Draft Strategic Framework for the period 2010-2011
For review by the
CPR Working Group Meeting:
19th November 2007
Overall orientation

This strategic framework is based on the Medium-Term Strategic and Institutional Plan 2008-2013 approved by the Governing Council of UN-HABITAT during its twenty first session through its resolution HSP/GC/21/2 of April 2007. The Plan sharpens UN-HABITAT’s programme focus, promotes alignment and coherence, and strengthens its catalytic role for the coordinated implementation of the Habitat Agenda and internationally agreed development goals relevant to human settlements.

Thoroughgoing implementation of the Medium-Term Strategic and Institutional Plan will require additional human and financial resources. To this end, the performance measures in this proposed strategic framework for 2010-2011 are on the conservative side as it is not yet certain whether essential resources will be forthcoming. Should more resources become available by mid-2008, the performance measures may be revised.

Mandates

Responsibility for human settlements is vested in the United Nations Human Settlements Programme (UN-HABITAT), which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-HABITAT derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise “adequate shelter for all” and “sustainable human settlements development in an urbanizing world”. The mandate of the programme also derives from: resolution 3327 (XXIX), through which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme (UN-HABITAT). UN-HABITAT is guided by its Governing Council, which reports every two years to the General Assembly, through the Economic and Social Council, and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the General Assembly in its resolution S-25/2, other internationally agreed development goals and targets, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and in the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation contained in the Johannesburg Plan of Implementation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which also highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

The challenge of chaotic and rapid urban growth and poverty

The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where one billion people live in overcrowded and life-threatening slums. The current rate of urban growth is almost equal to the rate of slum formation in some developing countries, particularly in Sub-Saharan Africa and some parts of Asia. Slums are the most visible manifestation of urban poverty and the failure of sectorally focused policies and institutions in providing for the basic needs of people. In many cities, slums are no longer just marginalised neighbourhoods, they are the dominant and distinct type of human settlement characterizing many cities in the developing world. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment
and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements.

Course of Action

Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, youth, people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with governments, UN-HABITAT develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

The vision of the Medium-Term Strategic and Institutional Plan, on which this strategic framework is based, is to set “the necessary conditions for concerted international and national efforts to stabilise the growth of slums and to set the stage for the subsequent reduction in and reversal of the number of slum dwellers”. The Medium-term Strategic and Institutional Plan identifies five substantive focus areas comprising: effective advocacy, monitoring and partnerships; participatory urban planning, management, and governance; pro-poor land and housing; environmentally-sound basic infrastructure and affordable services; and Strengthened human settlements finance systems. “Excellence in management” was identified as a sixth focus area that supports implementation of the other five focus areas. The five substantive focus areas form the basis of an Enhanced Normative and Operational Framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels.

UN-HABITAT’s activities for the period 2010-2011 are based on the implementation phases specified in the Action Plan of the Medium-Term Strategic and Institutional Plan: Kick-start Phase (2008); Rollout Phase (2009-2010); and Upscaling Phase (2011-2013). During the year 2010, UN-HABITAT will complete the rolling out of the Medium-term Strategic and Institutional Plan activities begun in 2009 and kick started in 2008, while the up-scaling of these activities will commence in 2011.

Structure of programme

The UN-HABITAT programme of work consists of four strongly interlinked subprogrammes, namely: Shelter and sustainable human settlements development; Monitoring the Habitat Agenda; Regional and Technical cooperation; and Human Settlements Financing. The inter-linkages are reflected in the close cooperation between the subprogrammes, with the Global Campaign on Sustainable Urbanisation providing an entry point for all work programme activities. While each subprogramme takes the lead in the implementation of specific focus areas, all are expected to contribute to the five focus areas. In keeping with resolution GC/19/2 of May 2003, the strategy of UN-HABITAT in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum dwellers, and building the capacity of central governments and local authorities, using as a primary vehicle the Global Campaign on Sustainable Urbanisation (Subprogramme 1: Shelter and Sustainable Human Settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (Subprogramme 2: Monitoring the Habitat Agenda);
(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (Subprogramme 3: Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (Subprogramme 4: Human settlements financing).

