Local Economic Development
 and Local Government Financial Management are tools to equip national representatives,
 trainers and practitioners with the necessary skills and position to implement national training
 programmes.

25. Implementing urban environmental activities has helped to improve environmental
 information and technical expertise and promote broad-based decision-making, policy and
 strategy formulation from local to global levels. Specific activities during the reporting period
 included: development of global tools for improved management of environment resources and
 better – control of urban hazards and disasters for Kenya, Nigeria, Sri Lanka and Tanzania. In
 Burkina Faso, demonstration projects in basic urban services are being used to develop
 instruments for application in other countries. The urban environmental activities have been
 implemented through Sustainable Cities Programme and the Localising Agenda 21 programme.
26. Improved capacity to respond to disaster and developing tools for vulnerability reduction and disaster management was implemented through a number of activities. During the biennium, UN-HABITAT participated in disaster reduction and sustainable recovery interventions in 15 countries, including substantive assistance to recovery effort after all major disaster such as Bam, Iran, hurricane Ivan in the Caribbean; Haiti; Tsunami, Hurricanes Katrina and Rita; and the earthquake in Pakistan. There has also been inter-agency partnership initiative to enhance livelihood security and well-being of people for instance in Sudan, UNHCR and UN-HABITAT are working together to enhance security of people living in refugee former refugee camps.

27. UN-HABITAT has played a vital role in building the capacity of local authorities and other stakeholders to manage the HIV/AIDS pandemic at national and local levels. A situational analysis was undertaken in Kenya, Swaziland, Tanzania and Uganda to establish the shelter dimension in the care and support of HIV Aids orphans. The report entitled Challenging the Challenge: Shelter Dimensions of HIV/AIDS and Orphans in Urban Slums of Sub-Saharan Africa, 2005 describes this study. Based on the findings Community-Based shelter initiatives for HIV/AIDS orphans are being implemented.

28. UN-HABITAT has increased awareness and enhanced co-operation and partnership in slum upgrading initiatives under the “Cities without slums” sub regional programme for Eastern and Southern Africa. The programme is designed to confront the fast growing urbanisation. The programme is currently being implemented at different stages in nine countries: Ethiopia, Kenya, Lesotho, Malawi, Mozambique, South Africa, Uganda, Tanzania and Zambia.

29. Status of progress in the implementation of approved 2004-2005 work programme for sub programme 1 on mandated outputs delivery, indicators of achievement and expected accomplishments are as follows:

- **63%** of the 176 mandated outputs was implemented,
- **27%** was in progress,
- **10%** had not started.

100% of data collection methodologies were completed in IMDIS

91% of the expected accomplishment had complete performance measures (baselines & targets);

100% of the accomplishment statements had been drafted.

Details of the expected accomplishments, indicator of achievement, baselines and targets, results achieved, lessons learnt and areas needing improvement are in table 2.

<table>
<thead>
<tr>
<th>Table 2. Status of progress on achieving results at expected accomplishment level for sub programme 1: Shelter and Sustainable Human Settlements Development.</th>
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<td><strong>(a) Expected accomplishments</strong></td>
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<td><strong>Indicators of achievement</strong></td>
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Lessons learned/areas needing improvement

| Stronger political commitment needed to implement effective shelter policies and large scope upgrading programmes. More advocacy work and guidance needed for countries to facilitate significant progress. Countries need to have specific objectives in slum upgrading and prevention of formation of new slums. The approach to assist countries thus needs to take into account this framework and to also seek implementation of lessons from the review of effective enabling shelter strategies. |

(b) Expected accomplishments

| Progressive realisation of the housing rights as elaborated in the Habitat Agenda with focus on the needs of women and secure tenure |

Indicators of achievement

| Number of countries assisted by UN-HABITAT to comply with the existing international instruments on the topic, to promote security of tenure, prevent unlawful and forced evictions and discrimination in the housing sector in accordance with the Global Campaign for Secure Tenure. |

Performance measures (baselines and targets)

| Baseline 2001-2002: 10 Countries; Target 2004-2005: 20 to 30 countries |

Statement of accomplishments/results achieved

| More recognition of housing rights in the international and national platforms and some progress in the practical aspects such as effective upgrading of slums for immediate improvement of living and housing conditions and prevention of forced evictions. In addition to reforms in relevant legal and institutional frameworks in a number of countries, more countries are aware of the practical aspects of the realisation of housing rights and working in these areas. Despite the fact that there are still forced eviction cases all around the world, this issue is approached increasingly with caution and with open minds in search of alternative solutions. Recognition of housing rights at the international level increased. What should be their reflections at the national and local levels however, are still not completely incorporated into specific actions. |

Lessons learned/areas needing improvement

| More advocacy and guidance with documentation of best/good practices and information and experience exchange needed. The current capacity of UN-HABITAT in addressing various aspects of the realisation process of housing rights is inadequate. This capacity, as recognised by OIOS needs to be urgently increased and housing rights topic should be mainstreamed within the organisation as a strategic entry point for the implementation of the Habitat Agenda as well as within work towards the realisation of MDGs. |

(c) Expected accomplishments

| Improved efficiency and equality in national land policies, urban land management practices and tenure systems with emphasis on the rights and capacities of the urban poor |

Indicators of achievement

| The number of countries and local authorities assisted by UN-HABITAT that adopt and apply UN-HABITAT-promoted land policies, land management practices and tenure systems. |

Performance measures (baselines and targets)


Statement of accomplishments/results achieved

| To achieve final results in terms of this indicator is very difficult and requires a number of steps over long time periods, as well as the requisite political will. Progress was slow but steady, involving a number of national governments and regional organisations, as well as international organisations, including international financial institutions. Incremental steps were taken in a number of countries, laying a foundation for further countries and local authorities to adopt and apply new land approaches. Key progress made was in adding value to broad normative statements (Habitat Agenda) by suggesting innovative ways of implementing (Best
Practices) the suggested normative approaches. Also, the Global Campaign for Secure Tenure launches showed that there is a demand for implementing policies. Work has started on identifying a range of innovative pro poor implementation approaches, particularly for women. This work needs to be scaled up. This scaling up is intended to take place through the launching of the Global Network of Pro Poor Land Tool Developers.

Development and dissemination of knowledge through the creation of publications on appropriate tools (5), missions undertaken to Member States at their request to discuss better approaches (7), the co-ordination of land sector donors (1), through Expert Group Meetings (2), a networking event at the World Urban Forum (1), presentations of papers at Regional Forums of UN bodies (3), presentation of papers at UN-HABITAT partner conferences (5) and the creation of a Global Network or Pro Poor Land Tool Developers.


Six missions were undertaken to Member States at their request, to work with the Member State and, in some situations, to participate in multi-stakeholder meetings to move the land agenda forward. UN-HABITAT chairs the land sector (urban and rural) donor group in Kenya working with the Ministry of Lands and Housing. This group has worked closely with the government to facilitate and fund a participatory process to create a new national Land Policy. This policy was completed this year and discussions for funding to implement the policy have already started, including the implementation of the Ndungu report on the recovery of stolen public land and on the development of a national land information system. A networking event was held at the World Urban Forum in 2004. The title of this event was ‘Land and urban poverty.’ Two Expert Group Meetings were held, namely one in 2004 on ‘Land Administration in Post Conflict Areas’, with the International Federation of Surveyors, where there were speakers from 11 post conflict countries plus numerous advisers to post conflict governments. Our partner has published the proceedings from this workshop. In 2005 a Global Network of Pro Poor Land Tool Developers was designed, promoted and first phase funding acquisition undertaken.

Lessons learned/areas needing improvement

This is a complex area requiring both technical/legal skills and political competence. Areas requiring improvement include firstly, a need to upscale the human resource capacity of the agency in urban land management to be able to meet all the demands being made. Secondly, at a global level, there are insufficient pro land tools, yet these are urgently required for countries and cities to be able to implement pro poor land management approaches. Therefore a global focus on the development of land innovations is needed. The Global Network of Pro Poor Land Tool Developers is a key activity to address this gap and will be a key focus for the future. Thirdly, learning from our work in co-ordinating the land sector donors in Kenya, both political and technical/legal skills are necessary for such successful coordination, plus a dedicated secretariat. In servicing Kenya, UN-HABITAT has shown donors and the government that with proper coordination and guidance of this kind the land agenda can be moved on much more quickly. This kind of work is
needed in many countries in the world but is difficult to implement because of a lack of suitably trained staff within the UN system and a general lack of human resources. UN staff should play a bridge between donors and governments in such a way as to ameliorate the vested interests that are found in the land sector among donors. Issues around the up scaling of this activity will have to wait until the Global Network matures and capacity can be built within the UN system. Currently there is no robust indicator for security of tenure at a global level. A lot of thinking is taking place within the multi-laterals and bilaterals about this issue and attempts are being made to develop better indicators for the MDG Goal 7 Target 11, indicator 32 on security of tenure. The definition of this indicator is of necessity tied to approaches for delivering security of tenure and the land management/administration systems that underpin the tenure, and the type of land innovations that could, or should, be developed and/or used to deliver security of tenure. Innovative approaches to tenure and land management require political will over long periods of time. A key to delivering on this indicator is therefore political will and more time needs to be spent in gaining the attention of politicians. The Global Campaign for Secure Tenure is a key instrument for this purpose.

Innovative approaches to tenure and land management at scale require the involvement of all stakeholders, including national governments. Because of the vested interests of the elites and the professionals that serve them, good approaches are often side lined. A lot more advocacy work needs to be done, as well as capacity built in civil society, to ensure that advocacy and pressures on the vested interests continues for years and not just during the life of the project.

It is not possible to obtain new innovative approaches in the short term through 'stand alone projects'. Rather systemic change has to be undertaken to ensure scalability and sustainability. This takes years to achieve because working with Member States and in multi-stakeholder processes take a lot of time, generally years, also for the reasons identified above.

(d) Expected accomplishments

| Indicators of achievement | Improved governance in urban water service delivery through wider participation and partnership with emphasis on improved access for the urban poor, and improved goals of the Millennium Declaration as set forth in the General Assembly resolution 55/2. |
| Performance measures (baselines and targets) | Number of countries working with UN-HABITAT to adopt and implement strategies for improvements in urban water governance. |

Statement of accomplishments/results achieved

Improved governance in urban water service delivery has been achieved through the development and use of pro-poor and gender focused governance frameworks in 21 countries in Africa and Asia. This represents 100% of our target. These countries include Ivory Coast, Senegal, Ghana, Ethiopia, Zambia, Kenya, Tanzania, Nigeria, Mozambique, Burkina Faso, Cameroon, Mali, Rwanda, Uganda, Peoples Republic of China, India, Nepal, Lao PDR, Cambodia, Vietnam and Thailand.

A variety of policy and technical guidelines on pro-poor and gender focused governance have been developed and are currently being applied in the Water for African and Asian Cities Programmes as well as regional initiatives, such as the Lake Victoria and Mekong River Water and Sanitation Initiatives. These guidelines include a governance assessment tool developed in partnership with the World Bank on “Pro poor
### Governance in Urban Water Supply

"Governance in Urban Water Supply" currently being tested in World Bank and UN-HABITAT funded projects in Africa and Asia (e.g. in Mafalala in Mozambique and Kathmandu in Nepal); a Water Demand Management Cook Book being actively applied within the framework of Water for Asian Cities’ Programme in Madhya Pradesh, India; a guide document on Urban Catchments Management, currently being applied in selected cities covered under the Water for African Cities Programme and in 4 cities in India covered by Water for Asian Cities Programme; and a rapid gender assessment methodology and a gender mainstreaming strategy framework being tested in the second phase of the Water for African Cities Programme.

### Lessons learned/areas needing improvement

The establishment of the Water and Sanitation Trust Fund and strategic partnerships established with the regional development banks - Asian Development Bank and the African Development Bank - has resulted in increased levels of investment in UN-HABITAT’s water and sanitation programmes. The Trust Fund has provided a credible delivery mechanism and has created an enabling environment for pro-poor investment in urban water and sanitation. However, the relatively long gestation period required before regional bank loans become effective has slowed water and sanitation activities supported by Trust Fund.

Based on and in response to the findings and recommendations of an independent evaluation of Water for African Cities, Phase I, UN-HABITAT is also exploring all avenues to streamline and further improve administrative support to programme implementation, both at Headquarters and country level, with a view to improve the programme efficiency and its outreach. This would be addressed by the mid-term review of the programme due to be undertaken in early 2006.

### (e) Expected accomplishments

**Indicators of achievement**

- Improved urban governance systems through inter alia, decentralization, social integration, inclusiveness, community participation, partnership, transparency, accountability, efficiency and effective local leadership among local authorities and civil society organizations.

**Performance measures (baselines and targets)**

The number of countries working with UN-HABITAT to adopt policies and legislation and implement action plans to promote good urban governance in accordance with the Global Campaign on Urban Governance.

**Baseline 2000-2001:** 23 Countries  
**Target for 2004-2005:** 46 countries

**Statement of accomplishments/results achieved**

Through a wide range of advocacy, outreach, normative debate, operational, capacity-building and knowledge management activities, the Urban Governance campaign has been successful in ensuring increased acceptance and use of norms of urban governance among national governments and local authorities, civil society and non-governmental organisations. By organising national campaign launches and developing national action plans, the Campaign has raised awareness on the importance of improving urban governance, as well as built coalitions of stakeholders to achieve the same. Through its technical co-operation, capacity building and knowledge management activities, the Campaign has facilitated policy and legislative reforms in many countries, and has assisted in establishing participatory and accountable local governance structures.

In 2004, national campaigns on urban governance and security of tenure were launched in Morocco, Senegal and Burkina Faso, and in 2005 (till date), they have been launched in Cuba. Preparations for Campaign launches also advanced considerably in Mexico, Ghana and Uganda.
Initial steps were also taken to raise the profile of the Campaigns at a regional level, with linkages being established with Regional Ministerial organs in Latin America and Africa.