UN-HABITAT will continue to mainstream the gender perspective in human settlements activities and to promote the empowerment of women. The programme’s efforts in promoting women’s access to shelter were strengthened by the General Assembly in the 2005 World Summit Outcome (resolution 60/1, para. 58) that guarantees women’s free and equal rights to own and inherit property and ensures security of tenure of property and housing.

Partners
The work of UN-HABITAT is concentrated in developing countries, countries with economies in transition and in countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-HABITAT will collaborate and cooperate with other United Nations organizations. Outside the United Nations, UN-HABITAT will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for global advocacy on human settlements issues and cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The next World Urban Forum will take place in Nanjing, China, in October 2010.

Subprogramme 1
Shelter and Sustainable Human Settlements Development Division

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world, through the promotion of participatory urban planning, management, governance, pro-poor land and housing.

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tbody>
<tr>
<td>(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration Target 11 on slums</td>
<td>(i) Increased number of national governments and local authorities introducing, revising and implementing pro-poor, gender- and age-sensitive land management, slum upgrading and prevention policies and strategies in line with the Millennium Declaration target on slums</td>
</tr>
</tbody>
</table>

Performance measures
2006-2007: 19 governments and/or local authorities
Estimated 2008-2009: 22 governments and/or local authorities
Target 2010-2011: 25 governments and/or
(ii) Increased number of national governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights

**Performance measures**

2006-2007: 27 governments, partnerships and alliances
Estimated 2008-2009: 32 governments, partnerships and alliances
Target 2010-2011: 37 governments, partnerships and alliances

(iii) Increased number of governments, partners and alliances taking measures to reduce arbitrary and unlawful forced evictions

**Performance measures**

2006-2007: 27 governments, partners and alliances
Estimated 2008-2009: 32 governments, partners and alliances
Target 2010-2011: 37 governments, partners and alliances

(b) Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning

(i) Increased number of national governments having increased institutional capacity for introducing, revising and implementing policies, legislation and national action plans and strengthened arrangements for promoting good urban governance and ensuring fiscal and political decentralization

**Performance measures**

2006-2007: 51 governments
Estimated 2008-2009: 61 governments
Target 2010-2011: 71 governments.

(ii) Increased number of cities undertaking strategies for improving pro-poor and gender-sensitive urban governance, management systems and municipal finance.

**Performance measures**

2006-2007: 110 cities
(iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools

Performance measures
2006-2007: 30 Habitat Agenda partners
Estimated 2008-2009: 40 Habitat Agenda partners
Target 2010-2011: 50 Habitat Agenda partners

(c) Strengthened relationships with local authorities and their associations

(i) Increased quantity of measurable outcomes from strategic partnerships and collaboration with local authorities and their associations

Performance measures
2006-2007: 4 joint activities with an increasing number of local authorities and their associations.
Estimated 2008-2009: 8 joint activities with an increasing number of local authorities and their associations.
Target 2010-2011: 12 joint activities with an increasing number of local authorities and their associations.

(d) Improved capacity at national and local level to address sustainable urban development, so that cities are safer, less vulnerable to disaster, better able to adapt to and mitigate the effects of climate change and manage post-disaster and post conflict situations.

(i) Increased number of governments working with UN-HABITAT to establish urban environmental management frameworks for sustainable development.

Performance measures
2006-2007: 22 governments
Estimated 2008-2009: 24 governments
Target 2010-2011: 25 governments

(ii) Increased number of cities and municipalities working with UN-HABITAT to promote crime prevention and safer cities for sustainable urban development

Performance measures
2006-2007: 57 cities and municipalities
Estimated 2008-2009: 85 cities and municipalities
Target 2010-2011: 100 cities and municipalities

(iii) Increased number of governments and cities whose capacities are improved in
undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements

**Performance measures**
2006-2007: 17 governments and cities
Estimated 2008-2009: 19 governments and cities
Target 2010-2011: 21 governments and cities

(e) Improved national training and capacity-building strategies and strengthened institutions meeting present and emerging training and capacity-building needs in shelter and sustainable urban development

(i) Increased number of governments implementing capacity building strategies to promote adequate shelter and sustainable urban development

**Performance measures**
2006-2007: N/A
Estimated 2008-2009: N/A
Target 2010-2011: 10

(ii) Increased number of national training and capacity-building institutions using UN-HABITAT manuals and methods on adequate shelter and sustainable urban development

**Performance measures**
2006-2007: 80 national training and capacity-building institutions
Estimated 2008-2009: 100 national training and capacity-building institutions
Target 2010-2011: 120 national training and capacity-building institutions

(iii) Increased number of tertiary education institutions introducing and enhancing education on adequate shelter and sustainable urban development

**Performance measures**
2006-2007:N/A
Estimated 2008-2009: N/A
Target 2010-2011: 20

**Strategy**
The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. In line with the Medium Term Strategic and Institutional Plan (MTSIP), this subprogramme will take the lead on the implementation of focus areas 2, promotion of participatory urban planning, management and governance and focus area 3, promotion of pro-poor land and housing and also contribute to the other three
areas as they are all cross-cutting. The strategy for implementing the programme of work is as follows:

(a) The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and policy prominence of urban issues to achieve the goal not only of slum upgrading, and slum prevention, in order to realize more sustainable urban development. The Global Campaign on Sustainable Urbanization, a major advocacy tool, will serve as an entry point to the implementation of the Habitat Agenda and link operational and normative activities at all levels through the development and implementation of an Enhanced Normative and Operational Framework as elaborated in the Medium Term Strategic Institutional Plan (MTSIP). Particular focus will be placed on new forms of urban planning, as integral parts of sustainable development, good urban governance, and as cost-effective ways to achieve slum prevention and upgrading, as emphasized in paragraph 56 (m) of General Assembly resolution 60/1, the 2005 World Summit Outcome.

(b) During the biennium, UN-HABITAT will strengthen its strategic partnership with local authorities and their associations, in particular with United Cities and Local Governments as well as to provide advisory services and carry out advocacy work. The New Partnership for Africa’s Development (NEPAD) cities programme and similar programmes from other regions will be further developed and promoted as a means of contributing towards the Millennium Declaration Goals.

(c) The global programmes, which include normative, capacity-building and knowledge management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralisation, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the Enhanced Normative and Operational Framework (ENOF) and the Habitat Country Programme Documents (HCPDs), thereby assist in translating normative work into operational realities at the national and community levels. A strengthened Programme Review Committee will ensure the alignment and cohesion of initiatives as well as feedback of lessons learned.

(d) The capacity at the national and local levels to promote sustainable urban development and to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building strategies and programmes, including human resource development, organizational development and institutional strengthening components. As a response to the Decade of Education for Sustainable Development the links with universities will be increased and Habitat Partner Universities named. A special feature of the strategy will be to focus on the role of women and youth, community-based organizations as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

**External Factors**

The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There are adequate resources for implementing the global and national activities planned for the Global Campaign on Sustainable Urbanization; (b) There will be minimal political risks in addressing sensitive land issues, such as changes in government and related policies which could slow down the progress of initiatives on land and housing; and (c) Member States respond positively to the guidelines and recommendations provided and ensure the intended beneficiaries have sustained resources and supportive legal, institutional and policy frameworks to implement the policies and strategies initiated through UN-HABITAT activities.
Subprogramme 2
Monitoring and Research Division (Urban Secretariat)

**Objective of the Organization:** To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues

<table>
<thead>
<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tr>
<td>(a) Improved global monitoring and awareness among Governments, local authorities and other Habitat Agenda partners of human settlements conditions and trends, including sustainable urbanization, best practices, and progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets.</td>
<td>(i) Increased number of references to the <em>Global Report on Human Settlements</em>, the <em>State of the World’s Cities</em> report and the <em>Best Practices Database</em>, captured in government publications and other influential media.</td>
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**Performance measures**