During 2004-05, the Governance Campaign also focused its efforts on the production of a series of tools and products to help cities improve the quality of local governance. These include Toolkits on Transparency in Local Governance (in partnership with Transparency International), Local to Local Dialogues (with the Huairou Commission) and Participatory Budgeting (with the Urban Management Programme, Latin America and the Caribbean office). The Urban Governance Index was also finalised.

Finally, an independent evaluation of the two Campaigns was conducted in 2004. This evaluation helped in identifying issues related to planning, implementation, management and resources of the two campaigns.

Lessons learned/areas needing improvement

One of the most difficult aspects of sustaining the Campaign is the mobilisation of resources for implementation of action plans. This is an area that needs greater attention, particularly during the preparatory stages of the national campaigns. However, within UN-HABITAT efforts are being made to overcome this constraint by fostering a closer linkage between the Governance Campaign and the agency’s technical co-operation activities. Efforts are also being made to link the action plans developed with PRSP and UNDAF processes, as well as national policies and programmes, wherever possible.

As the number of technical co-operation activities linked to the Campaign grows, it is becoming essential to distinguish between city and country level activities. For more accurate reporting, therefore, it is suggested that such desegregation be proposed while formulating the workplan, outputs and indicators for the next biennium.

(f) Expected accomplishments

Improved security within cities through effective crime prevention strategies and improved capacity of cities and other relevant partners to address insecurity through preventive approaches.

Indicators of achievement

Number of cities adopting UN-HABITAT integrated tools to address the problems of urban crime and youth at risk and number of cities that have institutionalised a crime prevention approach.


Statement of accomplishments/results achieved

Overall there is an increasing mobilisation of local resources in support of crime prevention and improved local partnership on the issue. Also, overall understanding of urban safety approaches is increasing among policy makers and local partners.

Demand for technical support and for assistance in developing urban crime prevention strategies at city level has been high over this period. Activities on the ground have developed consistently following the overall approach and proposing adapted responses in the different context, providing and important learning opportunity for the international community and the various cities themselves. The commitment and leadership from mayors in developing innovation at city level is very concrete and will have to be supported in the next biennium.
Lessons learned/areas needing improvement

Local adaptation of crime prevention tools is required for different cultural/geographical context; there is need to work more at national level to build national frameworks to facilitate the development of local crime prevention initiatives (in the pipeline is the establishment of a partnership with UNODC who work primarily with national government) the streamlining of security issues in human settlements requires more work as this is still not fully achieved, as reflected in co-operation priorities and allocation of resources. Evaluation of the SC Programme to be conducted in November 2005.

(g) Expected accomplishments

National training and capacity-building institutions strengthened to meet present and emerging training and capacity-building needs in sustainable human settlements development.

Indicators of achievement

The number of national training and capacity-building institutions using UN-HABITAT manuals and methods in shelter and human settlements development.

Statement of accomplishments/results achieved

Sixty national and regional training and capacity building institutions in 38 countries have benefited from UN-HABITAT TCB technical, methodological or catalytic financial support. This is up from 18 institutions in 2001. This increase has been achieved through on-going support to national training institutions to build their capacities to implement innovative programmes using UN-HABITAT manuals on local governance and sustainable human settlements development. This support has been anchored in the concept of "building capacity to build capacity" and has been accomplished by (1) organising regional workshops to develop capacity building strategies; (2) facilitating expert group meetings to analyse training needs assessment; (3) designing new training manuals and other tools; (4) developing, jointly with national TCB partners generic handbooks and manuals; (5) conducting training of trainers and action planning workshops; (6) supporting translation and adaptation of these tools to national languages and context; and (7) assisting a select number of TCB institutions to design and implement national training programmes. These training support initiatives have targeted local governments and development-orientated NGO/CBOs and have resulted in significant multiplier effect.

Within this context, TCB institutions have been strengthened in the areas of design and delivery of training courses; translation and adaptation of generic tools to national realities; development of actions plans to create multiplier effect of Training of Trainers (ToT) events and in integrating training materials into on-going curricular programmes. The range and scale, however, of support to TCB institutions has varied. In some cases, substantive and long-term inputs have been made into institutional development efforts. In other cases, support was achieved through skills and knowledge transfer in training events.

Three new publications on Local Elected Leadership, Local Economic Development and Local Government Financial Management were launched and have provided significant opportunities for strengthening south-south linkages between partner institutions, increased range of regional and national training-of-trainers events, and support to national capacity building programmes via on-going UN-HABITAT technical co-operation programmes within the governance, shelter and water sectors. Responding to the growing need to meet local capacity building realities, training supply institutions over the last decade have translated and or adapted UN-HABITAT TCBB training manuals on leadership roles and competencies into over 25 languages for use in national training and capacity building programmes. The manuals on Conflict Management and Participatory Planning have been translated into French by the Enda
Tiers Monde for wider use in Francophone West Africa. In Eastern Europe, the Partners Romania Foundation for Local Development (FPDL) has developed a conflict resolution manual based on the above series.

UN-HABITAT implemented 880 and 1600 person training days in 2004 and 2005 respectively aimed at equipping key national representatives, trainers and practitioners with the necessary skills and position to effectively implement national capacity building programmes.1

In Africa and Arab States 33 training and capacity building institutions from 18 countries were beneficiaries of training and capacity building support. Training activities were primarily implemented based on tools on leadership roles and competencies and have improved the institutional ability of TCB partners in a range of countries including Burkina Faso, Cameroon, Egypt, Ethiopia, Kenya, Madagascar, Mozambique, Nigeria, Palestine, Senegal, Somalia, South Africa, Tanzania, and Uganda.

Substantive support has also been provided to a select number of institutions in diverse countries. In Kenya inputs were provided into the annual strategic planning meeting of the Government Training Institute’s Local Government and Environmental Department to strengthen GTI’s capabilities to meet emerging training and capacity building needs in light of the constitutional review process and devolution of powers. This intervention resulted in the redesign of GTI training policy and programme development. GTI traditional classroom approach is now being complemented with field activities. Recent examples include GTI involvement in the strategic planning exercise in Malindi and in staff rationalisation exercises in the town councils of Eldoret and Narok. GTI also received assistance to develop information materials to brand and market the institution, which has resulted in an increase of clients and course enrolment. UN-HABITAT also engaged GTI for a GTZ/ALGAK and UN-HABITAT supported Good Urban Governance initiative to support training and capacity building needs in two municipal councils focusing on training needs assessment. The Association of Local Authorities of Kenya (ALGAK) and the Government Training Institute (GTI) also received technical support to prepare a strategic framework and action plan for training and capacity building of local authorities. With this support, institutions in collaboration with the Ministry of Local Government have identified capacity building gaps and entry points. This has helped institutions to shift from ad-hoc, short-term and fragmented training to a strategic approach. The Kenya Institute of Management (KIM) has also participated in this process and was engaged to facilitate the initial meetings of the strategic framework process.

The Urban Training Institute (UTI) in Egypt has been supported to translate and adapt tools on local economic development to respond to a Government initiative of national slum upgrading. This initiative will also mainstream these tools into the curricula of training and academic institutions. The Ismailia Training Centre of Egypt has been supported to design and deliver a local leadership-training programme to newly elected mayors of Palestine. The Academy for Peace and Development (APD) in Somalia has benefited from on-going technical backstopping and methodological support to design and implement national training. As a result, a range of UN-HABITAT tools on leadership, gender, conflict management and participatory planning have been translated by the ADP into Somali and adapted to the Somali context for use in 17 districts.

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1 This figure does not include the numerous national events that TCBB supported but did not directly take part in.
Representatives from TCB institutions, civil society and local government ministries from eight countries in Francophone West Africa and Madagascar benefited from two training events based on UN-HABITAT tools on participatory planning and conflict management. Three representatives from training institutions in Burundi, Morocco and Rwanda have also participated. A national and regional pool of 24 master trainers on conflict management and participatory planning approaches was established. Institutional and country-specific action plans to implement national and regional follow-up activities on the workshop topic were also developed. As part of its institutional development, Enda Tiers Monde (Senegal) was mandated to undertake country follow-up activities in the target countries and ensure the implementation of action plans. This initiative strengthens the institutional capacity of TCB institutions in the region and advances the creation of regional training and capacity building centres of excellence in which UN-HABITAT roles and responsibilities are gradually transferred to national capacity building institutions. As part of this programme, trainers have benefited from a meeting linking participatory planning and conflict management skills and approaches to the achievement of the MDGs at the local level. Lastly, support in Tanzania has resulted in the development of national leadership training programme with the aim to mainstream UN-HABITAT training materials and tools into on-going training activities supported by the Local Government Reform Programme (LGRP) and the President’s Office - Regional and Administration and Local Government (PORALG).

In the Asia and Pacific region, support to the Human Settlement Management Institute (HSMI) in India resulted in the organisation of a regional Training of Trainers Workshop on leadership roles and competencies benefiting trainers from 5 countries (India, Sri Lanka, Nepal, Afghanistan and Indonesia). Consequently, the capacity of national training institutions in the region to design and implement national training programmes on leadership and management skills was enhanced and national action plans for local government capacity building developed. Technical and methodological support channelled to the Society for Development Studies (India), the Training and Research Institutions Network (LOGOTRI) and the Local Government Development Institute (LOGODI) in Korea resulted in the implementation of three regional events using UN-HABITAT tools on Conflict Management and Participatory planning. These initiatives focused on strengthening the catalytic role of trainers within governments and communities in conflict management and participatory planning, given the crucial importance these skills play in the realisation of the Millennium Development Goals (MDGs) and in human settlements management.

The capabilities of TCB institutions from another 5 countries (Cambodia, Mongolia, Nepal, Thailand and Timor-Leste) was strengthened with the organisation of a regional level strategy workshop on capacity building and secure tenure, jointly implemented with UNESCAP. Key areas for sensitisation and training and capacity building were identified Lessons learnt were exchanged on the most effective tools, approaches and processes for capacity building. Technical support and a small grant was also provided to the National Training Centre for Mayors of China to translate and adapt the UN-HABITAT training manual on Urban Local Government Finance for South Asian Countries into Chinese to make available capacity building tools for training local government officials so as strengthen the financial management capabilities and effectiveness of municipal officials in human settlements management.

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2 This year-long programme aimed to support capacity building institutions in 8 countries, including Benin, Burkina Faso, Cameroon, Madagascar, Mali, Mauritania, Niger and Senegal.
Lastly, inputs into a Sustainable Cites Programme (SCP) training programme on Environmental Planning and Management (EPM) were made towards the institutional development of key anchor SCP institutions in Asia. Benefiting institutions include Asia Institute of Management (AIM), Thailand Environment Institute (TEI), All India Institute of Local Self Government (AIILSG), University of Philippines and Asia Institute of Technology (AIT).

Furthering institutional development in Central and Eastern Europe the Partners Romania Foundation for Local Development (FPDL) was provided technical and financial support to implement two training and capacity building activities based on the UN-HABITAT manuals on Local Elected Leadership and Local Economic Development. In this regard, eleven master trainers were trained to design and implement national capacity building programmes on Local Economic Development (LED) and their skills enhanced on the elaboration of LED strategies and an action plans. TCB institutions from 13 countries (Albania, Armenia, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Hungary, Macedonia, Moldova, Poland, Romania, and Serbia and Montenegro) also gained skills on designing programmes on leadership roles and competencies. Five trainers from Asia and Africa (Egypt, India, Kenya, Nigeria and Senegal) also participated so as to increase the potential for adaptation and replication of the new series in other regions.

In Latin America and the Caribbean, national training and capacity building institutions received technical and methodological support to implement activities on local economic development. Inputs were provided into a regional workshop, entitled "Local Economic Development – Prosperity with Equity", implemented within a partnership of stakeholders including, the FLACMA, Municipality of Quito, UNDP/Ecuador, AME, GTZ and UN-HABITAT TCBB and ROLAC. The regional workshop endorsed the idea of implementing a regional support programme for LED initiatives in the LAC region, initially targeting 10 to 15 cities in 3 to 4 countries. Catalytic funding has also been channelled to the training centre of the Latin America Chapter of the International Union of Local Authorities (IULA-CELCADEL) to support adaptation of the training series on local leadership roles and competencies.

Globally, UN-HABITAT provided support to training institutions to strengthen demand and supply side linkages. Two networking events were organised during the World Urban Forum in Barcelona, Spain. The first event entitled “Global Networks for Local Government Capacity Building” provided the opportunity for key regional training networks for local government capacity building to share experiences. The Second session focused on Local Economic Development (LED) and considered some of the key issues and aspects of LED, and highlighted how good practice from OECD countries, developing and transition economies, is being implemented. The panel addressed some of the strategic issues facing LED and reviewed case studies. Participants representing a wide range of countries and TCB institutions from all regions benefited from both events.

Representatives of training institutions from sixteen countries were brought together in a workshop on Training Impact Evaluation. The institutional capabilities of TCB partners were strengthened to identify modalities for boosting training impact evaluation of local government training programmes and monitoring follow-up action plans ranging from scale levels, end users, intermediary institutions, media tools and learning approaches. Experiences were shared in what works and does
not work regarding impact evaluation of large local government training programmes. Methods and tools to evaluate the impact on the trainee, the organisation and on human settlements development outcomes were reviewed. An interest group was created to further institutional interaction and to develop a tool on training impact evaluation to test at World Urban Forum III in Vancouver, Canada. This activity, implemented with the support of the Institute for Development Policy and Management (IDPM), University of Manchester benefited TCB partners from Afghanistan, Cambodia, China, Ecuador, Egypt, India, Kenya, Kosovo, Netherlands, Philippines, Romania, Senegal, South Africa, United Kingdom and Zimbabwe.