2006-2007: N/A
Estimated 2008-2009: 40 references to the *Global Report on Human Settlements*
Target 2010-2011: 65 references to the *Global Report on Human Settlements*

**Performance measures**

2006-2007: N/A
Estimated 2008-2009: 50 references to the *State of the World Cities* report
Target 2010-2011: 60 references to the *State of the World Cities* report

**Performance measures**

2006-2007: N/A
Estimated 2008-2009: 10 references to the *Best practices database*
Target 2010-2011: 15 references to the *Best practices database*

(ii) Increased number of Habitat Agenda partners using the *Global Report on Human Settlements*, the *State of the World’s Cities* report and the *Best Practices Database* in their education and training programmes

**Performance measures**

2006-2007: N/A
Estimated 2008-2009: 15 universities, research and training institutes and other Habitat Agenda partners that use the *Global Report on...*
Human Settlements
Target 2010-2011: 40 universities, research and training institutes and other Habitat Agenda partners that use the Global Report on Human Settlements

**Performance measures**
2006-2007: N/A
Estimated 2008-2009: 10 universities, research and training institutes and other Habitat Agenda partners that use the State of the World Cities Report
Target 2010-2011: 20 universities, research and training institutes and other Habitat Agenda partners that use the State of the World Cities Report

**Performance measures**
2006-2007: N/A
Estimated 2008-2009: 5 universities, research and training institutes and other Habitat Agenda partners that use the best practices databases
Target 2010-2011: 10 universities, research and training institutes and other Habitat Agenda partners that use the best practices databases

(iii) Increased number of in house and other best practices, documented, disseminated and analysed for policy implications and scaling up

**Performance measures**
2006-2007: 2,500 best practices
Estimated 2008-2009: 3,000 best practices documented
25 analyzed for policy implications and scaling up
Target 2010-2011: 3,500 best practices documented
35 analyzed for policy implications and scaling up

(iv) Increased number of urban observatories that use urban information systems, such as Urban Info software and geographical information systems, for urban planning, management and policymaking.

**Performance measures**
2006-2007: 20 urban observatories
(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of local economic development, employment generation and enhanced rural-urban economic linkages to poverty reduction and human settlements development.

Estimated 2008-2009: 50 urban observatories
Target 2010-2011: 60 urban observatories

(i) Increased number of requests from Governments and other Habitat Agenda partners for UN-HABITAT policy guidelines on local economic development, employment generation, rural-urban linkages and poverty reduction.

Performance measures
2006-2007: N/A
Estimated 2008-2009: 10 requests
Target 2010-2011: 15 requests

(ii) Increased number of references in Government publications and other influential media to UN-HABITAT research and policy documents on local economic development, employment generation, rural-urban linkages and poverty reduction.

Performance measures
2006-2007: N/A
Estimated 2008-2009: 5 references
Target 2010-2011: 20 references

(iii) Increased number of downloads of UN-HABITAT electronic publications on local economic development, employment generation, rural-urban linkages and poverty reduction.

Performance measures
2006-2007: N/A
Estimated 2008-2009: 9,000 downloads
Target 2010-2011: 12,000 downloads

(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the need to mainstream gender and youth concerns and partnerships, including incentives for public-private partnerships, in human settlements activities.

(i) Increased number of human settlements programmes of UN-HABITAT and Habitat Agenda partners that mainstream gender and promote women’s empowerment.

Performance measures
2006-2007: 27 human settlements programmes
Estimated 2008-2009: 37 human settlements programmes
Target 2010-2011: 40 human settlements programmes
(ii) Increased number of human settlements programmes and Habitat Agenda partners that promote and mainstream youth-led development and mainstream strategic partnerships at global, national and local levels.

**Performance measures**

2006-2007: 43 human settlements programmes
Estimated 2008-2009: 64 human settlements programmes
Target 2010-2011: 68 human settlements programmes

(iii) Increased number of public-private partnerships and community partnerships facilitated at global, national and local levels

**Performance measures**

2006-2007: 5 partnerships
Estimated 2008-2009: 20 partnerships
Target 2010-2011: 25 partnerships

**Strategy**

The responsibility for subprogramme 2 is vested in the Monitoring and Research Division. The core work of the subprogramme falls within Medium Term Strategy and Institutional Plan (MTSIP) Focus Area 1, namely, Effective advocacy, monitoring and partnerships. In terms of substantive content, however, the subprogramme's work is cross-cutting and contributes to all the other MTSIP substantive focus areas. The strategy consists of working in close collaboration with Habitat Agenda partners, including national and local urban observatories, to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies and enabling legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration, as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation; and use of such data and information for policy formulation.

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming innovative policies and strategies within the substantive focus areas of the MTSIP, including urban planning and management, local economic development, urban poverty reduction and employment generation, gender and women’s empowerment, and youth and strategic partnerships;

(c) Raising awareness on the role and capacity of public-private partnerships for upscaling pro-poor shelter and related infrastructure.

(d) Promoting the transfer and exchange of lessons learned from best practices on a North-South and South-South basis;

(e) Disseminating results and findings through various publications, including the two flagship reports: the *Global Report on Human Settlements* and the *State of the World’s Cities*. 


External Factors
The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Member States will support the creation and maintenance of Habitat Agenda monitoring mechanisms at the national and local levels; (b) Member States will request technical advisory services and respond positively to follow-up to the advisory services rendered; (c) There is adequate external funding for the preparation of flagship reports and the granting of awards; (d) There is no shortfall in the level of extra-budgetary resources required to carry out all the other subprogramme activities; (e) There is sufficient political will in support of gender equality, women’s rights and empowerment activities in selected countries and at the global level; and (f) The legal and policy framework, as well as land administration procedures and rules do not cause delay in the implementation of gender-related activities.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

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<tr>
<th>Expected accomplishments of the Secretariat</th>
<th>Indicators of achievement</th>
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<tr>
<td>(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters</td>
<td>(i) Increased number of countries that strengthen their respective institutional capacities to develop strategies to reduce urban poverty</td>
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<td>Performance measures</td>
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<td>2006-2007: 49 countries</td>
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<td>Estimated 2008-2009: 55 countries</td>
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<td>Target 2010-2011: 60 countries</td>
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<td>(ii) Increased number of countries that strengthen their respective institutional capacities to respond to disasters and reduce vulnerability</td>
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<td>Performance measures</td>
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<td>2006-2007: 22 countries</td>
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<td>Estimated 2008-2009: 25 countries</td>
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<td>Target 2010-2011: 30 countries</td>
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<td>(iii) Increased number of countries adopting policies and strategies aimed at reducing urban poverty and disaster vulnerability.</td>
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<td>Performance measures</td>
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<td>2006-2007: 30 countries</td>
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<td>Estimated 2008-2009: 35 countries</td>
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<td>Target 2010-2011: 40 countries</td>
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(b) Improved national policies on housing and urban development in line with UN-HABITAT global norms and increased regional knowledge of urban conditions and trends

(i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization

**Performance measures**

- 2006-2007: 40 countries
- Estimated 2008-2009: 45 countries
- Target 2010-2011: 50 countries

(ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention

**Performance measures**

- 2006-2007: 47 countries
- Estimated 2008-2009: 55 countries
- Target 2010-2011: 60 countries

(iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports

**Performance measures**

- 2006-2007: 40 partners
- Estimated 2008-2009: 45 partners
- Target 2010-2011: 50 partners

(c) Improved coherence and integration of sustainable urbanization into United Nations Development Assistance Frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist

(i) Increased number of United Nations Development Assistance Frameworks (UNDAF) that have integrated pro-poor and sustainable urbanization.