Lessons learned/areas needing improvement

A number of key lessons have been learnt during the reporting period. These lessons deal with UN-HABITAT TCBB’s response to the changing role of local government, including the need to continue pursuing a genuinely demand-driven approach. The lessons also stress the need for careful selection of partner institutions, indicating the necessity to expand the range of partners. This is important so as to maximise the chances of sustainability of training and capacity building achievements. Other areas of importance include the mainstreaming of gender and of UN-HABITAT’s normative principles. Currently 33% of participants attending training events are female. Our aim is to improve gender balance in these events. The need to remain at the cutting edge in terms of training methods is also of importance. Other lessons concern the crucial role of Training Impact Evaluation and the need to adopt a careful approach towards the utilisation of ICT for learning.

(h) Expected accomplishments

Enhanced priority among policy makers, local level partnerships and resource mobilization for the provision of urban sanitation and waste management and monitoring of World Summit on Sustainable Development sanitation targets.

Indicators of achievement

The number of countries working with UN-HABITAT to formulate new strategies for provision of sanitation and waste management.

Performance measures (Baselines and Targets)


Statement of accomplishments/results achieved

Continuing high level advocacy and awareness by UN-HABITAT has significantly raised the profile of urban sanitation and waste management among policy makers in 21 countries in Africa and Asia. This represents 100% of our target. These countries include Ivory Coast, Senegal, Ghana, Ethiopia, Zambia, Kenya, Tanzania, Nigeria, Mozambique, Burkina Faso, Cameroon, Mali, Rwanda, Uganda, Peoples Republic of China, India, Nepal, Lao PDR, Cambodia, Vietnam and Thailand. Enhanced awareness, knowledge and skills in project planning and implementation of innovative sanitation technology options was also achieved through training workshops on capacity building on innovative Sanitation Technologies. One such workshop was undertaken in February 2005 for 23 participants from Mozambique, Burkina Faso, Cameroon, Uganda and Ethiopia. The Workshop also created awareness among the participants on weaker sections of poor communities (particularly women and children) in such sanitation projects. Participants prepared action plans to be implemented in their respective countries with technical support and supervision from Sulabh International. In India, a community-based project on Urban Environmental Sanitation in twenty slums in four cities of Madhya Pradesh viz. Bhopal, Indore, Gwalior and Jabalpur has been planned in partnership with Water Aid India and four Municipal Corporations at a total cost of US$ 1.3 million. By end-December 2005 all activities relating to mapping the poor which include; (i) poverty mapping and situational analysis (ii) baseline studies,
including GIS reports shall be completed. This programme has been successful in educating and creating awareness on various water optimization and wastewater treatment technologies.

**Lessons learned/areas needing improvement**

There is considerable opportunity for improving synergy in country-level operations through advance planning and joint programming with local partners.

**Expected accomplishments**

*Increased awareness of and sensitivity to the plight of the urban poor, and enhanced cooperation and partnership in slum upgrading initiatives in line with the Millennium Development Goal "cities without slums".*

**Indicators of achievement**

Number of countries and other Habitat Agenda partners working with UN-HABITAT to introduce slum upgrading policies and embarking on in situ upgrading.

**Performance measures (Baselines and Targets)**

Baseline 2000-2001: 11 Countries; Target 2004-2005: 2—3- countries

**Statement of accomplishments/results achieved**

This was accomplished through the Global Campaign for Secure Tenure, (GCST) the Advisory group on Forced Evictions (AGFE), the 3 cities project on slum upgrading frameworks, the Cities without Slums Sub-regional Programme for Eastern and Southern Africa and other slum upgrading and normative activities in Asia, Africa and Latin America through a wide range of advocacy, outreach, normative debate, operational, capacity-building and knowledge management activities. The Secure Tenure Campaign has been successful in ensuring increased awareness of and sensitivity to the plight of the urban poor among national governments and local authorities. The Campaign has also been successful in enhancing co-operation and partnership among national governments and local authorities, civil society and non-governmental organisations as well as with other UN agencies (UNDP) and Cities Alliance in slum upgrading initiatives. Through organising national campaign launches, the Cities without Slums process and developing national action plans, the Campaign has raised awareness on the importance of improved security of tenure for the urban poor as well as built coalitions of stakeholders to achieve the same. The Campaign has been successful in obtaining real commitments from governments to improve slums such as committing budget funds. Through its technical co-operation, capacity building and knowledge management activities, the Campaign has facilitated policy and legislative reforms in many countries, and has assisted in establishing participatory and people driven process in shelter delivery. In 2004, national campaigns on security of tenure and urban governance were launched in Morocco, Senegal and Burkina Faso, and in 2005 (till date), they have been launched in Cuba and Thailand. Preparations for Campaign launches also advanced considerably in Mexico, Ghana, Madagascar and Uganda. Initial steps were also taken to raise the profile of the Campaigns at a regional level, with linkages being established with Regional Ministerial organs in Latin America and Africa. The forced evictions programme has resulted in highlighting the negative consequences of the practice and raising awareness of employing alternatives such as conciliation. The Campaign and its related programmes have achieved an increase in the momentum of progressive housing policies in some countries, and the sharpening of engagement between the urban poor federations and government authorities on pro-poor slum up grading policies. Governments are increasingly seeking the assistance of urban poor organisations in mobilisation of slum dwellers prior to any physical upgrading and
engaging them in the actual upgrading.

During 2004-2005 biennium, the Secure Tenure Campaign also focused its efforts strengthening mechanisms for preventing evictions and developing simple tools for slum upgrading and introduction of tenure systems favourable to the urban poor. These include a toolkit on Pro-Poor Land Management- Integrating slums into city planning approaches, a brochure on Urban Land for All, a documentary on forced evictions, a Report on Documented Cases of Forced Evictions.

Finally, an independent evaluation of the two Campaigns was conducted in 2004. This evaluation helped in identifying issues related to planning, implementation, management and resources of the two campaigns.

**Lessons learned/areas needing improvement**

One of the most difficult aspects of sustaining the Campaign and its related programmes is the mobilisation of resources for implementation of action plans and provision of support to countries that are engaged in slum upgrading or are embarking on the process. This is an area that needs greater attention, particularly during the preparatory stages of the national campaigns and the cities without slums process. However, within UN-HABITAT, efforts are being made to overcome this constraint by fostering a closer linkage between the Secure Tenure Campaign and the agency’s technical co-operation activities. Efforts are also being made to link the action plans developed with PRSP and UNDAF processes, as well as national policies and programmes, wherever possible.

**(j) Expected accomplishments**

Improved access to energy and transport services for the urban poor with emphasis on use of public and non-motorized transport, with reduced greenhouse gas emissions.

**Indicators of achievement**

Performance measures (Baselines and Targets)

Number of countries working with UN-HABITAT to promote access to diverse and efficient energy services as well as public and non-motorized transport.


**Statement of accomplishments/results achieved**

Five (5) countries are working with UN-HABITAT to implement and improve access to energy and transport services for the urban poor. These countries include Tanzania, Senegal, Ghana, South Africa, Kenya and Uganda. The outputs of the program have been of invaluable use to partners in their efforts to promote the linkage between urban transport and Greenhouse Gas Emissions in Africa over and above the MSP. Progress in these countries in the achievement of improved access to energy and transport services for the urban poor is at different levels. However, in all countries, progress has been achieved in the following areas:

- project–brief developed and completed and endorsed by five of the six intended countries;
- teams of stakeholders (from all 6 States of the region) implicated in the project preparation;
- materials for the project-brief discussed, corrected and supplemented with additional data at the meeting of the representatives of stakeholders and officials of all 5 states of the region;
- approvals on the project co-funding received from the governments of 5 of the 6 states of the region including two international NGO’s and one bi-lateral donor from the EU;
- contacts with stakeholders in the states established;
- existing information resources for the future project implementation analysed;
- necessity of additional researches and other activities identified;
- stable contact with the regional official authorities established, including participation in the program of national and city-level authorities involved in planning and designing urban transport infrastructure investments;
- meeting of the project partners (authorised representatives of Ministries; scientific experts and representatives from civil society in all six African States in the program) organised; - draft of the project-brief document prepared.

**Lessons learned/areas needing improvement**

Initially it was a bit of a problem to negotiate the work in the project time, because of the problems of the regional scale of work, variety of communication, money transfer, official approval problems in different states; so we were obliged to exceed the project time a bit.

The outputs of the program have been of invaluable use to partners in their efforts to promote the linkage between urban transport and Greenhouse Gas Emissions in Africa over and above the MSP. Initially there was a little problem in negotiating the work in the project time, because of the problems of the regional scale of work, variety of communication, money transfer, official approval problems in different states; so we were obliged to exceed the project time a bit.

**(k) Expected accomplishments**

Improved environmental planning and management capacity of municipal authorities and their partners and application of environmental conventions and agreements at the local level.

**Indicators of achievement**

Number of municipal authorities and countries working with UN-HABITAT in which local actors have strengthened institutional planning and management arrangements as a result of UN-HABITAT

**Performance measures (Baselines and Targets)**


**Statement of accomplishments/results achieved**

Through a wide range of operational, capacity building and knowledge management, advocacy and outreach activities the Urban environment section has been successful in improving the Environmental Planning and Management capacities of municipalities, national governments and their partners as well as advocating for environmental conventions and agreements at the local level. This was achieved through the two programmes Sustainable Cities Programme and Localising Agenda 21 implemented through the Urban Environment Section and in close collaboration with UNEP and other partner organisations. In 2003 the joint UN-HABITAT/UNEP Sustainable Cities Programme entered a new phase with USD 7,800,000 funding from the Dutch government for a five-year period. The funding of the Localising Agenda 21 Programme 2004-2007 (EURO 2,400,000) was approved by the Belgian Development Co-operation in 2003.

From January 2004 to 2005 the programmes have started technical cooperation in an additional 8 countries and 22 municipalities accumulating now to 64 active municipalities in 21 countries. In order to contribute to the project partners’ work S/M undertook 70 missions to the field.

Through 5 sessions at international conferences and 3 regional workshops and especially through the 6th global meeting of partners of SCP/LA21 with 250 participants awareness for EPM was raised and in collaboration UNEP the programmes advocated for international environmental conventions.
Besides producing promotional material the programmes published and distributed 1 book, and 5 booklets. The websites have been updated substantively to capture EPM experience and share it among partner cities and institutions.

<table>
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<tr>
<th>Lessons learned/areas needing improvement</th>
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<tr>
<td>Engaging urban institutional partners: It has been realised, that it is important to be very careful and take the time needed for the whole process of mobilisation, consultation, assessment of commitment and understanding of their partner role, and overall securing genuine interest- to proposals, mutual understanding, institutional development and sustainability vision. A “Strategy and Approach” Guideline with specific process steps has been prepared and being used. BUS and SUM initiatives require quite some preparatory work to establish genuine interest commitment and counterpart contributions. BUS and SUM packages for demonstrating strategic interventions will also take longer time to prepare and start-up.</td>
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<th>(l) Expected accomplishments</th>
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<tr>
<td>Improved capacity and knowledge to adequately respond to natural and human made disasters by, inter alia, promoting long-term sustainable and equitable development and vulnerability reduction within emergency rehabilitation programmes.</td>
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<th>Indicators of achievement</th>
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<tr>
<td>Recognition by the international community of the capacity of UN-HABITAT to manage post-disaster situations demonstrated through programme agreements and channelling of funds for human settlements rehabilitation.</td>
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<th>Performance measures (Baselines and Targets)</th>
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<td>2000-2001: Post–disaster situations; Target 2004: Enhanced recognition of the capacity of UN-HABITAT to deal effectively with post-disaster situation and to assist countries in vulnerability reduction, which is measured through positive programme evaluations and systematic production of technical tools.</td>
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<th>Statement of accomplishments/results achieved</th>
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| Through a wide range of advisory services, project formulation, implementation and knowledge management activities, the Disaster Management Programme continued responding to the needs of human settlements in crisis. During the biennium, DMP participated in disaster reduction and sustainable recovery interventions in 15 countries, including substantive assistance to recovery efforts after all major disasters such as Bam, Iran, hurricane Ivan in the Caribbean, Haiti, Tsunami in the Indian Ocean Region, hurricanes Katrina and Rita on the Gulf Coast of USA and the earthquake in Pakistan. Through its technical advisory services and in close coordination with respective Regional Offices, DMP assisted in fielding of a total of 28 field missions to support local stakeholders in their disaster recovery or mitigation efforts. DMP continued project implementation in Kosovo and Sudan and new projects were launched in both countries with secured funding. UN-HABITAT’s value-added input in the humanitarian sector was recognised through the invitation in April 2004 to participate as a member in Executive Committee on Humanitarian Affairs followed by invitations to participate in the Inter-Agency Standing Committee Working Groups. Development of normative products and tools continued through finalisation of a handbook on post-conflict land administration together with a series on inclusive and sustainable urban planning. Web-portal on vulnerability assessment tools was completed, serving the disaster management community to exchange tools on disaster risk assessment. Finalisation of three publications remains pending due to lack of funding. UN-HABITAT reinforced its expert role in housing, land and property issues in post-conflict situations through various contributions and inputs in international meetings throughout 2004 and 2005; such as the Habitat-
FIG Symposium entitled ‘Land Administration in Post Conflict Societies’ in May 2004 followed by expert group meetings in Brown University in USA and EGM in Geneva in November 2005. DMP also developed its conceptual framework and guiding principles entitled “Sustainable Relief and Reconstruction”, which were extensively reviewed during the second session of the World Urban Forum, culminating in Governing Council Resolution 20/17 on post-conflict, natural and human-made disaster assessment.