**Performance measures**

- 2006-2007: 30
- Estimated 2008-2009: 40
- Target 2010-2011: 45

(ii) Number of comprehensive Habitat Country Programme Documents developed.

**Performance measures**

- 2006-2007: N/A
- Estimated 2008-2009: 20 Habitat Country Programme Documents
- Target 2010-2011: 30 Habitat Country Programme Documents
Strategy

Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-HABITAT combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. In implementing the Medium-term Strategic and Institutional Plan, the Regional and Technical Cooperation Division will focus on all five substantive focus areas comprising, effective advocacy, monitoring and partnerships; promoting of participatory urban planning, management and governance; promoting pro-poor land and housing; environmentally sound basic urban infrastructure and services and; strengthened human settlements finance systems at the country and regional levels through the Enhanced Normative and Operational Framework. The strategy for implementing the objective will consist of the components outlined below.

(a) Operational activities providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-HABITAT in developing countries and countries with economies in transition will be implemented at the request of Governments.

(b) National Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-HABITAT ensures that all Habitat programme managers have sound knowledge of sustainable urbanization issues and capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat programme managers will act as country-level catalysts for the implementation of the Medium-term Strategic and Institutional Plan. Major emphasis will be put on the exchange of policy experiences within regions and sub-regions and on regional monitoring;

(c) Based on a successful evaluation of the Roll-out Phase of the Medium-term Strategic and Institutional Plan Action Plan, and guided by Habitat Country Programme Documents (HCPDs), country level activities will be up-scaled through: maximum alignment of normative and operational activities within the context of the Enhanced Normative and Operational Framework; strengthened engagement with national governments, United Nations Country Teams and the United Nations Development Assistance Frameworks UNDAF and Poverty Reduction Strategy processes; and enhanced mobilization of resources and partners at the country level; and

(d) Regional offices will coordinate activities carried out at the regional and country levels and contribute to the knowledge management strategy in close collaboration with all four subprogrammes. They will backstop operational activities at the country level, continue to build capacity in disaster prevention and management, as well as ensure a rapid and effective response to post-conflict crises and disasters, as appropriate.

External Factors

The sub-programme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) The necessary human and financial resources are available; (b) Continuing and emerging political and social instability, including natural disasters such as drought, tsunami, earthquakes and floods, as well as man-made disasters that pose serious threats to programme implementation, will be minimal; and (c) There is political will among many Governments to mainstream urban and housing issues in their broad national development agenda.
Subprogramme 4:
Human settlements financing

Objective of the Organization:
To improve access to finance for housing and basic infrastructure and services, particularly for the urban poor, through innovative financing mechanisms and improved institutional capacity to leverage the contributions of communities, local authorities, the private sector, government and international financial institutions together with expanded access for sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to secondary towns.

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<th>Expected accomplishments of the Secretariat</th>
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<tr>
<td>(a) Strengthened human settlements finance systems including institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition</td>
<td>(i) Increased number of countries making increased budgetary allocations for pro-poor urban infrastructure, basic services and housing development, including transfers and other forms of support to local authorities and, in selected places, experimental reimbursable seeding operations and other innovative financial mechanisms</td>
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<tr>
<td>Performance measures</td>
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<tr>
<td>2006-2007: N/A</td>
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<td>Estimated 2008-2009: 6 countries</td>
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<td>Target 2010-2011: 12 countries</td>
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<tr>
<td>(ii) Increased number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the above experimental activities</td>
<td>Performance measures</td>
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<tr>
<td>2006-2007: 2 operational procedures and guidelines at country level</td>
<td></td>
</tr>
<tr>
<td>Estimated 2008-2009: 6 operational procedures and guidelines at country level</td>
<td></td>
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<tr>
<td>Target 2010-2011: 12 operational procedures and guidelines at country level</td>
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<tr>
<td>(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure</td>
<td>(i) Increased number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure</td>
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<tr>
<td>Performance measures</td>
<td></td>
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<tr>
<td>2006-2007: 15 countries</td>
<td></td>
</tr>
<tr>
<td>Estimated 2008-2009: 20 countries</td>
<td></td>
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<tr>
<td>Target 2010-2011: 25 countries</td>
<td></td>
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<tr>
<td>(ii) Increased number of financial instruments and bankable projects designed, packaged and effectively applied</td>
<td></td>
</tr>
</tbody>
</table>
(iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level