**Lessons learned/areas needing improvement**

UN-HABITAT has partially strengthened its surge capacity in DMP, enabling increased deployment of short-term relief assistance missions. While this has improved Agency’s participation in the post-crisis situations, the availability of sufficient financial resources remains emerging as one of the key challenges. In order to strengthen UN-HABITAT’s capacity to respond to natural and complex emergencies, provision of replenishable financial resources for post-emergency interventions is needed to facilitate fast access and disbursement of funds for immediate deployment of personnel and support activities to disaster affected areas. Also, additional resources are required for robust resource mobilisation efforts. Most advisory missions result in formulation of a project document, which, however, too often remains unfunded due to insufficient resources for follow-up and donor consultations.

**Expected accomplishments**

- Improved capacity of local authorities and other partners to manage the Human immuno Deficiency Virus/Acquired Immuno Deficiency Syndrome (HIV/AIDS) pandemic at the local and community level, with particular focus on community-based shelter initiatives for orphans.

**Indicators of achievement**

- The number of municipalities and Habitat Agenda partners assisted by UN-HABITAT to develop an HIV/AIDS community response system as well as in the participatory development of local management plans and community-led shelter initiatives for orphans.

**Performance measures (Baselines and Targets)**


**Statement of accomplishments/results achieved**

UN-HABITAT has completed a study on HIV/AIDS orphans and shelter. A situation analysis in selected urban slum settlements in Kenya, Swaziland, Tanzania and Uganda was undertaken to establish, in some depth, the shelter dimension in the care and support of HIV/AIDS orphans. The report entitled “Challenging the Challenge: Shelter Dimensions of HIV/AIDS and Orphans in Urban Slums of Sub-Saharan Africa” (January 2005) describes this study. Using the findings for this study, a proposal for a Community-Based shelter Initiative for HIV/AIDS Orphans programme has been prepared.

UN-HABITAT, with support of UNDP, UNAIDS and other partners completed the first phase of activities related to building capacity of Seven (7) local authorities. This experience was used to develop a specific programme for local authorities in Africa and Nine (9) additional cities are now included. Scaling up of local activities is planned through municipal associations in six countries in Africa. Reports related to synthesis of city consultations on HIV/AIDS, and of a meeting of local authorities and other partners have been prepared.

**Lessons learned/areas needing improvement**

The findings of the situation analysis confirmed that the shelter dimensions are influential in determining the care and support outcome at the household and community levels. Evidence from the studies indicates strongly that housing, especially the space available, along with nurturing by the caregiver, is a key determinant of the provision of care to orphans in the slums. Findings from this study have indicated the need...
to link slum upgrading with community care and support for orphans and vulnerable children.

In a context of weak and disempowered local authorities, the city consultations on HIV/AIDS at local level have been innovative in not only strengthening the capacity of local authorities, but also in developing leadership and engaging all levels and generations of society in open and honest dialogue. Through its participatory methodology, city consultations reduced stigma and discrimination, created harmonious and comprehensive local HIV/AIDS actions and strategies and addressed the underlying causes of HIV/AIDS. The challenge is to scale-up the experiences of a few cities through involvement of association of local authorities in Africa.

(n) Expected accomplishments

**Improved national strategies and programmes for capacity-building in key areas of human settlements development and management.**

**Indicators of achievement**

The number of countries that benefited from UN-HABITAT capacity-building activities in urban governance, slum upgrading and other priority areas.

**Statement of accomplishments/results achieved**

In 2004 and 2005, UN-HABITAT TCBB provided technical, methodological or catalytic financial support to 60 training supply institutions in 38 countries (up from 20 countries in 2001). This increase has been achieved by the UN-HABITAT TCBB training strategy of "building capacity to build capacity and has been implemented by (1) organising regional workshops to develop capacity building strategies; (2) facilitating expert group meetings to analyse training needs assessment; (3) designing new training manuals and other tools; (4) developing, jointly with national TCB partners generic handbooks and manuals; (5) conducting training of trainers and action planning workshops; (6) supporting translation and (7) adaptation of these tools to national languages and context; and assisting a select number of TCB institutions to design and implement national training programmes. The range and scale, however, of support to TCB institutions has varied. In some cases, substantive and long-term inputs have been made into institutional development efforts. In other cases, support was achieved through skills and knowledge transfer in training events.

In the Africa and Arab States a significant number of countries have benefited from capacity building programmes based on UN-HABITAT tools resulting in improved national strategies and programmes for capacity building in key areas of human settlements development and management. The majority of this support has been in the form of technical and financial support provided into components of larger UN-HABITAT technical projects. This has been the case in Burkina Faso, Cameroon, Mozambique, Palestine and Somalia.

In Burkina Faso, a technical project to develop city development and local poverty reduction strategies for local government was enhanced with the implementation of a pilot training programme on leadership roles and competencies benefiting councillors in three cities (Banfora, Bobo-Dioulasso and Ouahigouya). Similarly, in Cameroon leadership training based on materials adapted to the local context resulted in improved urban governance skills of local authorities enabling them to formulate and implement participatory programmes for poverty alleviation and crime prevention a the national level. In Mozambique, support to TCB institutions resulted in the development of materials in Portuguese for use in a Cities Alliance Slum Upgrading and Flood Vulnerability Reduction Programme. These materials were used to train
local authorities and representatives from civil society to formulate effective policies and strategies to reduce the vulnerability of communities living in flood-prone areas. In Palestine, leadership training positively impacted the local government reform process-taking place. In this instance, the capacity of Palestinian Mayors has been enhanced to respond to their new roles and increasing responsibilities to formulate policy.

Urban Development Programme funded by the European Commission (10 million Euro) and UN-HABITAT implemented targets local leaders and representatives of civil society from 17 districts in Somalia has benefited from on-going technical backstopping and methodological support. The initiative’s Good Local Governance and Leadership Training Programme (GLTP) having used a range of UN-HABITAT tools has resulted in improved leadership capacities of local authorities and civil society leaders in urban planning and management. Support has been provided to a slum upgrading initiative in Egypt to identify, prioritise and plan a training and capacity building programme and to incorporate a Local Economic Development (LED) component. Preparatory activities have been started to support the LED elements of the national slum-upgrading programme. The support includes translation and adaptation of the LED tools and building a pool of LED facilitators for technical backstopping of local LED processes.

Substantive technical support has also been provided to establish a Stakeholders Group comprising key training and capacity building actors in order mainstream capacity building efforts in Kenya. A main result was the holding of a workshop to identify the (1) major issues, challenges and gaps that require training intervention; (2) specific training needs for local authorities; (3) existing opportunities for training and capacity building for local authorities; (4) human, time and material resources required for effective training interventions in local authorities; and (5) exchange of experiences and lessons learnt in local authority governance and management. The outcome of this initiative has been the preparation of a Strategic Framework and Action Plan for Training and Capacity Building for Local Authorities. Anchored within the framework of the UN-HABITAT good urban governance principles, the Strategic Framework document provides entry points for training and capacity building initiatives in Kenya.

Following local elections in Nigeria in 2004, support was provided to TCB institutions to design and implement a national programme to train local authorities. This has resulted in the strengthening of the capacity of local government to provide infrastructure facilities and service delivery to communities, and to institutionalise a culture of transparency and accountability at the local level. Technical assistance provided to local government has contributed to building capacity to institutionalise environmental planning and management at the national level.

Training and Capacity building institutions from eight countries in Francophone West Africa and Madagascar have developed institutional and country-specific action plans to implement training programmes on conflict management and participatory planning at the national level. They include Burkina Faso, Benin, Cameroon, Madagascar, Mauritania, Mauritania, Niger and Senegal. Three representatives from training institutions in Burundi, Morocco and Rwanda have participated in this initiative and developed similar action plans. Action plans are linked to improved strategies towards the realisation of the MDGs at the local levels.
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<tr>
<th>Lessons learned/areas needing improvement</th>
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Whilst the larger majority of the country-level activities has been in the Africa and Arab region, technical support has also been provided to national training and capacity building institutions in the Asia and Pacific region, particularly in Afghanistan, India, and Sri Lanka.

A number of key lessons have been learnt during the reporting period. These lessons deal with TCBB’s response to the changing role of local government, including the need to continue pursuing a genuinely demand-driven approach. This is important so as to maximise the chances of sustainability of training and capacity building achievements. Other areas of importance include the mainstreaming of gender and of UN-HABITAT’s normative principles, at the different stages of national capacity building interventions. Other lessons concern the crucial role of Training Impact Evaluation, from the programme design stage and continuing through the programme phase.
II. Sub programme 2: Monitoring the Habitat Agenda

30. The main objective of the sub programme 2 is to ensure that the implementation of the Habitat Agenda is effectively monitored and assessed. It focuses on information generation, knowledge management and reporting in order to expand the global understanding of urban development, shelter and poverty and to track progress in the implementation of the Habitat Agenda as well as the goals set in the United Nations Millennium Declaration. During biennium 2004-2005, the sub programme implemented its goals through analysing, documenting and disseminating global data on human settlements conditions and trends, including indicators, best practices and mainstreaming partnerships. The framework of the sub programme was approved on 10 expected accomplishments, 10 indicators of achievements and 47 mandated outputs.

31. To improve knowledge among Governments, local authorities and Habitat Agenda partners of the urban conditions and trends UN-HABITAT extended local and national urban observatories. During the 2004-2005, 32 newly Local Urban Observatories were established to develop information customised to the needs of the local stakeholders. The organisation has also expanded its monitoring functions to include: monitoring of Urban Inequities Programme (MUIP), whose objectives are global monitoring of urban poverty and enhanced local policy through capacity building. As a reaction to increased demand for desegregated socio-economic and spatial information, UN-HABITAT entered into a memorandum of understanding with the Environmental Research Institute (ESRI) of USA, to provide GIS software up to 1,000 cities in developing countries and to provide access to its on-line GIS training courses.

32. The Best Practice and Local Leadership Programme (BLP) has continued to build capacities and raise awareness of decision-makers on critical social, economic and environmental issues and to better inform them of the practical means and policy options for improving the living environment. The programme relies on a network of partner institutions to identify and exchange information on successful initiatives. Every two years, ten outstanding initiatives receive the Dubai International Award for Best Practices. During the 2004-2005, six Habitat Agenda partners added to the already existing eighteen to be capacity building centres for Best Practices. These institutions were instrumental in mobilising the 670 submissions from 90 countries for the 2004 Best Practices Award. Also, a total of more than 10 in-depth case studies on lessons learned from best practices were developed and disseminated during the reporting period. The in-depth evaluation of the UN-HABITAT by OIOS (2005) found out that the BLP programme has been successful in enlarging its network of partnerships and in raising funds. It recommended that the lessons learned from the BLP should systematically be integrated into the work of the other UN-HABITAT Units.

33. The Partners and Youth Section has played an important role in enhancing UN-HABITAT engagement with strategic partners. It prepared strategic papers on youth and civil society and organisations; and has updated Partners Database and disseminated information on the new accreditation procedures to over 3,000 partners listed in the database. Local authorities are already integrated in the work of UN-HABITAT and the formation of United Cities and Local Governments (UCLG) in May 2004 was a milestone in promoting the policies and experiences of local governments in key areas such as poverty reduction, sustainable development and social inclusion. At the second session of the World Urban Forum (13-17 September 2004), over 80 networking events held, discussing a wide range of issues touching on human settlements and urban development, were organised by either Habitat Agenda partners or by UN-HABITAT. Engagement with private sector still requires further strengthening.

34. UN-HABITAT continues its efforts to improve global system for reporting on the implementation of the Habitat Agenda and on the conditions of human settlements and trends. In
this regard, The Global Research Network on Human Settlements (HS-Net) was launched in November 2004 and the Network’s Advisory Board, comprising leading researchers from 25 research institutions, representing all regions of the world, is now fully functional. During 2004-2005, altogether 35 research institutions were involved in the preparation of the two UN-HABITAT’s flagship reports: the “State of the World’s Cities 2004/2005: Globalisation and Urban Culture” (published in September 2004 and launched at WUF II) and “Financing Urban Shelter: Global Report on Human Settlements 2005” (published in August 2005 and launched in London and New York in September 2005). Both reports have had good coverage in the media, and serve as source books for governments, local authorities, libraries, non-government organisations and universities.

35. Progress has been achieved in mainstreaming gender in UN-HABITAT activities. Explicitly pilot projects on empowering urban women entrepreneurs through housing development and land rights have started in Uganda, Kenya and Tanzania, in the context of secure tenure and slum upgrading. Promotion of handicrafts produced by East African women was done at the second World Urban Forum in Barcelona. In addition, gender indicators and guidelines to mainstream gender in all phases of the programme cycle management have been developed. Gender workshops and capacity-building programmes have been undertaken to equip staff with gender analysis and planning skills and the organisation is now better placed to address gender issues and to promote women’s empowerment.

36. To effectively manage urbanisation and urban development, a good knowledge and understanding of the economic and social dynamics that is imperative. The sub programme continues to identify, develop, test, disseminate and mainstream new and innovative policies and strategies on urban economic development, urban-rural linkages, municipal and housing finance, urban poverty eradication in human settlements. During the reporting period, UN-HABITAT received 20 requests from governments for guidelines on how to incorporate the rural-urban linkages approach to development in national, regional and local development planning process. Two major international meetings to share and disseminate good experiences on the issue were held during the biennium 2004-2005: the International Conference on the Urban-Rural Linkages Approach to Development, held in Nairobi, in October 2004; and the second on Sustainable Urbanisation Strategies, held in China in November 2005. Activities have also been carried out in promotion of the urban informal sector as source of employment and income generation in cities and urban areas of the developing World, including providing technical/advisory support to informal sector entrepreneurs.

37. Status of progress in the implementation of 2004-2005 work programme for the sub programme 2 on mandated outputs delivery, indicators of achievement, and expected accomplishments are as follows:

- **79%** of the 176 mandated outputs was implemented, **11%** was in progress, **8%** not started and **2%** reformulated;
- **85%** of data collection methodologies were completed in IMDIS;
- **90%** of the expected accomplishments had complete performance measure (baselines & Targets);
- **70%** of the accomplishment statements had been drafted.

Details of the expected accomplishments, indicators of achievement, baselines and targets, results of achieved, lessons learnt and areas needing improvement are in table 3.
Table 3: Status of progress on achieving results at expected accomplishment level for sub programme 2: Monitoring the Habitat Agenda

<table>
<thead>
<tr>
<th>(a) Expected accomplishment</th>
<th>Improved knowledge among governments, local authorities and Habitat Agenda partners of urban conditions and trends, and of progress made in implementing the Habitat Agenda based on urban monitoring systems at the local and national levels.</th>
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<tr>
<td>Indicators of achievement</td>
<td>Expansion of the functions of the local and national urban observatories and other urban monitoring systems at the national or city levels working with UN-HABITAT to produce in-depth quantitative and qualitative urban information reflecting urban inequities relevant for urban policy.</td>
</tr>
<tr>
<td>Performance measures (Baselines and Targets)</td>
<td>Baseline data 2000-2001: not available; Target for 2004-2005: 35 Local Urban Observatories</td>
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<tr>
<td>Statement of accomplishments/results achieved</td>
<td>The Global Urban Observatory Section convened expert meetings, conducted training workshops, fielded technical advisory missions, and produced guidelines and manuals on monitoring and urban indicators geared towards improving knowledge on urban conditions and trends. The capacity building activities resulted in the reactivation, strengthening and new establishment of 32 urban observatories at the national and local level. Five regional Millennium Development Goal and Habitat Agenda training workshops were held in Africa (2), Asia (2) and Latin America (1). Participants included 103 statisticians from 75 countries and 51 urban experts from 39 countries. One of the workshops was for high-level officials, and attracted 29 heads of department, directors and vice-directors from national statistical offices. The participants received training and produced indicator information not only on rural/urban but also on city level and using UN-HABITAT’s definition of Millennium Development Goal Target 11 on Slums. With the participants, agreement on action plans, countries collecting urban information based on agreed indicators and methodology was reached. Through this mechanism and other partnership arrangements, data for 130 countries and 250 cities could be collected and compiled in the Urban Indicator Database 3. In the training workshop evaluation, 80% expressed that they found the workshop relevant for their work and that they are intending to use what they learned in their institutions. As a result of technical advisory missions and training workshops, 12 new urban observatories were established or reactivated. This indicates and increased awareness of national and local governments that monitoring needs to be institutionalised in order to be sustainable. 5 of the national urban observatories produced national action plans for information collection and 2 countries already produced urban indicator information based on the plans. On the local level, 15 of the urban observatories have produced action plans, while 3 cities have produced full MDG city level reports. As a result of increased awareness, three national governments accepted UN-HABITAT’s slum definition for their own MDG reporting mechanism. Three cities have already produced city level MDG reports using UN-HABITAT’s methodology, while 15 more have produced action plans and agreed on indicator methodology.</td>
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Consequently, the Global Urban Observatory Section (GUO) received requests from governments and cities for advisory missions and training on urban indicators and the establishment of urban observatories, both from the group of participants but also from other parties. In response, GUO organised 23 training workshops with a total of 737 participants mainly from municipal administrations.

GUO also conducted urban inequity surveys in three African cities in order to assess intra-city differentials of slum and non-slum citizens.

In the reporting period, GUO received 102 requests for information from the new and previous versions of the urban indicator database as well as for guidelines and definitions. 75% percent of the requests could be answered. For the remainder the requested information was not available. The largest number of requests comes from universities, followed by other UN organisations and the private sector.

Citations in eight national MDG reports indicate an increased use of UN-HABITAT’s methodology compared to 2002, when none of the MDG country reports reported specifically on MDG Target 11 on slums. For the first time, the Secretary General’s MDG report mentions the growing problem of urban poverty and slums in his 2005 report.

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<th>Lessons learned/areas needing improvement</th>
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<td>The shift from an approach emphasising the extension of the number of urban observatories in the previous biennium to a more quality-centred approach proved to be successful as evidenced by the action plans, reports and databases produced by those urban observatories, which received direct and intensive support. The inclusion of national statistical offices and partners implementing household surveys into the network resulted in a high volume of good quality data compiled, which are comparable to results of monitoring approaches within and outside the UN. This allows to produce information on urban conditions and trends of a quality and range which has so far not been achieved since the beginning of the urban indicator collection in 1995. This approach should therefore be continued and expanded.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(b) Expected accomplishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved capacity of more Habitat Agenda partners in monitoring, documenting and mainstreaming the lessons learned from best practices and pro-poor, gender-sensitive urban policies and legislation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in the number of capacity-building institutions actively involved in documenting, analysing and applying the lessons learned from best practices.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance measures (Baselines and Targets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline 2000-2001: 12 capacity-Building institutions</td>
</tr>
<tr>
<td>Target 2004-2005: 24 capacity-building institutions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement of accomplishments/results achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>About 30 Habitat Agenda partners were identified for capacity building during 2004-2005. 6 of the 30 agreed to become capacity building centres, which added to the 18 already working with us. This exceeded our planned target of 6 additional institutions to add to the baseline of 18. Memoranda of Understanding were signed.</td>
</tr>
</tbody>
</table>
with those institutions as focal points for documenting, analysing and disseminating Best Practices. 4 capacity building workshops benefited the new institutions. Best practices guidelines in Arabic, English, French and Spanish were sent to the institutions for mass dissemination to other Habitat Partners. China, Brazil, Italy and Russia have also provided translation in their respective languages and dissemination is ongoing. For 2004 Dubai International Award for Best Practices to Improve the Living Environment, the 24 institutions were instrumental in mobilising 650 submissions of practices world-wide as entries to the Best Practices Award. 125 practices were qualified as best practices; 250 were selected as good practices; and 107 were rated as promising practices. 10 best practices were given the Dubai Award. For 2005 the mobilization is under way for the November 2006 award.

3 institutions from the global south are receiving additional capacity building because of resource constraints. However strategies to assist these institutions especially from LDCs have been put in place. During 2005, they have attended 2 expert group meetings with UN-HABITAT financial assistance.

A capacity building training was held with 30 Habitat Programme Managers (HPM) to strengthen their ability to monitor the progress of the Habitat Agenda through the identification and documentation of Best Practices, and the dissemination of lesson learned from these practices. It is expected that the HPM will mobilise other institutions and Habitat partners in their respective countries.

Lessons learned/areas needing improvement

Special technical and financial assistance need to be given to institutions from the global south, in particular those from LDCs. This will enable them to identify, document and disseminate lessons learned from best practices of their respective areas. Habitat Agenda partners have requested that special attention be given to both up-scaling of best practices and best practices transfer. Strategies to address this concern will be developed and implemented in the new working programme.

(c) Expected accomplishment

Strengthened partnerships with Habitat Agenda partners with respect to their participation in the implementation of the Habitat Agenda and the Millennium Development Goals.

Indicators of achievement

Increase in the number of thematic networks and regional coalitions initiated and strengthened

Performance measures

(Baselines and Targets)

Baselines in 2000-2001: 12 thematic networks, 2 regional coalitions
Target 2004-2005: 34 thematic networks, 14 regional coalitions.

Statement of accomplishments/results achieved

Strengthening partnerships with the Habitat Agenda partners with respect to their participation in the implementation of the Habitat Agenda and the Millennium Development Goals has been accomplished. The focus of co-operation was with NGOs and major umbrella groups/networks. This co-operation resulted in the strengthening of specific forums of civil society organisations, such as grassroots groups, women’s groups, Youth for Habitat, urban professionals, researchers and academics. Specifically, community based organisations based in Kenya were able to hold a National forum prior to the Nineteenth Session of the Governing Council which was attended by over 500 participants. The participants mobilised their own resources to organise a national Urban Forum, which fed into the World Urban Forum deliberations in 2004.
We found that updating the database was a very important tool in reaching out to the partners. On request from programmes or partners one can search for data on Habitat Agenda partners easily to determine their locations, mandates, areas of operation, their sources of funding etc.

The database has over 2,000 partner organisations and has facilitated the dissemination of information to the partners through electronic means, although regular mail is still utilised. This is due to a lack of technological advancement by some of the partners. As a result of this effort UN-HABITAT partners are able to access information on UN HABITAT and its mandate and programmes. Consequently a number of requests have been received from partners on how to co-operate with UN-HABITAT. This includes requests on how to participate in WUF III and GC 21. Consequently thus far around 10 Memorandum of co-operation have been signed with Habitat Agenda partners.

Expert Group meetings have been organised with partners such as UN-DESA and ILO. The result has been strengthened partnerships both with UN agencies and civil society youth organisations. For example one EGM held in 2004 brought together experts from different backgrounds and areas of expertise in youth employment, as well as young people from African countries. Together they addressed the challenges of urban youth employment including young people's hopes for decent employment and reduced social exclusion. One of the outcomes of this meeting was the formation of a network for youth. This up to date network provides a forum through which youth are able to debate on issues affecting them and how to deal with them across continents and beyond.

At the World Urban Forum 80 networking events were organised to facilitate each partners participation including; local authorities, women and youth organisations and organisations for the disabled.

<table>
<thead>
<tr>
<th>Lessons learned/areas needing improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable urbanisation and urban poverty reduction requires strengthened and active engagement of Habitat Agenda partners including the civil society and the Private Sector. Strategic partnerships among central/local governments, NGOs and other Habitat Agenda partners are vital to developing pragmatic human-centred policies and for their realistic implementation.</td>
</tr>
</tbody>
</table>

A common but differentiated approach in building partnerships has proved useful. However, in dealing with NGOs and Civil Society partners it has become evident that there is the need to enhance their capacity to engage actively both at the normative and operational levels. More evident is the need for building the capacity of CBOs and youth organisations. In addition to the enhancement of their capacity, sustainable urban development initiatives become successful when partners are engaged right from project identification, design and implementation, on to appraisal. Given the severe resource constraints, partnership based on non-financial relationship becomes an important mechanism for sharing concepts, ideas and experiences and development responsibilities. Inter agency collaboration can also optimise the level of civil society contribution to development and advocacy work by pooling together available resources. Civil society participation in UN- HABITAT’s Campaigns and participation in the World Urban Forums have demonstrated this.
One major challenge has been facilitating the dissemination of information to partners that have limited access to Information and Communication Technology (ICT). This means that in addition to modern technology other traditional means have to be utilised.

In house capacity to effectively mainstream and manage partnerships with all the Habitat Agenda partners is an additional challenge. This needs augmentation.

<table>
<thead>
<tr>
<th>(d) Expected accomplishment</th>
<th>Improved global system for reporting on the implementation of the Habitat Agenda and on the conditions of human settlements and trends in general.</th>
</tr>
</thead>
</table>

### Indicators of achievement

**Performance measures (Baselines and Targets)**

Increase in the number of research institutions in difference parts of the world participating in the global research network for UN-HABITAT flagship reports.

**Baseline, 2000-2001:** 2 research institutions  
**Target, 2004-2005:** 10 research institutions  
**Performance, 2004-2005:** 34 research institutions

### Statement of accomplishments/results achieved

The Global Research Network on Human Settlements (HS-Net) was launched in November 2004. The Advisory Board of HS-Net, comprising leading researchers from 25 research institutions in different parts of the world, has been set up, while recruitment of members of the network itself is ongoing. Including the authors of both the “State of the World’s Cities 2004/2005: Globalisation and Urban Culture” (published in September 2004) and “Financing Urban Shelter: Global Report on Human Settlements 2005” (published in August 2005), the two main outputs prepared under Expected Accomplishment (d), the number of institutions involved in the preparation of UN-HABITAT’s flagship reports during the biennium 2004-2005 has risen to 34, from only two (2) during the 2000-2001 biennium.

The flagship report that benefited from the creation of the HS-Net Advisory Board is the 2005 issue of the Global Report on Human Settlements. The main purpose of the HS-Net Advisory Board is to provide advice to UN-HABITAT on the substantive content of the Global Report on Human Settlements. The Board suggests themes for future issues of the Global Report, reviews and provides advice on the detailed outline of each issue of the Global Report, suggests names of leading expert researchers from all over the world suitable for recruitment as authors and comments on draft chapters of the Report. In addition, the HS-Net Advisory Board also provides advice on a new research publication series, the “Global Dialogue on Human Settlements Research”, and a new global lecture series, the “UN-HABITAT Lecture Award”. The main purpose of both series is to stimulate global dialogue and capture the latest human settlements ideas in support of the themes of the Global Report on Human Settlements.

To date, the HS-Net Advisory Board has had two meetings. At its inaugural meeting in November 2004, the Board discussed the draft outline of the Global Report on Human Settlements 2005 and provided detailed comments to the authors. During the first quarter of 2005, the Board provided comments on the draft chapters of the report, which was published in August 2005 as “Financing Urban Shelter: Global Report on Human Settlements 2005”. At its second meeting in September 2005, the Advisory Board discussed the outline of the 2007 Global Report, provisionally titled “Enhancing
Urban Safety and Security”, and provided detailed suggestions. It also suggested a number of themes for future issues of the Global Report.

As a result of the establishment of the HS-Net Advisory Board, the coverage and quality of inputs from all regions of the world to the Global Report on Human Settlements has improved significantly. It is now possible to capture human settlements conditions and trends from all regions, as members of the Advisory Board represent all regions of the world. It is also easier to identify and recruit leading researchers from all regions of the world. The Advisory Board’s own direct inputs to the Global Report have enabled the Report to capture the latest thinking on human settlements issues, as members of the Board are themselves outstanding researchers.

“Financing Urban Shelter: Global Report on Human Settlements 2005”, the first UN-HABITAT flagship report to benefit from the establishment of the HS-Net Advisory Board, was generally well-received during its global launch in London and New York in early September 2005. UN-HABITAT’s Information Services Section is still in the process of collecting all media articles that have appeared since the launch of the 2005 Report, so a clear picture of the press coverage of the Report has yet to emerge.

### Lessons learned/areas needing improvement

It became clear in HS-Net Advisory Board discussions during the preparation of “Financing Urban Shelter: Global Report on Human Settlements 2005” that the typical Global Report is too long for policy makers. In order to address this problem UN-HABITAT decided to prepare an abridged edition of the 2005 Report, which was published in late September 2005.

Another lesson learnt, mainly from the HS-Net Advisory Board, is the need for more detailed case studies in the Global Report. This lesson will be implemented during the preparation of the 2007 Global Report. It has already been decided that the text of the report will include longer boxes containing summary case studies. An annex containing the full case studies will also be prepared.

Yet another lesson learnt is that newspaper, television and radio coverage of the Global Report does not adequately assess the substantive content of the Report, as this tends to focus on “newsworthy” aspects. To respond to this lesson, and in order to get feedback on the substantive content of the Global Report issues, the 2005 Global Report has been sent to a number of journals for review by experts. Two journals have recently indicated that they will have review articles of the Report in the next few months.

### Expected accomplishment

Significant improvement of gender mainstreaming in human settlements development through the implementation of lessons learned from monitoring and of UN-HABITAT’s gender policy and gender mainstreaming action plan.

### Indicators of achievement

Increase in the proportion of UN-HABITAT programmes/projects with explicit incorporation of gender dimensions.

**Performance measures**

*Baseline 2000-2001: 80 % of programmes/project with gender incorporation*

*Target 2004-2005: 100% of programmes/project with gender incorporation*
<table>
<thead>
<tr>
<th>(f) Expected accomplishment</th>
<th>Improved monitoring and documentation of women's participation in human settlements programmes and application of lessons learned through strengthened women's networks.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicators of achievement</td>
<td>Increase in the proportion of women as participants and beneficiaries of UN-HABITAT supported human settlement programmes.</td>
</tr>
</tbody>
</table>
| Performance measures        | Baseline 2000-2001: not available  
Target 2004-2005: 45% of women |

<table>
<thead>
<tr>
<th>(g) Expected accomplishment</th>
<th>Improved awareness among Governments, local authorities and other Habitat Agenda partners and use of up-to-date knowledge on effective and sustainable housing finance systems that improve access to appropriate forms of housing finance and credit in the implementation of the Habitat Agenda.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicators of achievement</td>
<td>Increase in the number of countries working with UN-HABITAT to adopt improved housing finance strategies.</td>
</tr>
</tbody>
</table>
| Performance measures        | Baseline 2000-2001: 5 countries  
Target 2004-2004 : 12 countries |

Gender self-assessment has assisted in monitoring, how gender has been mainstreamed in all branches.

Participation of Gender/partners Chief in senior management meeting. Influenced decisions at senior management level eg circular was sent out to senior manager to all request their staff to undertake the gender self-assessment. And also a letter indicating that gender impact assessment was mandatory in the project development. Heads of branches held meetings with staff from gender unit. PRC requirement of gender impact assessment. About 60% of Projects above US$100,000 dollars have incorporated a section on gender impact assessment.

Results from Gender self-assessment indicated the need for skills development in gender mainstreaming.

Progress is being made. Projects above US$100,000 dollars must incorporate a section on gender impact assessment to elaborate on how gender issues will be addressed during the project implementation and monitoring. To date programmes and projects are explicitly incorporating gender including the water for African cities, the household surveys on urban inequities, the urban sector profile study in Africa and the Arab States, Training of national statistical offices on monitoring MDGs, the best practice criteria for selection of the Dubai Awards, etc.
| **Statement of accomplishments/results achieved** | As concrete outcomes of the proposed community-based housing finance strategies, UN-HABITAT has received requests from the Governments of Tanzania, Uganda and Kenya to set up low-cost, long-term credit schemes for housing construction and upgrading. In addition, European Federation of Building Societies requested UN-HABITAT to jointly organise a congress to share experiences of and discuss strategies on how to meet the challenges of housing financing in countries with economies in transition. |
| **Lessons learned/areas needing improvement** | It is difficult to keep track of how individual governments are utilising proposed community-based housing financing strategies. Also, there is a considerable time lag between the realisation of our output and the utilisation of that by the governments in individual countries, which make it even more difficult to assess the performance of the activities within the biennium. Thus, it is necessary that a more established monitoring mechanisms is in place, preferably with the involvement of the Habitat Programme Managers. |
| **(h) Expected accomplishment** | Improved knowledge among Governments, local authorities and other Habitat Agenda partners on urban economic development, job-creation and urban social integration strategies. |
| **Indicators of achievement** | Increase in the number of countries requesting UN-HABITAT information and policy advice on urban economic development. |
| **Performance measures (Baselines and Targets)** | Baseline 2000-2001: 4 Countries
Target 2004-2005: 12 Countries |
| **Statement of accomplishments/results achieved** | Our on-going research on informal sector regulatory reform has contributed to the implementation of the Habitat Agenda by improving knowledge on the role of the informal sector in urban socio-economic development. Particular emphasis should be given to the finding that regulatory reform could have a significant positive impact on raising the incomes of the urban poor and, thus, contribute to employment generation and urban economic development. |
| **Lessons learned/areas needing improvement** | It is difficult to keep track of how individual governments/countries are utilising the results/guidelines on how to streamline regulation applicable to the urban informal sector. Also, there is a considerable time lag between the realisation of our output and the utilisation of that by the governments in individual countries, which make it even more difficult to assess the performance of the activities within the biennium. |
| **(i) Expected accomplishment** | Improved knowledge among Governments, local authorities and other Habitat Agenda partners on and awareness of balanced territorial development and effective strategies for mutually reinforcing urban-rural linkages in human settlements development and management |
| **Indicators of achievement** | Extent of requests for UN-HABITAT policy and strategy guidelines on rural-urban linkages as well as monitoring reports by policy makers. |
| **Performance measures (Baselines and Targets)** | Baseline 2000-2001: Not available
Target 2004-2005: At least 30 requests.
Performance 2004-2005: 20 requests |
| Statement of accomplishments/results achieved | UN-HABITAT has received over 20 requests from officials of the government at national, regional and local levels and academics in many developing countries including Egypt, Nepal, Cambodia, South Africa and Indonesia for guidelines on how to incorporate the rural-urban linkages approach to development in national, regional and local development planning processes in their countries. Egypt is organising a conference on the same theme in Cairo in December 2005 to promote the enhancement of physical rural-urban linkages in the middle-eastern region and the Planning Ministry of the government of Egypt has sought co-operation of UN-HABITAT in jointly sponsoring the conference. University of Helsinki in Finland has shown an interest in jointly organising a regional conference with UN-HABITAT for promoting the concept in the Eastern European countries and in countries with economies in transition. In addition to the fulfilling requests that been received, over 200 copies of the two conference reports have been disseminated to members of the diplomatic core, conference participants etc. The conference outcomes have also been published in UN-HABITAT website. |
| Lessons learned/areas needing improvement | It is difficult to keep track of how individual governments/countries are utilising the results/guidelines on how to incorporate the urban-rural linkages approach in their development planning processes because we do not have a mechanism in place to get a feedback on such information. Also, there is a considerable time lag between the realisation of our output and the utilisation of that by the governments in individual countries, which make it even more difficult to assess the performance of the activities within the biennium. |
| (j) Expected accomplishment | Better understanding among governments, local authorities and other Habitat Agenda partners of financing for urban development and local government administration in the implementation of the Habitat Agenda. |
| Indicators of achievement | Increase in the number of countries and/or local authorities requesting and making use of UN-HABITAT |
| Performance measures (Baselines and Targets) | Baseline 2000-2000: 5 local governments |
| Target 2004-2005: | |
| Statement of accomplishments/results achieved | |
| Lessons learned/areas needing improvement | |
III. Sub programme 3: Regional and Technical Co-operation

38. The overall objective of this sub programme 3 is to strengthen organisational and technical capacity primarily at the national level and also at the local levels for the formulation and implementation of policies, strategies and programmes in accordance with the principles and commitments adopted in the Habitat Agenda and within the legal framework of each country. The sub-programme is the operational arm of UN-HABITAT testing norms and strategies at the regional, national and local levels. The sub programme work is carried out by regional offices as Technical Advisory Branch: Regional office for Africa and Arab States (ROAAS located in Nairobi), Regional Office for Asia and Pacific (ROAP, located in Fukuoka) and Regional Office for Latin America and the Caribbean (ROLAC, located in Rio de Janeiro), the technical Advisory Branch is also in Nairobi. The framework for 2004-2005 was approved on 5 expected accomplishments, 5 indicators of achievement, and 305 mandated outputs for 2004-2005-work programme.

39. To improve the capacities of national and local instruments to deliver public services, with the objective of improving the lives of urban dwellers living in poverty, sub programme 3 has been linking field operations with advocacy function through programme formulation policy, advisory services, capacity building and specific projects. These activities have been provided through its regional offices/or headquarters. To increase UN-HABITAT presence at country level, UN-HABITAT in alliance with UNDP, recruited Habitat Programme Managers (HPMs) who operate under UNDP country offices. UN-HABITAT continues to deepen its relation with international and UN-HABITAT partners to strengthen its work of the Cities Alliance which it co-shares with the World Bank especially in the area of city development strategies.

40. To enhance institutional and technical capacities in disaster prevention and vulnerability reduction, UN-HABITAT has been operating and supporting national governments, local authorities and civil societies in strengthening their capacities to manage and recover from human-made and natural disasters. This has been done through advisory services, capacity building and training workshops, developed and disseminated tools. UN-HABITAT has achieved a lot in: Mozambique, Kenya, Rwanda, Burundi, South Africa, Cameroon, Sudan, Liberia, Somalia, Angola, Ghana, Kosovo, Serbia, Afghanistan, Iraq, Lebanon, Haiti, China, Costa Rica, Cuba, El Salvador, Guatemala, Honduras, Panama and Dominican Republic, Sri Lanka, Indonesia, Maldives, Thailand, East Timor and other countries affected by disasters. Understanding the discontinuity with short-term disaster interventions UN-HABITAT has offered operational expertise on linking short-term relief interventions with medium-long term development programmes.

41. The delegation of authority to Regional Offices has increased efficiency in UN-HABITAT’s response to specific country requests for technical assistance. Further more the establishment of the Habitat Programme Managers (HPMs) in UNDP country, in 34 countries has significantly improved UN-HABITAT’s response to country request. HPMs are tasked to mainstream urban development and housing issues in country level activities of the UN system such as UNDAF and other activities such as the PRSPs; promoting the global and normative mandate, programmes and campaigns of UN-HABITAT; and supporting operational activities of UN-HABITAT at the national and local levels.

42. The most crucial challenge of sub programme 3 is that it relies to a large extent to earmarked donor funding to meet staff salaries and project costs. Regional offices have to generate income from the field activities to meet these costs.
43. Status of progress in the implementation of the approved 2004-2005 work programme for sub programme 3 on mandated outputs delivery, indicators of achievements and expected accomplishments are as follows:

- **80%** of the 305 mandated outputs were implemented, **5%** was in progress, and **15%** had not started;
- **100%** of data collection methodologies were completed in IMDIS;
- **80%** of the expected accomplishments had complete performance measures (Baselines and Targets)
- **100%** of the Accomplishment statements had been drafted;

Details of Expected accomplishments, indicators of achievements, baselines and targets, results achieved, lessons learnt and areas needing improvement are in table 4.

**Table 4: Status of progress on achieving results at the expected accomplishment level for sub programme 3: Regional Technical Co-operation.**

<table>
<thead>
<tr>
<th>(a) Expected accomplishment</th>
<th>Enhanced national and local capacity to systematically address the problems of the urban poor and to significantly reduce accumulated deficits in shelter and infrastructure.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicators of achievement</strong></td>
<td>Number of countries working with UN-HABITAT to strengthen their national and local institutions.</td>
</tr>
<tr>
<td><strong>Performance measures</strong> (Baseline and Targets)</td>
<td>Baseline 2000-2001: UN-HABITAT assisting 24 countries through policy and programme support. Target 2004-2005: at least 40 countries receiving institutional support to implement pro-poor urban policies.</td>
</tr>
<tr>
<td><strong>Statement of accomplishments/results achieved</strong></td>
<td>The assessment of technical co-operation activities revealed that in 31 countries (ROAAS), the capacities of national and/or local institutions to address the problems of the urban poor and to significantly reduce deficit in shelter and infrastructure has been enhanced. This is evidenced by the enhanced capacities of these institutions to develop policies and implement projects to address shelter and infrastructure. This has been achieved through advisory, formulation and backstopping missions, on-the-job training, capacity building and training workshops, and dissemination of tools and training materials. Operational activities in the above countries have significantly contributed to reduce the deficit in shelter and basic infrastructure as evidenced by the formulation of poverty reduction and shelter polices strategies at local and national levels in Cameroon, Burkina Faso, Eritrea, Kenya, Mozambique, Somalia, South Africa. Furthermore, the quality of living of the poor has been improved though, among others, the provision of education and health facilities in Burundi; sites and services and housing in Rwanda; markets in Somalia, and people's housing process in South Africa.</td>
</tr>
<tr>
<td><strong>Lessons learned/areas needing improvement</strong></td>
<td>Factors that have hampered delivery include reduction in funding; lack of coordination and competition between UN agencies at country level; and political instability. Areas needing improvement include raising awareness about urban challenges among donors and governments to allocate adequate resources and mainstream urban poverty issues in country development frameworks such as PRSPS, UNDAFS, CCAs, MDGs.</td>
</tr>
</tbody>
</table>
(b) Expected accomplishment

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Enhanced institutional and technical capacity of central/local authorities in disaster prevention and vulnerability reduction as well as in organised response to disasters.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance measures (Baselines and Targets)</td>
<td>Number of countries working with UN-HABITAT to develop strategies in settlement planning and management and reconstruction to reduce vulnerability.</td>
</tr>
<tr>
<td>Statement of accomplishments/results achieved</td>
<td>The assessment of technical co-operation activities revealed that in 11 countries (ROAAS), the capacities of national and/or local institutions to address disaster prevention and vulnerability reduction as well as in organised response to disasters has been enhanced. This has been achieved through advisory, formulation and backstopping missions, on-the-job training, capacity building and training workshops, dissemination of tools and training materials particularly targeting ex-combatants and ex-militia to integrate them into the local communities and to contribute to peace and reconstruction. Operational activities in the above countries have significantly contributed to improve safety and security as evidenced in Cameroon, Kenya, Liberia and South Africa. Reduced vulnerability of the poor to natural disasters such flooding in Mozambique through integrated land and water management has been achieved. Achievements are witnessed through the development of policies and planning by authorities for disaster preparedness and through the reintegration of ex-combatants in civil society.</td>
</tr>
<tr>
<td>Lessons learned/areas needing improvement</td>
<td>Factors that have hampered delivery include reduction in funding; lack of coordination and competition between UN agencies at country level; political instability; the scarcity of natural resources, land and others. Areas needing improvement include raising awareness about disaster prevention and vulnerability reduction among donors and governments to allocate adequate resources to address these issues also there is a need for an developing early warning systems and tools for effective conflict resolution and effective mechanisms for reintegration.</td>
</tr>
</tbody>
</table>

(c) Expected accomplishment

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Increased regional and national awareness of and compliance with the goals and principles of the Habitat Agenda and of the global campaigns on secure tenure and urban governance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance measures (Baselines and Targets)</td>
<td>Regional networks of partners and national coalitions mobilised in promoting the goals of the global campaigns on secure tenure and urban governance.</td>
</tr>
<tr>
<td>Baseline 2000-2001: Regional and sub regional coalitions in the process of consolidation; national coalitions active in at least 25 countries</td>
<td>Target 2004-2005: Functioning networks and coalitions in all regions and sub regions; national coalitions functioning in 50-70 countries.</td>
</tr>
<tr>
<td>Statement of accomplishments/results achieved</td>
<td>The work of RTCD increased regional and national awareness of, and compliance with the goal and the principle of the Habitat Agenda and of the Global campaign of secure tenure and good governance. The in depth evaluation of the Global Campaigns undertaken in 2004 showed how the campaigns have increased awareness and empowered regional and national coalition to tackle urban issues.</td>
</tr>
</tbody>
</table>
Habitat Agenda partners including 10 regional networks and 20 national coalitions (ROAAS) have worked closely with UN-HABITAT to increase awareness of goals and principles of the Habitat Agenda and the implementation of the Global Campaigns.

**Lessons learned/areas needing improvement**

Factors that have hampered delivery include very limited resources availed to the implementation of the Campaigns as well as the high level of expectations raised regarding follow up activities to implement the campaign programmes.

**Indicators of achievement**

- **Performance measures (Baselines and Targets)**
  - Number of regional institutions participating in the development or preparation of UN-HABITAT best practice databases and flagship reports.
  - **Baseline 2000-2001:** Not available
  - **Target 2004-2005:** 5 regional institutions.

**Statement of accomplishments/results achieved**

Through consultative forums, workshops and seminars, advisory services and field projects, RTCD has contributed to improved global knowledge on human settlements management and the development of urban centres. RTCD has contributed to the Habitat Global Report on the Challenges of Slums in Africa. Co-operation of regional institutions with UN-HABITAT in developing policies and flagship reports has been improved. City development strategies and capacity building in support of local authorities and governance have been achieved and collaboration with the European Commission in developing the RUSPS programme. ROAAS interventions during 2004 include activities in Egypt, Somalia, Sudan, and during 2005 include activities in Ethiopia, Libya, Senegal, South Africa, Burkina Faso, Cameroon, DRC, Ghana, Kenya, Lebanon, Liberia, Morocco, Mozambique, Niger, OPT, Somalia and Eritrea. UN-HABITAT has been participating in the Dubai International Award and worked in collaboration with regional networks of civil society to contribute to the Stated of the World Cities Report.

**Lessons learned/areas needing improvement**

Areas needing improvement include continuous strengthening of capacities of the regional networks and the development of improved methods for data collection.

**Indicators of achievement**

**Performance measures (Baselines and Targets)**

- **Number of countries benefiting from UN-HABITAT technical cooperation.**
  - **Baseline 2000-2001:** 30 countries
  - **Target 2004-2005:** 50 countries

**Statement of accomplishments/results achieved**

The delegation of authority to regional offices has contributed to streamlining of delivery procedures resulting in enhanced effectiveness and efficiency in our response to country requests. Furthermore, the establishment of the Habitat Programme Managers
(HPMS) posts in UNDP Countries offices and their fielding in 31 countries has significantly improved UN-HABITAT’s country presence and responsiveness to field requests as well as implementing the UN-HABITAT Agenda at country level. HPMs are now posted in the following countries: Benin, Burkina Faso, Burundi, Cameroon, Chad, DRC, Egypt, Eritrea, Ethiopia, Ghana, Lesotho, Madagascar, Malawi, Morocco, Mozambique, Namibia, Nigeria, OPT, Rwanda, Senegal, South Africa, Tanzania, Uganda, and Zambia.

| Lessons learned/areas needing improvement | The increased of efficiency in UN-HABITAT’s response to countries has contributed to the visibility of the organisation. |
IV. Sub programme 4: Financing Human Settlements

44. General Assembly Resolution 56/206, called for UN-HABITAT to strengthen the United Nations Human Settlements Foundation so as to facilitate requisite investments for improving human settlements for low income people in developing and transitional economies countries. In response to this resolution, UN-HABITAT established Sub programme 4: Human Settlements Financing Division in the biennium 2004-2005. Its two main objectives are to increase funds from international and domestic sources in support of shelter, related infrastructure, development programmes and housing finance institutions and mechanisms; and to secure voluntary contributions for the Programme from member states in a position to do so. The framework of the sub programme was approved on 5 expected accomplishments, 5 indicators of achievements and 44 mandated outputs.

45. The sub programme is organised under three broad clusters including: the Slum Upgrading Facility, the Programme Development Branch, and support to the GOK/UN-HABITAT Kenya Slum Upgrading Programme. The Slum Upgrading Facility (SUF), a technical assistance and seed capital facility, assists member states and Habitat partners at country level to mobilise domestic capital for their respective housing, basic services and slum upgrading initiatives. In June 2004, the Swedish Development Assistance Agency (SIDA) and Department for International Development (DFID) of the UK contributed to UN-HABITAT for USD1.8 million to support the initial start up (design phase) of the Facility. The contributions for the Design Phase were made in response to a proposal submitted in March 2004 by UN-HABITAT for an initial 3-year Pilot Project in order to work out institutional arrangements, identify member states and partners that SUF could support with technical assistance for the 3-Year Pilot.

46. During 2004-2005, the sub programme made progress in setting up requisite agreements, an operations manual, and implementation plans. It has also established the SUF Consultative Board that meets periodically to review progress to date and provide advice on future directions for SUF. Chaired by the Executive Director of UN-HABITAT, the board includes representatives of federations of slum dwellers (SDI), associations of local authorities (UCLG), financial institutions (HFC Bank Ghana, Stanbic Bank), local capital markets (Dar Stock Exchange), development co-operation agencies (UK, Sweden, and Norway), and the World Bank Group. The sub programme prepared of strategy papers based on scoping missions in 10 countries and identified local partners (a combination of governments, communities and domestic financial institutions) that might benefit from SUF technical assistance. The mission portfolio included countries of East Africa (Kenya, Tanzania and Uganda), West Africa (Ghana and Senegal), South Asia (Bangladesh and Sri Lanka) and Southeast Asia (Cambodia and Indonesia) and Zambia.

47. Concurrently, the sub programme has established a Programme Development Branch to identify future areas of support to member states in the area of human settlements financing and to secure voluntary contributions for the Programme. Working in partnership with the Urban Economy and Finance Branch, the sub programme has documented financial instruments to mobilise domestic capital for affordable housing, assessed housing micro-finance, and developing models for community-based, housing finance. In an emerging collaboration with the Canadian Mortgage and Housing Corporation, the sub programme is preparing a market study on mortgage insurance in Africa. The sub programme has also worked closely with the US Department of Housing and Urban Development (HUD) to launch a Peer Exchange in Kampala, Uganda, offering opportunities for governments, private banks, and central banks in the three East African countries to advance an agenda for mortgage finance. Finally, the Programme
Development Branch has worked closely with the Programme Support Division to raise extrabudget general purpose and special purpose funds of the Foundation. Three donor countries have offered multi-year, general purpose funding that has helped to provide UN-HABITAT with predictable funding.

48. The sub programme during the biennium has provided support to the Kenya Slum Upgrading Programme (KENSUP), linking government and private sector partners to international networks and private foundations, and helping to facilitate a strategy for financing slum upgrading in Kenya. A joint UN-HABITAT-Government of Kenya initiative, KENSUP is operational in Kibera Slum of Nairobi, Kenya, Athi River in Mavoko, Kisumu and Mombasa, each at different levels of development. The sub-programme is working closely with GOK and partners to establish a publicly chartered, commercially owned and operated development corporation that will serve as property developer and mortgage bank. This special purpose vehicle will operate in partnership with government and community-based co-operatives mobilising private, public and community resources for slum upgrading.

49. The sub programme has served as a bridge between UN-HABITAT and international finance institutions and finance facilities. The partner base includes the World Bank Group (IDA and IFC), the Private Sector Infrastructure Group (GuarantCo, DevCo., and TAF), USAID (Development Credit Authority), Norway (NorFund), and the Canadian Mortgage and Housing Corporation among others.

50. Concrete field projects of the sub programme are now in four countries: Tanzania, Ghana, Sri Lanka and Indonesia. In Tanzania, UN-HABITAT is working with Tanzania Women’s Land Access Trust (TAWLAT), an NGO that assists women housing co-operatives. With assistance of a guarantee from UN-HABITAT, Azania Bank has signed agreement with TAWLAT to provide a loan of USD 400,000 to co-operatives for the construction and ownership of women houses. In Accra, Ghana, the city council has agreed to work with SUF and local bank to secure a loan that will enable the council re-assess property rates throughout the city. In Sri Lanka, the Moratuwa Municipal Council (MCC) has agreed to partner with Women’s Development Bank Federation (WDBF) Shack/Slum Dwellers International (SDI) and SUF to develop three slum locations in the city. In Indonesia work has been agreed with the Ministry of Housing and the Ministry of Public works on the introduction of SUF to a variety of city-based projects. The Memorandum of Understanding was signed with the Indonesia ministries during the celebrations of the World Habitat Day, 2005 in Jakarta.

51. The status of progress in the implementation of the approved 2004-2005 work programme for the sub programme 4 on mandated outputs delivery, indicators of achievements and expected accomplishments are as follows: 45% of the 44 mandated outputs was implemented, 20% postponed, 18% in progress, 15% not started and 2% reformulated. 100% of data collection methods were completed in IMDIS 100% of the expected accomplishments had complete performance measures (Baselines and Targets).

Details of the expected accomplishments, indicators of achievement, baselines and targets, results achieved lessons learnt and areas needing improved for sub programme 4 are in table 4.
Table 4: Status of progress on achieving results at expected accomplishment level for sub programme 4: Financing Human Settlements.

(a) Expected accomplishment

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
<th>Performance measures (Baselines and Targets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financing mobilised by UN-HABITAT for investments in pro-poor human settlements development, directly and indirectly.</td>
<td></td>
</tr>
<tr>
<td>Baseline 2000-2001: Not available</td>
<td></td>
</tr>
<tr>
<td>Targets 2004-2005: (i) Field testing of 10 to 15 pro-poor credit programmes (ii) Development of 2 to 5 longer term programmes to mobilise resources to increase the supply of affordable credit for slum upgrading and other pro-poor human settlement development projects.</td>
<td></td>
</tr>
</tbody>
</table>

Statement of accomplishments/results achieved

The Secretariat with support from the international community has successfully strengthened the Foundation to mobilise seed capital, domestic and other financial resources for shelter and related infrastructure through the establishment of the Slum Upgrading Facility (SUF). The Human Settlement Financing Division launched the Slum Upgrading Facility by initiating a 16-month design phase commencing September 2004 through to December 2005. Tapping on professional expertise in urban upgrading, investment finance and project finance, the design phase was established with the joint contribution of US$ 1.8 Million by DIFD and SIDA.

UN-HABITAT is to implement the Facility by combining in-house political and technical expertise on slum upgrading and management with international service contractor on finance. When fully operational, SUF will provide follow-up assistance to ongoing pre-investment activities including inter alia implementing demonstration projects reviewing feasible financial options including loan and grant guarantee funds, equity capital, bridge financing and the provision of seed capital and other finance to local, national, regional, and interregional projects supporting adequate shelter for all and sustainable human settlements development.

Lessons learned/areas needing improvement

The key challenge here will be the presentation of initial field testing of financial instruments developed with the technical assistance and expertise of the Facility in its pilot phase that will encourage the completion of the initial capitalisation of the Facility with a further $10 million at a minimum from existing pledges. Private Foundations and other donors have expressed interest in funding aspects of the Pilot Programme. A close monitoring of outcomes will need to be used to demonstrate the effectiveness of the selected approaches to financing slum-upgrading activities. The coordination of timetables of investment strategies for slum upgrading do not always coincide with programme duration. Good coordination and partnership is nevertheless being achieved in most of the SUF countries.

(b) Expected accomplishment

<table>
<thead>
<tr>
<th>Indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of countries where UN-HABITAT has contributed to demonstrable strengthening of domestic policies and mechanisms for financing housing and related infrastructure.</td>
</tr>
</tbody>
</table>
Performance measures

<table>
<thead>
<tr>
<th>2000-2001: Not available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target 2004-2005: 10 countries</td>
</tr>
</tbody>
</table>

Statement of accomplishments/results achieved

Sub-Regional Peer Exchanges and SUF missions of the sub programme in the sub regions of East and West Africa and South and South East Asia has resulted in increased political will as indicated by requests for technical advice for changes in policies that will enhance the private sector interventions in the mobilisation of domestic capital for affordable housing and related infrastructure. In its all-inclusive approach, SUF has engaged multi stakeholders in deliberating its course. This interaction has led to broad agreements on approaches to package their upgrading projects in ways that will attract lending from the private sector financial institutions. It has further led to progressive realisation by local actors and the respective governments on the need to improve efficiency and equality in land policy issues, housing finance practices and systems with an emphasis on the involvement of private sector financial institutions and capital markets in achieving the overall objective of mobilising domestic capital for slum upgrading initiatives. In this way, possible and feasible enabling and strategic reforms to facilitate for improved efficiency in levels of prioritisation among policy makers, local level partnerships and resource mobilisation for the provision of affordable housing and related infrastructure, and the role government can play in providing and enabling environment for promoting long-term sustainable and replicable mechanisms for domestic resource mobilisation, have been identified in outline, and will in turn inform the detailed work that will need to be undertaken in by the sub programme. In 5 countries, the sub programme will make available seed capital to leverage domestic capital and other financial resources for shelter and related infrastructure. This will involve strengthening the capacity of local actors and facilitating partnerships between development and financial partners at country level.

A SUF Expert Group Meeting, held in Nairobi, in September 2005, and a subsequent East Africa Peer Exchange, held in Kampala, Uganda in November 2005, combining government representatives, slum dwellers organisations, and the banking community from five of the SUF target countries resulted in a broad agreement on the structures and regulatory reforms required in order attract private capital in slum upgrading and further led to concrete conclusions; and in recommendations that have been forwarded to the Kenya Government to assist it in implementing its KENSUP. It has opened doors to further discussion in this regard, in which the government has formally committed itself to developing a Special Purpose Vehicle with a majority shareholding going out to the private sector. In addition, various stakeholders including inter alia government, development practitioners, private sector representatives, and financial experts have been successfully sensitised on the benefits of establishing financial instruments that attract domestic capital and the sharing best practices. Over 45% of the SUF target countries have signed memoranda of understanding with UN-HABITAT to further integrate the recommendations of the Slum Upgrading observations and findings in their operative framework, a clear indication of increased awareness of and sensitivity to the plight of the urban slum dwellers and improved co-operation in slum upgrading initiatives. The key challenges will be to sustain the commitment displayed in each of the SUF countries, with the resources being made available under the facility throughout the Pilot Programme, such that realistic Pilot Projects will be implemented in the timeframe.
**Lessons learned/areas needing improvement**

Currently in all 10 countries, there is no organised system of local capital market contribution to local government development, and thus no capitalisation of local area upgrading. This contrasts with the situation in middle-income countries where there are signs of this approach being adopted. There is little or, in some cases, no specific pro-poor investment undertaken directly by local authorities. As a matter of course from their own income streams on a regular basis. Liquidity within each of the capital markets is not only significant; it is often aching to find investment projects sufficiently secure for the medium and long-term initiatives. Confidence expressed by central governments in their local government structures is generally weak. There is a consequent lack of confidence expressed by the private sector financial institutions, and capital market, in local government, seemingly coming from the central governments lack of commitment to local government as a development agency or partner. Where specific work has been done to improve the three-way inter-relationship between central and local government, civil society, and the capital markets through local investments in area generation, confidence in a steadier medium to long-term future is assured. Sustainability is the key issue and helps determine whether projects are likely to be replicated using the proposed SUF approach for its pilot phase.

**Expected accomplishment**

Establishment and implementation of new partnerships and strategic alliances between UN-HABITAT and international and regional institutions and the private and not-for-profit sectors to increase international financial allocations supporting adequate shelter for all and sustainable human settlements development.

**Indicators of achievement**

**Performance measures (Baselines and Targets)**

Number of partnerships and strategic alliances, with both the public and private sectors, formed and strengthened and the increase in funds leveraged by the Foundation through these partnerships and alliances.

- **Baseline 2000-2001:** One partnership/alliance
- **Target 2004-2005:** 8 partnerships and alliances

**Statement of accomplishments/results achieved**

Significant progress has been made in working in parallel with international financial institutions. Memorandum of Understanding between the United Nations Human Settlement Programme (UN-HABITAT) and Multi-lateral Development Institutions including the World Bank group and regional development banks as well as GuarantCo, a loan guarantee facility of the Private Infrastructure Development Group that has committed themselves to a 20% contribution of their funds in the interests of the Slum Upgrading Facility pilot projects, formulate different areas of inter-institutional collaboration. UN-HABITAT has strengthened inter-institutional relations with the Development Credit Authority of the United States Agency for International Development and is exploring mechanisms facilitating for co-financing of slum upgrading initiatives in Ghana and Uganda.

The World Bank group is one of the main partners of UN-HABITAT in improving the living and working conditions of the urban poor. UN-Habitat Slum Upgrading Facility (SUF) entered into a grant agreement with the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA), collectively referred to as the "Bank" in 15 May 2005, making available up to US 9,250,000 in grants, through a trust fund of the World Bank for exclusive use in the Financing of the SUF Pilot Phase. UN-HABITAT also held a series of consultations with the leadership of...
the World Bank Group and agreed to establish a framework for country co-operation aimed at linking pre-investment activities of the Secretariat with the country assistance strategy of the Bank. UN-HABITAT also signed agreements with the Asian Development Bank, the Inter-American Development Bank, and the Africa Development Bank for joint projects and programmes for water, sanitation, housing and urban development, focusing on improving the living conditions of the urban poor.

**Lessons learned/areas needing improvement**

Strong co-operation at country level is a pre-requisite for sound inter-institutional relations between UN-HABITAT and international financial institutions. The finest MOUs cannot replace synergy achieved when institutions at county level channel support to common objectives. This is especially so when local actors own and advance the housing and urban development initiatives such that external assistance supports, rather than runs the process; and when types of external assistance offered by UN-HABITAT and IFIs are complementary, rather than competitive.

**Lessons learned/areas needing improvement**

While the overall contributions are up significantly, the core staff and programmes of UN-HABITAT lack sufficient general purpose funding. The absence of longer-term, predictable funding greatly hampers the performance of the Secretariat, limiting its ability to function as a fully-fledged Programme of the United Nations system. Several of the donor countries confine their pledges to annual rather than multi-year commitments. This then leads to an unpredictable soft earmarked funding for major thematic priorities of the work programme.

**Legislative review**

United Nations Summit Outcome Document September 2005 (para 56m); Governing Council Resolution 20/11, Strengthening the Slum Upgrading Facility of the United Nations Habitat and Human
Settlements Foundation; Governing Council Resolution 19/11, Strengthening the United Nations Habitat and Human Settlements Foundation; General Assembly Resolutions 3327 (XXIX), Establishment of the United Nations Habitat and Human Settlements Foundation; 58/230, Follow-up to and implementation of the outcome of the International Conference on Financing for Development; 54/232, Implementation of the first United Nations Decade for the Eradication of Poverty; 55/2, United Nations Millennium Declaration; 57/144 Follow-up to the outcome of the Millennium Summit; 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); S-25/2, Declaration on Cities and Other Human Settlements in the New Millennium.
D. Programme Support Division

52. During the biennium 2004-2005 work programme, the division implemented its work through programme planning and coordination, financial management, financial management and human resources administration. In addition to monitoring and addressing human resource issues, regular financial reports were provided to the CPR and UN-HABITAT management as required. The Division also continued to coordinated and service the UN-HABITAT Programme Review Committee as well as reviewing and providing on Memoranda of Understanding and agreements signed with partners.

Status of progress in implementation of the division work at expected accomplishment level is detailed in Table 5.

Table 5: Status of progress on achieving results at expected accomplishment level for Programme Support Division

<table>
<thead>
<tr>
<th>(a) Expected accomplishment</th>
<th>A well planned work programme prepared in accordance with the Programme Planning and Budget Division instructions and in consultation with the Committee of Permanent Representatives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator of achievement</td>
<td>Accurate and timely completion of both the biennial work programme and the medium-term plan and their approval by the Governing Council and the General Assembly.</td>
</tr>
</tbody>
</table>
| Statement of accomplishment  | 1. Delivered 100%  
An integrated work programme and budget document 2006-2007 was prepared and submitted on time. Consultations with the Programme Planning and Budget Division and the Committee of Permanent Representatives. The document was subsequently reviewed by the Advisory Committee on Administrative and Budgetary Questions in December 2004 and presented to the 20th Session of the Governing Council on 4th – 8th April 2005. It was approved by the Governing Council without amendments. It is currently under review by the Fifth Committee of the General Assembly. |
|                             | 2. Delivered 100%.  
The four-year medium-term plan was replaced by a biennial strategic framework (see GA resolution 58/269 of 3 March 2004) The strategic framework for the 2006-2007 biennium was prepared and reviewed by the Committee of Permanent Representatives in March 2004 and submitted to the Programme Planning and Budget Division on the time. It was reviewed by the Committee on Programme and Coordination in June 2004 and subsequently approved by the General Assembly as document A/59/6. |
<p>| Lessons learned / areas needing improvement | 1. Instructions for preparing programme documents such as the strategic framework and the work programme could be received late and the documents have to be prepared quickly. In order to have more time, in future, preliminary preparation of documents will commence before planning instructions are received from the Programme Planning and Budget Division, UNHQ. |
|                             | 2. In addition, the integrated work programme and budget will be circulated to the Committee of Permanent Representatives as early as possible to facilitate the review of the document before the ACABQ meets to review the documents. |</p>
<table>
<thead>
<tr>
<th>(b) Expected accomplishment</th>
<th>Improved budgetary control and expenditure monitoring.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator of achievement</td>
<td>Ensuring that expenditure corresponds to approved allotment limit.</td>
</tr>
<tr>
<td>Statement of accomplishment/results achieved</td>
<td>Delivered 100%. Quarterly reports to Committee of Permanent Representatives and other reports to the respective donors were presented consistently and on time. Expenditure in 2004 - 2005 is within authorised limits.</td>
</tr>
<tr>
<td>Lessons learned / areas needing improvement</td>
<td>There is a need for close monitoring of expenditure to ensure that it is kept within the agreed limits and also to ensure that activities are carried out on a timely basis.</td>
</tr>
<tr>
<td>(c) Expected accomplishment</td>
<td>Decentralised budget management.</td>
</tr>
<tr>
<td>Indicator of achievement</td>
<td>Effective budget distribution and management by organisational unit.</td>
</tr>
<tr>
<td>Lessons learned / areas needing improvement</td>
<td>In 2006-2007, this situation will be reviewed and further decentralization and accountability will be considered.</td>
</tr>
<tr>
<td>(d) Expected accomplishment</td>
<td>More efficient planning and utilization of human resources.</td>
</tr>
<tr>
<td>Indicator of achievement</td>
<td>Most of the staff in UN-HABITAT has regular employment contracts.</td>
</tr>
<tr>
<td>Statement of accomplishment/results achieved</td>
<td>There have been great improvements in this respect. While most of the staff members in UN-HABITAT have regular employment contracts, achieving 100% has been constrained by a shortage of funds. As a result, a very small proportion of staff is still on short contracts.</td>
</tr>
<tr>
<td>Lessons learned / areas needing improvement</td>
<td>A human resources monitoring system has been instituted. UNON Human Resources Division is providing better support. It is anticipated that further improvements will be carried out in future.</td>
</tr>
<tr>
<td>(e) Expected accomplishment</td>
<td>Improvements in the quality and cost-effectiveness of the administrative services provided by the United Nations Office at Nairobi to UN-HABITAT.</td>
</tr>
<tr>
<td>Indicator of achievement</td>
<td>Efficient delivery of services in accordance with the service level agreement.</td>
</tr>
<tr>
<td>Statement of accomplishment/results achieved</td>
<td>Agreed service level agreements for IT Services, human resources, financial services and support services: achieved 75% by 2005. Monitoring of service level agreements and performance ongoing.</td>
</tr>
<tr>
<td>Lessons learned / areas needing improvement</td>
<td>OIOS will be conducted in 2006 will conduct a review of the administrative arrangements. A strategic view is required in order to align UNON services to UN-HABITAT’s requirements.</td>
</tr>
<tr>
<td>(f) Expected accomplishment</td>
<td>Improved flow of management information to the Office of the Executive Director.</td>
</tr>
<tr>
<td>Indicator of achievement</td>
<td>Regular submission of management information reports to the Executive Director.</td>
</tr>
<tr>
<td>Statement of accomplishment/results achieved</td>
<td>Regular management financial and other management reports for the Executive Director - achieved 100% by 2005.</td>
</tr>
</tbody>
</table>
| Lessons learned / areas needing improvement | The Executive Director’s – internal database system (ED-net) to come on stream at the end of 2005. Situation will be reviewed to see whether requirements are met and whether further adjustments are needed in 2006.