Performance measures

2006-2007: USD 40 million
Estimated 2008-2009: USD 200 million
Target 2010-2011: USD 220 million

(iv) Increased number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure

Performance measures

2006-2007: 5 countries
Estimated 2008-2009: 10 countries
Target 2010-2011: 15 countries

(c) Expanded access to and sustained provision of adequate clean drinking water, improved sanitation and waste management, ecologically sound energy-saving transport and power supply technologies in urban and peri-urban areas, with due regard to small secondary towns

(i) Increased number of countries and cities adopting improved infrastructure governance frameworks ensuring the involvement of local authorities, communities and vulnerable groups for implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation, and related infrastructure.

Performance measures

2006-2007: 20 countries
Estimated 2008-2009: 25 countries
Target 2010-2011: 30 countries

(ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure
(iii) Increased number of countries working with UN-HABITAT to promote access to diverse and efficient energy services and to public and non-motorized transport

**Performance measures**

2006-2007: 7 countries
Estimated 2008-2009: 10 countries
Target 2010-2011: 13 countries

(iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating

**Performance measures**

2006-2007: Not applicable
Estimated 2008-2009: 10 countries
Target 2010-2011: 15 countries

(d) Expanded partnerships between UN-HABITAT and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance

(i) Increased number of partnerships established to enhance investment allocations for improving human settlements

**Performance measures**

2006-2007: 2 partnerships
Estimated 2008-2009: 5 partnerships
Target 2010-2011: 20 partnerships

(ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships

**Performance measures**

2006-2007: USD 0 million
Estimated 2008-2009: USD 50 million
Target 2010-2011: USD 100 million
Strategy

The responsibility of this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of MTSIP, the Human Settlements Financing Division will take the lead on Focus Area 4, environmentally sound basic urban infrastructure and services and on Focus Area 5, strengthening human settlements finance systems as the principal areas of work and relate these to all the other Focus Areas. The subprogramme strategy will comprise the following:

(a) UN-HABITAT’s catalytic and pre-investment role will be strengthened, as called for by the MTSIP, by working with a range of partners and new arrangements to devise and apply innovative financial mechanisms for mobilizing investments from international and domestic sources to improve the availability of affordable housing, adequate shelter and environmentally sound basic infrastructure and services in developing countries and in countries with economies in transition. Special focus will be placed on the needs of slum-dwellers and low-income groups.

(b) Implementing the initial phase of the four-year experimental reimbursable seeding operations (ERSO) for pro-poor housing and related infrastructure, building on the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, and working with existing financial institutions, other UN bodies and other operators in identifying risks, preconditions, methodologies and tools for innovative financial arrangements;

(c) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital;

(d) Providing support to the Water for African Cities Programme and Water for Asian Cities Programme through the Water and Sanitation Trust Fund, together with support to the replicable model-setting initiatives in the Lake Victoria and Mekong Regions;

(e) Promoting pro-poor investment in water and sanitation through strategic partnerships among key stakeholders including community organizations, women, youth and other vulnerable groups, municipalities, private sector utility operators, financial institutions, and central governments;

(f) Working with the World Bank Group, regional development banks, and other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-HABITAT with the investment portfolios of financing institutions to leverage domestic capital for slum upgrading and other pro-poor human settlements development as a key element of the Enhanced Normative and Operational Framework;

(g) Promoting sustainable transport including Bus-Rapid Transit programs in three sub-Saharan African cities (Nairobi, Kampala and Addis Ababa) and increasing the use of non-motorized transport as a tool for poverty alleviation and as a hedge against the overuse of the private automobile to meeting future transport demand; and

(h) Undertaking energy efficiency audits of water utility operations in Africa, Asia and Latin America implementing renewable energy applications for water and sanitation service provision to reduce over-reliance on grid-based energy systems, as well as working with local electricity utility companies throughout Africa in slum electrification programs to increase grid connections for those living in informal settlements (slums).
External Factors

The Subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) There is continued financial commitment and support from international and regional development banks, bilateral development cooperation agencies and international donor facilities to strengthen the Foundation; (b) There is support among Member States and domestic financial institutions at the country level to develop financial mechanisms for mobilizing domestic capital for slum upgrading; and (c) There is political will to overcome institutional barriers and identify modalities for effective partnerships that result in financial commitments for both shelter and local level infrastructure, especially water and sanitation, in order to make a serious impact on the very large deficit in these provisions that is holding back economic growth in developing countries.
Legislative mandates

General Assembly resolutions

S-25/2  Declaration on Cities and Other Human Settlements in the New Millennium
53/242  Report of the Secretary-General on environment and human settlements
55/2  United Nations Millennium Declaration
56/206  Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for the Human Settlements (Habitat)
57/144  Follow-up to the outcome of the Millennium Summit
57/270 B  Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275  Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-HABITAT)
58/269  Strengthening of the United Nations: an agenda for further change
60/1  2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/15  Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/124  Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)
60/125  International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/130  Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/188  Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
60/193  Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194  Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 1 and 3)
60/195  International Strategy for Disaster Reduction (subprogrammes 1 and 3)
60/196  Natural disasters and vulnerability (subprogrammes 1 and 3)
60/203  Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-HABITAT)
60/228  Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1  Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62 Coordinated implementation of the Habitat Agenda
2005/48 Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits

**Governing Council resolutions**
18/4 Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme (subprogrammes 1 to 3)
19/5 Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6 Water and sanitation in cities
19/16 Women’s role and rights in human settlements development and slum upgrading
20/1 Youth and human settlements
20/7 Gender equality in human settlements development
20/10 World Urban Forum
20/19 Work programme and budget of the United Nations Human Settlement Programme for the 2006-2007 biennium
21/1 Proposed work programme and budget of the United Nations Human Settlements programme for 2008-2009
21/2 Medium-term strategic and institutional plan for 2008-2013
21/9 Women’s land and property rights and access to finance

**Subprogramme 1**

**Shelter and sustainable human settlements development**

**Governing Council resolutions**
16/7 The realization of the human right to adequate housing
17/10 Rural dimension of sustainable urban development
18/5 International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda
18/11 Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda
19/3 Global campaigns on secure tenure and urban governance
19/12 Decentralization and strengthening of local authorities
20/16 Enhancing the involvement of civil society in local governance
20/18 Decentralization and strengthening of local authorities
20/20 Thirteenth session of the Commission on Sustainable Development
21/4 Guidelines on decentralization and strengthening of local authorities
21/5 Guiding principles on access to basic services for all
21/6 Sustainable development of Arctic human settlements

**Subprogramme 2**

**Monitoring the Habitat Agenda**

**General Assembly resolutions**
34/114 Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194 Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248 World survey on the role of women in development
Policies and programmes involving youth
Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions
Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions
Rural dimension of sustainable urban development
The role of local authorities
Urban-rural linkages and sustainable urbanization
Enhancing the engagement of youth in the work of UN-HABITAT
Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
Urban youth development
Women’s land and property rights and access to finance

Subprogramme 3
Regional and technical cooperation
Integration of the economies in transition into the world economy
Triennial comprehensive policy review of operational activities for development of the United Nations system
Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions
Regional and technical cooperation
Countries with economies in transition
Human settlements development in the occupied Palestinian territories
Special Human Settlements Programme for the Palestinian People
Habitat Programme Managers and regional offices
Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing
Establishment of the United Nations Habitat and Human Settlements Foundation

Governing Council resolutions
Strengthening the United Nations Habitat and Human Settlements Foundation
Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation
Africa Fund/financing mechanism on slum prevention and upgrading.
Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing.
Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure.