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Executive Summary

1. Introduction

The present progress report is the eighth since the beginning of the implementation of the Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013. It is submitted in accordance with the Governing Council (GC) resolution 21/2 paragraph 20, which requests UN-Habitat to report on progress and challenges related to the implementation of the MTSIP on a regular basis to the Committee of Permanent Representatives. The report builds on the experience of the last six-monthly progress report presented to the CPR in June 2010. It reviews progress, challenges and next steps to implementation of all six MTSIP focus areas, the enhanced normative and operational framework and cross-cutting issues including gender, youth and disaster prevention.

2. Progress and highlights of achievements

Focus Area 1: Effective Advocacy, Monitoring and Partnership

The focus is on improved awareness of sustainable urbanization issues, monitoring of sustainable urbanization conditions and trends and participation of Habitat Agenda partners in formulation of sustainable urbanization policies.

- **Improved Advocacy for sustainable urbanization**: Through UN-Habitat publications and major events, awareness on urban issues has been raised. Increasing number of publications, especially the flagship report, are being downloaded from the UN-Habitat websites. 4 million visits and 3347,700 download from UN-Habitat website were recovered in 2010, compared to 3.4 million and 284,417 in 2009. World Habitat Day was celebrated in 79 countries and recorded 239 events, an increase of over 100% from 2009. The Asia and Pacific Ministerial Conference on Housing and Urban Development (22-24 June 2010) on the theme “Empowering Communities for Sustainable Urbanization raised awareness and adopted action plans for implementation. The translation of the UN-Habitat website into more than 50 local languages has increased information and knowledge outreach. The World Urban Campaign has increased partnerships involving 8 networks. The Shanghai Expo with the theme “Better City, Better Life” provided a high level platform for advocating urban issues.

- **Monitoring urbanization conditions and trends**: The monitoring function of UN-Habitat has expanded and improved knowledge among Governments, local authorities and Habitat Partners of urban conditions and trends. UN-Habitat is currently supporting 155 urban observatories, up from 145 in May 2010. A training workshop in Beirut, September 2010, bringing participations from 30 countries, improved understanding of inequalities at the city level using the census data of various countries. Measuring progress towards the implementation of the Habitat Agenda and MDGs, UN-Habitat contributed a section to the MGD Report 2010, Goal 7, target 11 of improving the lives of slum-dwellers. The section emphasis that slum improvements, though considerable, are failing to keep pace with the growing ranks of the urban poor.

- **Increased participation of Habitat Partners in formulation of sustainable urban policies**: The New UN-Habitat Partnership Strategy, October 2010, will improve UN-Habitat engagement mechanisms with relevant partners. A total of 28 international organizations and 158 research centres and Universities have directly requested for urban indicator data as of November 2010. The data base on Habitat Agenda partners has expanded over 2,800 partners organizations, compared to 2,500 at the end of 2009, and has facilitated dissemination of information to them through electronic means.

Focus Area 2: Improved urban planning, management and governance (UPMG)

The focus is on climate change, urban safety and urban economic development in improving policies, strengthening institutions and improved implementation.
• **Improved policies, legislation and strategies to support UPMG:** 39 countries have improved policies, legislation and strategies for UPMG with UN-Habitat’s support, exceeding the target of 30 for the biennium 2010-2011. 22 Cities, in Africa, Asia and Pacific and Latin America are currently participating in the Cities Climate Change, to enhance climate change mitigation and preparedness of cities. In 16 cities, flyers have been prepared with details of planned activities. In four cities (Maputo, Kampala, Sorsogon, Esmeraldas) detailed climate change assessments have been carried out giving recommendations for adaption, mitigation, strategies and interventions. In the Lake Victoria region, East Africa, strategic plans have been developed to mitigate some of the effects of rapid urbanization as a follow up to the technical support in rapid urban appraisals, urban planning and capacity building. The Youth Resource Guide on youth initiatives and crime prevention strategies has been published and disseminated throughout the Safer Cities Network.

• **Strengthening institutions to promote UPMG:** 41 institutions have received institutional capacity development support from UN-Habitat, enabling them to promote sustainable urbanization, up from 15 institutions at the beginning of the MTSIP period. UN-Habitat is training 5 urban planners from East Africa, each year, at the University of Tongji through Chinese Government scholarships. A total of 11 crisis prone and post crisis countries have UPMG policies which incorporate urban risk and vulnerability measures, up from 9 in 2009.

• **Improved implementation of inclusive UPMG:** A total of 132 cities are implementing inclusive UPMG with the support from UN-Habitat through participatory approaches to action planning and implementation in the areas of governance, safety, environment, risks and post-crisis management. This is an increase from 112 in 2009. The development of the Lake Victoria web-based spatial portal and data repository for regional urban planning records is helping to keep track of regional indicators and practical tools for use in urban planning.

**Focus Area 3: Promotion of pro-poor land and housing**

The focus is on improved access to land and housing, security of tenure and slum improvement and prevention.

• **Improved land and housing policies:** UN-Habitat has continued to mobilize and support Governments and Habitat Agenda Partners to implement improved land and housing policies. As of October 2010, a total of 33 countries were either in the process of developing, implementing or have completed land and housing reforms. The Global Land Tool Network continues to grow. By October 2010 the network had increased its partners to 42 global organizations compared to 33 in 2009, with individual membership of 1,550 people from 142 countries.

• **Security of tenure:** Based on normative tools and technical assistance, UN-Habitat has mobilized a number of Governments and Habitat Partners to improve security of tenure and reduce forced evictions. Currently, 24 countries, up from 19 in the previous reporting period, are implementing policies to improve security of tenure, and preventing unlawful and forced evictions. Forced evictions still remain a significant challenge in partner countries but emphasis is on land policies, and tenure systems with emphasis on the rights and capacities of the urban poor. Monitoring of forced evictions is being addressed through the “Global Eviction Monitoring Facility” which is part of the Urban Gateway, launched in October 2010, as a global tool to improve knowledge management and facilitate collaboration.

• **Slum prevention and improvement:** Currently, 33 countries are implementing slum prevention and improvement programmes with UN-Habitat’s support, up from 26 countries in 2009. These include the Slum Upgrading programmes being implemented in various African countries.

**Focus Area 4: Environmentally sound and basic urban infrastructure and services**

• **Enabling policies and institutional frameworks:** The number of countries progressively adopting policies aimed at expanding access to environmentally sound urban infrastructure and services has reached 35, exceeding the target of 30 countries for 2010. The Global Water Operators
Partnerships Alliance has expanded to more than 100 partners. The total number of people benefiting from interventions of the water and sanitation programmes in Asia, Africa and Latin America and the Caribbean by the end of October 2010 stood at 1.25 million beneficiaries, an increase from 1.15 million since June 2010.

- **Increased institutional efficiency and effectiveness:** By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 92 in October 2009. In Eastern Africa, capacities of 20 institutions have been strengthened to promote expansion of basic urban services in the Lake Victoria region.

- **Enhanced consumer demand:** Water and sanitation is now one of the key strategic priorities for the East African Community that is influencing policy in its member States. The on-line tool, “Monitoring to Inform and Empower Platform” is contributing to comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions and help measure their impacts. Under the Lake Victoria Water and Sanitation Programme UN-Habitat has promoted the Sanitation and Hygiene Education Methodology through the integration of new ethics and behaviour change amongst service providers and users in order to ensure more equitable service provision of water and sanitation.

**Focus Area 5: Strengthening Human Settlements Finance Systems**

Two finance programmes are managed under focus area 5: the Revolving Loan Fund under the Experimental Reimbursable Seeding Operations (ERSO) and the Grant Programme under the Slum Upgrading Facility (SUF). The total funds that have been leveraged through Experimental Reimbursable Seeding Operations (ERSO) seed funding of US$2,750,000 has now reached USD 550,000,000. To date, grant agreements worth US$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania. Total combined loans and grants through SUF and ERSO for the 8 countries is USD 9,523,684, with a combined leverage of US$556,714,084. In 2010, 8 publications on human settlements finance systems and tools were published. These have attracted public interest and are in high demand. Presently, external evaluations of SUF and ERSO are on going to determine the achievements and lessons learned from these two innovative financing mechanisms.

**Focus Area 6: Excellence in Management (Focus Area 6)**

The focus is on staff empowerment, institutional alignment, RBM application and financial resources to deliver MTSIP results.

- **Staff empowerment:** The percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up slightly to 94%, from 93% in May 2010. Training on a revised performance appraisal system for staff is on-going. Communication and information sharing has improved within the organization through an improved intranet and the monthly newsletter informing staff of important issues.

- **Institutional alignment:** There is general agreement that the MTSIP Results Framework has contributed to better collaboration and integration among divisions and staff. Senior management has entered into consultations with the new Executive Director on a proposed review of the organizational structure of UN-Habitat. An agency-wide portfolio review by an external consultant has been initiated. The Joint CPR and UN-Habitat review of the governance structure of UN-Habitat is on track, with a view to developing a better functioning institutional structure. The “quick wins” already identified by the review are being implemented.

- **RBM Application:** Based on an internal assessment of the Programme Review Committee (PRC), 97% of programmes and projects approved since June 2010 are designed to contribute to MTSIP results. A new sub-task force to spearhead internalization of RBM in the organization has been re-established with benchmarks and targets to be met by the end of 2011. Capacity building in RBM
has continued with more than 200 staff now trained up from 125 by the last reporting period. Improvements in programme planning, monitoring, and reporting have been noted. The MTSIP Peer Review was completed, and a management response with action planned is being implemented to address the recommendations. It is expected that this will further improve the performance of the organization. Some progress has been made in monitoring and reporting through periodic reporting on implementation of MTSIP and providing quarterly country activity reports. Evaluation is an essential component of effective performance assessment. Since June 2010, three evaluations have been completed: The MTSIP Peer Review, the evaluation of Habitat Country Programme Documents; and the evaluation of WUF5. Five evaluations are currently ongoing: the Gender, the youth, the SUF, ERSO and involvement of UN-Habitat in “Delivering as One” evaluations.

- **Financial resources to deliver the MTSIP:** As of September 2010, non-earmarked funds amounting to US$12 million had been received which represents 42% of the annual target of US$28.5 million. For earmarked resources, US$119 million was received in 2010, which represents 94% of the annual target of US$126 million. In the current biennium, assessment shows that 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, while 95% of the earmarked resources have been allocated to MTSIP focus area priorities in line with the donor agreements. A new mechanism for allocation of non-earmarked funding that is more transparent and results-oriented, is now in place.

Enhanced Normative and Operational Framework (ENOF) as cross cutting

ENOF is designed to enhance cohesion, alignment, collaboration and guide UN-Habitat in-country activities. It is also aims to facilitate the inclusion of urban issues in national development strategies and United Nations Development Assistance Frameworks (UNDAFs). National Urban Forums as well as Habitat Country Programme Documents (HCPDs) are key components in implementing ENOF.

- **HPCDs:** Evaluation of the first 33 HCPDs was completed in July 2010. The evaluation’s recommendations, included one on updating HCPDs in order to bring the ENOF agenda closer to partners at the country level. This recommendation is already being implemented.

- **20 National Urban Forums,** up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for the World Urban Campaign and other dialogues on urban issues at the national level.

- **Integration of urban issues and UNDAFs and national priorities:** Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and into 38 national development plans, up from 20 in 2009.

- **Inter-divisional work within UN-Habitat at country level is improving.** Various programmes are being implemented within the ENOF context including: Slum Upgrading (Burundi, Cape Verde, Ghana, Indonesia, Mali, Tanzania); Safer Cities (Kenya and Tanzania); GLTN (Ethiopia, Botswana, Haiti, Senegal, South Africa, India, Pakistan, Grenada, Indonesia); Water and Sanitation (Africa, Asia, Latin America); Cities and Climate Change Initiative (Senegal, Philippines).

- **29 Countries,** in Africa, Arab States, Asia-Pacific and Latin America and the Caribbean have been selected as “flagship” or “focus” countries had been selected to facilitate the development and implementation of programmes and activities for maximum impact within the context of ENOF.

- **Evaluation of UN-Habitat’s involvement in the UN Secretariat’s “Delivering as One” initiative is on-going.** This will include identification of challenges and opportunities is on ongoing.
Cross-cutting issues including gender, your and disaster

- Gender mainstreaming is being implemented through the Gender Equality Action Plan. Independent external evaluations on both the youth and gender programmes, to assess progress in integration of youth and gender mainstreaming in the work of UN-Habitat are on-going and are expected to be completed in January 2010.

- The youth, through the “Opportunities Fund for Urban Youth-led Development” are being empowered to enhance their capacity in entrepreneurship skills and in youth-led development initiatives. Grants totaling US$893,000 to youth-led projects have been disbursed to projects in Africa, Asia and Latin America.

- The IASC Working Group has endorsed the UN Habitat-led Strategy and Two-Year Action Plan in November 2010 in order to make responses in urban areas more effective in saving more lives and accelerating early recovery from disasters and other humanitarian crises.

3. Challenges

- MTSIP has introduced various internal change initiatives with new tools and products being introduced, ensuring that these are coherently linked and bring efficiency is still a challenge. Moreover there are incongruence between systems and procedures in biennial work programmes Versus MTSIP.

- Given the number of ongoing initiatives, strengthening the internal technical and methodological capacities is still limited despite recruitment of additional staff.

- Achieving more systematic integration of urban issues into country programming through UNDAF and the Delivering as one UN initiative is still a challenge.

- Mobilization of resources at global level for normative activities at country level has continued to be difficult.

- Systems to support effective application of RBM are not yet in place. The System that manage recourses (IMIS) and the one that manage programmatic aspects (IMDIS) do not “talk” to each other making it difficult for efficient and comparative analysis of performance.

- Though MTSIP results framework has contributed to better alignment and increased the understanding of the need for collaboration to achieve the results, indicators and targets are still not realistic and there is insufficient capacity to collect necessary data and information indicators of achievement.

4. Next steps

- Implementation of the MTSIP Peer Review Recommendations including a comprehensive organizational review that aims at aligning the organizational structures of UN-habitat with the MTSIP results. The review could also address the technical and methodological capacities of the organization.

- Exploring how to address, in a more robust way, emerging programme priorities including: cities and climate change, urban mobility and transport and sustainable energy in cities.

- Implement phase 3 of the joint CPR and the Secretariat review of UN-Habitat’s governance structure.

- To update and revise the indicators to measure MTSIP results.

- Preparations for the twenty-third session of the Governing Council.
I Introduction

This is the eighth progress report since the beginning of the implementation of the Medium-term Strategic and Institutional Plan (MTSIP) for 2008-2013. It is submitted in accordance with the Governing Council (GC) resolution 21/2 paragraph 20, of 20 April 2007, in which the GC requested the Executive Director to report on progress and challenges related to the implementation of the MTSIP on a regular basis to the Committee of Permanent Representatives.

The MTSIP which contains six focus areas and the Enhanced Normative and Operational Framework (ENOF) is implemented in phases. The first phase, 2008-2009, witnessed significant progress in implementing the “quick wins” and “must dos” in relation to the priorities set by the GC. Evidence on significant progress in the implementation of the first phase of IMTSP was based on the six-monthly progress reports and external evaluations including Assessment of Excellence in Management, 2009; Review of the World Urban Forum, 2009; Mid-term Assessment of the Global Land Tool Network, 2010.

The present progress report is the second in the second phase of MTSIP the implementation for, 2010-2011. It builds on the experience of the last progress report that was presented to the CPR at its regular session of June 2010. It covers the period from May to November 2010.

The report focuses on the achievements in relation to the planned expected accomplishments (results) per focus area. Its format, and use of “traffic lights” were prescribed and agreed upon with the CPR, in November 2008. The format is designed to enhance the report’s conciseness and readability. Reporting the from country and regional levels has been facilitated by Habitat Programme Managers and Regional Office Staff.

The report starts with the executive summary which provides, at a glance, what the report is all about in terms of achievements, challenges and next steps. Following the Executive Summary and the present introduction section, Section II summarizes the status of progress per focus area. Section III presents detailed progress against indicators of achievements, lists specific achievements and describes key challenges and next steps for each of the six focus areas. In additions, achievements on ENOF and Cross-cutting issues, especially the gender, youth and disaster are reported on. Section IV highlights the strategic direction ahead for implementation of the MTSIP in the next six months.

From this report, it is evident that all focus areas have made significant progress, with some expected accomplishments being “on track” and some with “mixed progress”.

## II Status of progress per focus area

<table>
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<tr>
<th>On track – satisfactory progress</th>
<th>Mixed progress - stay alert</th>
<th>High attention required</th>
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### Advocacy, monitoring and partnership (Focus Area 1)

**Improved awareness of sustainable urbanization issues at the national and global levels**

Publications and major events are the major platforms for awareness raising on sustainable urbanization. These include, UN-Habitat’s flagship reports (Global Report on Human Settlements and the State of the World Cities Report), the World Urban Forums (WUFs) and World Habitat Day (WHD), the World Urban Campaign, expositions, regional ministerial conferences, national forums, etc. Media articles on flagship reports and events are collected a month before and after the launch. A total of 14,022 media articles (in English only) on flagship reports and major events such as WUF and WHD were recorded in 2010 compared to 7,910 in 2009. The State of the Asian Cities Report and the State of the Chinese Cities Report, which were launched on the WHD of 2010, at the Shanghai Expo, attracted 300 articles (English only). Four million visits and 347,700 downloads from the UN-Habitat website were recorded in 2010 compared to 3.4 million and 284,417 in 2009. A new record of 239 events in 79 countries were held to commemorate WHD, an increase of about 120% in number of countries and 117% in the number of events compared to those of 2009. The UN-Pavilion at the Shanghai Expo attracted 40 UN agencies and about three million visitors through 150 events on sustainable urbanization issues. The Asia and Pacific Ministerial Conference on Housing and Urban Development (22-24 June 2010) on the theme “Empowering Communities for Sustainable Urbanization” raised awareness and adopted action plans for implementation in the national context. The dynamic translation of the UN-Habitat website into more than 50 local languages including UN languages of Arabic, Spanish, Russian, French, Portuguese and Chinese launched in June 2010, will increase the audience of UN-Habitat’s knowledge dissemination on urban issues. By November 2010, 20 countries had established National Urban Forums compared to 14 at the end of 2009, following UN-Habitat support and advocacy.

### Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy

Habitat Agenda Partners engagement is through national governments, local authorities, civil society organizations including the youth, gender, universities and research institutions, the private sector, parliamentarians, foundations, the public sector corporations and financial institutions. UN-Habitat’s Partnership Strategy, focusing on partnership engagement mechanisms was completed in October 2010. A total of 28 international organizations and 158 research centres and universities have directly requested for urban indicator data and information from flagship reports as of November 2010. Eight umbrella organisations including Building and Wood Workers International; Commonwealth Association of Planners; GDF SUEZ; Penn Institute for Urban Research and World Business Council for Sustainable Development have made commitments (through MOUs) to work on the agreed principles relating to Sustainable Urban Development. Two networks, print (CitiScope) and electronic (South-South News) have also been brought on-board to promote the World Urban Campaign messages and principles. Three regions (Eastern Europe, European Commission and the Arab States) and two countries (India and Mexico), in partnership with UN-Habitat have commenced production of their respective state of cities reports. The Urban Gateway, a global online urban portal for partners and by partners, launched during the WHD in October 2010, has started to enhance sharing of information on urban issues, and improving communication of UN-Habitat with its partners. Through the “Opportunities Fund for Urban Youth-led Development” the youth have been mobilized to strengthen youth-led policy formulation, exchange of information and to build capacity in entrepreneurship skills.
**Monitoring of sustainable urbanization conditions and trends improved**

There is increased partnerships and strengthened capacities of national departments and UN bodies in monitoring and reporting on urbanization. UN-Habitat provides technical assistance on the use of tools and methodology and has built local and national capacities to collect and apply urban indicators in policy analysis and formulation. The number of operational Local Urban Observatories have increased to 155 by October 2010, from 145 in May 2010. During the reporting period, a total of 68 Urban Observatories have adopted full urban indicator guidelines and 52 have partially adopted urban indicator guidelines while 50 have consulted urban indicator guidelines during indicator development. Requests to UN-Habitat from countries in Asia, Africa and Latin America to establish national and local urban observatories have increased. Besides the collaborative work with national partners, UN-Habitat also continues to regularly update the urban indicator programme collaboration with UNICEF and UN Statistics Division and UNFPA. Other UN agencies collaborating with UN-Habitat through Urban Observatories include UNDP, UNESCWA, ESCAP, UNECA, UNDESA, WHO and the Joint Research Commission of the European Union. UN-Habitat organized capacity building workshop for national statistical officers for western and Northern Africa Cities, in Beirut in September 2010 in order to deepen analysis of inequalities at the city level using the census data of various countries. The training has a target of 30 countries. On monitoring the Habitat Agenda and the Millennium Development Goals, UN-Habitat publishes the urban indicator data in the UN-Habitat flagship reports. It also contributed to the MGD Report 2010, on target 11 (the slum target) and also to the World Health Organization’s global report.

**Participatory urban planning, management and governance (UPMG) (Focus Area 2)**

**Improved policies, legislation and strategies support inclusive UPMG**

The entry points have been on climate change, urban safety, urban economic development and collaboration with other focus areas. 39 countries have improved policies, legislation and strategies for UPMG with UN-Habitat’s support, up from 28 in October 2009, exceeding the target of 30 for the biennium 2010-2011. A total of 11 crisis-prone and post-crisis countries now have UPMG policies which incorporate urban risk and vulnerability measures, up from 9 in 2009. Urban planning policy reviews have been initiated in 3 countries: Colombia, Tanzania and Philippines, with a view to informing urban planning policies and strategies for sustainability. The Youth Resource Guide on youth initiatives and crime prevention strategies has been published and disseminated throughout the Safer Cities Network. Through the Cities and Climate Change Initiative, the “Urban Stakeholder Action Agenda on Climate Change” has been adopted for climate change adaptation planning. In Sorsogon, Philippines, a climate change pilot city, participatory vulnerability assessment has led to inter-departmental collaboration. In the Lake Victoria region, East Africa, execution of rapid urban appraisals, urban planning and capacity building has led to the development of strategic plans to mitigate some of the effects of rapid urbanization. In Tanzania, the urban safety and social cohesion agenda rather than isolated projects has been initiated. In Palestine, UN-Habitat provided support in spatial planning at regional and Governmental levels. A photographic campaign documenting emerging issues in five countries including Malaysia, Brazil, China and Nigeria, was a show case at the UN-Habitat’s exhibition at the Shanghai Expo.

**Strengthened institutions promote inclusive UPMG**

The number of institutions, in targeted countries, that have received institutional strengthening thus enabling them to promote sustainable urbanization had increased to 41 by October 2010, up from 37 institutions in May 2010, and up from 15 institutions at the beginning of the MTSIP period. UN-Habitat developed and launched a guide for national governments to support cities and local authorities in the implementation of the Convention on Biological Diversity “Supporting Local Action For Biodiversity, 2010”. In collaboration with the University of Tongji, China, UN-Habitat has built capacity of urban planners from East African countries on participatory spatial planning and solid waste management. In partnership with Mount Carmel Training Centre, UN-Habitat has strengthened capacities of trainers on gender and local governance. Also, UN-Habitat has strengthened the capacity of the International Federation of Surveyors in conducting gender land evaluation. UN-Habitat, in collaboration with the University of Philippines, strengthened capacities of the Universities of Australia, Indonesia, Mongolia, the Netherlands, Papua New Guinea, Sri Lanka, Thailand and Vietnam in urban planning. The Lake Victoria City Development Strategies initiative, in collaboration with the Netherlands Institute for Housing and Urban Development Studies, is running a diploma course on urban development studies. So far, 35 local authority personnel have attended this course. Urban safety on-line toolkits and training modules for the Asia and Pacific region have been developed. UN-Habitat has assisted Kenyatta University and the University of Nairobi in developing curricula for programmes based on issues of urban energy, food security, water and...
sanitation. Local authorities in 15 Liberian Cities received training on leadership, financial management and local economic development. 50 staff members from the Iraq Ministry of Planning and Development Cooperation and from the Ministry of Municipalities and Public Works were trained on 14 modules of urban management, economic development and strategic planning. *CITYWIDE Strategic Planning* published during 2010, gives a step by step guide on the comprehensive planning process followed in the preparation of a city-wide strategic plan.

### Improved implementation of inclusive UPMG

A total of 132 cities are implementing inclusive UPMG with the support from UN-Habitat through participatory approaches to action planning and implementation in the areas of governance, safety, environment and risks and post-crisis management. This is an increase from 112 in 2009. The development of Lake Victoria website-based spatial portal and data repository for regional urban planning records: [http://gridnairobi.unep.org/lvsp/ptk](http://gridnairobi.unep.org/lvsp/ptk) provided a resource to keep track of regional indicators, strategic plans and practical tools for use in urban planning. The Disaster Management Committee in Kingston, Jamaica, refined its mandate in order to include urban women’s security. Publication of lessons from experience in the development and implementation of strategic urban development plans and slum upgrading plans has initiated debate and exchanges inside and outside UN-Habitat on key areas of planning, management and governance. UN-Habitat will train 5 urban planners from East Africa, each year, at the University of Tongji through Chinese Government scholarships.

### Pro-poor land and housing (Focus Area 3)

#### Improved land and housing policies implemented

UN-Habitat has mobilized and supported Governments and Habitat Agenda Partners to implement improved land and housing policies. As of October 2010, a total of 33 countries were either in the process of developing, implementing or have completed land and housing reforms with the support of UN-Habitat (3 in Europe, 7 in Asia Pacific, 17 in Africa and Arab States, and 6 in Latin America and the Caribbean). Of these, five land and housing reforms were completed in the reporting period. Through the Global Land Tool Network (GLTN), UN-Habitat continues to facilitate a network of important actors in the land sector. By October 2010, the network had increased its partners to 42 organizations compared to 33 in 2009, with individual membership of 1,550 from 142 countries. UN-Habitat through GLTN supported the World Bank in the development of the Land Governance Assessment Framework for assessing land-related interventions. UN-Habitat supported the Land Policy Initiative in Africa in collaboration with the Economic Commission for Africa and the African Development Bank. The new Kenyan constitution promulgated in August 2010, has a chapter on land that originated from the Kenya National Land Policy whose development received technical support from UN-Habitat. The *Land, Environment and Climate Change* published in 2010 and which is based on 20 case studies, focuses on the linkages between land and the environment moving from scientific framework to a country-level implementation framework.

#### Security of tenure increased

Based on normative tools and technical assistance, UN-Habitat has mobilized a number of Governments and Habitat Partners to improve security of tenure and reduce forced evictions. Currently, 24 countries, up from 19 in the previous reporting period, of which 11 are in Africa and Arab States, 9 in Asia Pacific, 1 in Eastern and Central Europe and 3 in Latin America and the Caribbean are implementing policies to improve security of tenure, including reducing forced evictions. Three security of tenure reforms were completed in the reporting period. Forced evictions still remain a significant challenge in partner countries. The challenge of monitoring forced evictions is being addressed through the “Global Eviction Monitoring Facility” which is part of the Urban Gateway that was launched in October 2010, as a global tool to improve knowledge management and facilitate collaboration.

#### Slum improvement and prevention policies promoted

UN-Habitat’s priorities in post-crisis situations are land and housing delivery, slum prevention and slum upgrading through local, city and national level policy and interventions. Currently, 33 countries (17 in Africa
(and Arab States, 10 in Asia Pacific, 1 in Europe and 5 in Latin America and the Caribbean) are implementing slum prevention and improvement policies with UN-Habitat’s support. This includes 12 African countries under the Participatory Slum Upgrading and Prevention Programme implemented by Regional Technical Cooperation Division and supported by the Shelter Branch as part of the Enhanced Normative and Operational Framework.

### Environmentally sound basic urban infrastructure and services (Focus Area 4)

#### An enabling policy and institutional framework promotes expanded access

The number of countries progressively adopting policies aimed at expanded access to environmentally sound urban infrastructure and services has reached 35, exceeding the target for 2010. The Global Water Operators Partnerships Alliance has expanded to more than 100 partners, including the French Development Agency, the Caribbean Development Bank and the Development Bank of South Africa. In Central America, UN-Habitat is supporting implementation of the Solid Waste Management Initiative in Nicaragua, Guatemala, El Salvador and Costa Rica. A total of 20 partner institutions and 50 community institutions are currently benefiting from UN-Habitat’s capacity development programme that started in October 2010. The advocacy for the concept of sustainable urban mobility at the UN-Commission on Sustainable Development is promoting transport solutions to the urban poor. Studies to promote sustainable transport solutions for East African and Asian cities under the Global Energy Network for Urban Settlements were conducted during the reporting period. Collaboration with the Gender Water Alliance, gender approach is being integrated into the water and sanitation sector in Central America. UN-Habitat has laid a foundation for strengthening research in 6 Sub-Saharan countries in the fields of motorized transport and through participation in the TEST-Net work.

#### Increased institutional efficiency and effectiveness

The total number of people benefiting from interventions of the water and sanitation programmes supported by UN-Habitat in Asia, Africa, Latin America and the Caribbean by the end of October 2010 stands at 1.25 million beneficiaries, up from 1.15 million in November 2009. By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stood at 123, up from 92 in October 2009. In Eastern Africa, capacities of 20 institutions have been strengthened to promote expansion of basic urban services in the Lake Victoria region. Municipal councils and water service providers in 10 towns in 3 East African countries are receiving training in governance and pro-poor service delivery. In the Latin American region, five decentralized sustainable sanitation knowledge nodes have been established in five countries that are expanding and promoting the integration of sustainable sanitation approaches.

#### Enhanced consumer demand

The Monitoring to Inform and Empower Platform launched during the Stockholm World Water Week, March 2010, as a global online water and sanitation monitoring data storage and visualisation warehouse is now operational. The platform helps lower the cost and increase the quality and quantity of data collected, closing the gap between reported water and sanitation service provision realities in real time. The tool is contributing to more accurate and comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions, and help measure their impacts as well. Under LUWATSAN, an estimated 220,000 households have benefited from improved water services through piped water. UN-Habitat has promoted Sanitation and Hygiene Education Methodology the integration of new ethics and behaviour change amongst service providers and users to ensure more equitable service provision related to water and sanitation. Capacity building programmes offered by UN-Habitat to communities has facilitated construction of individual toilets, both in Asia and the Caribbean, and Africa regions.
### Human settlements finance systems (Focus Area 5)

**Financing raised for and increases recorded in affordable and social housing stock and related infrastructure**

Two finance programmes are managed under focus area 5. The Revolving Loan Fund under the Experimental Reimbursable Seeding Operations (ERSO) and under the Grant Programme: Slum Upgrading Facility (SUF). The total funds that have been leveraged through ERSO seed funding of US$2,750,000 has now reached US$550,000,000. To date, grant agreements worth US$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania, through 6 local Finance Facilities. Total combined loans and grants through SUF and ERSO for the 8 countries is US$9,523,684, with combined leverage of US$556,714,084. In 2010, 8 publications on human settlements finance systems and tools were developed and have attracted public interest and are in high demand.

**Increase in activities in municipal finance and affordable housing finance**

Under the memoranda signed during the past six months, more than six municipalities have formally committed funds through December 2011 for affordable housing and basic infrastructure, worth US$6,586,438, and US$1,160,000 extending to 2013. These arrangements are already operational in Indonesia, Tanzania, Uganda Palestine, Nepal and Nicaragua. In Uganda, ERSO made a loan to DFCU Bank. The loan is to benefit up to 250 households of the Kasoli housing association (Tororo municipality) to access housing. In Tanzania, the ERSO loan was to Azania Bank for on-lending to Mwanza City Council for peri-urban development. The target is to benefit 700 middle income and 2100 lower income households. In Nepal, ERos made a loan to Habitat for Humanity International-Nepal. 900 families will benefit from the loan. In Nicaragua the loan is for infrastructure development and supporting microfinance housing loans, benefiting an estimated of 2000 households. In the occupied Palestinian territories, the loan will develop up to 30,000 units of affordable housing for low to middle-income Palestinian public sector workers (e.g. teachers and nurses). In Indonesia, the Local Finance Facilities are undertaking projects for housing improvement for 116 households.

### Excellence in Management (Focus Area 6)

**Staff are empowered to achieve planned results**

Progress continues in the review and classification of job descriptions to align them with MTSIP results. All posts for recruitment are screened to ensure MTSIP compliance. The percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up slightly to 94% from 93% in May 2010. The average time for recruitment is 174 days. The target of 120 days by the end of 2010 may be a challenge due to the phasing out of Galaxy and introduction of INSPIRA, a new recruitment tool. Organization-wide training needs have been compiled and the mandatory training programmes have been developed. Training on the revised performance appraisal system for staff is ongoing. Improvements related to the new Knowledge Management Strategy include sharing of minutes from the Directors and Senior Managers meetings on the UN-Habitat Intranet and a monthly newsletter informing staff of important issues. For IT, the average procurement time remains at 50 days as in May 2010. For Cooperation agreements, the average time taken for approval of 90% of them remains at 10.4 days, close to the target of 10 days set for 2010.

**Institution aligned to deliver MTSIP results**

The assessment of Focus Area 6 and the Peer Review of the implementation of the MTSIP concluded that the MTSIP has provided an overall corporate vision and has introduced new drive and motivation among staff. The MTSIP Results Framework has contributed to better collaboration and integration among divisions and staff. Focusing on results has increased understanding of the need for collaboration and less fragmentation. Senior management has entered into consultations with the new Executive Director on a proposed structural review of the organizational structure of UN-Habitat. In addition, an agency-wide portfolio review by an external consultant has been initiated. The joint CPR and UN-habitat review of the governance structure of UN-Habitat is also in progress and on track. This aims to develop a better functioning institutional structure by identifying and implementing strategies that will improve the transparency, accountability, efficiency and effectiveness. The “quick wins” already identified by the review are being implemented.
RBM principles applied
A review undertaken in November 2009 by an external evaluator concluded that 95% of projects and programmes were within the expected results of the MTSIP and reflect a more strategic focus. An internal assessment of the Programme Review Committee concluded that 97% of programmes and projects approved since June 2010 are designed to contribute to the MTSIP focus area results. Collaboration between the Headquarters’ PRC and Regional PRCs has improved the quality of programmes and project reviews. A new sub-task force to spearhead internalization of RBM in the whole organization has been re-established with clear TOR as well as benchmarks and targets to be met by the end of 2011. Capacity building in RBM has continued. By November 2010, over 200 staff members had been trained in RBM concepts and application, from 125, by June 2010, and improvements in programme planning, monitoring, and reporting have been noted. The biennial strategic framework prepared in an inclusive and participatory manner for 2012-2013 was approved by the General Assembly in June 2010. An improved budgeting process intended to align resources to results and the programme budget for 2012-2013 is currently being finalized. The MTSIP Peer Review was completed, and a management response prepared to address the recommendations that are expected to improve the implementation of the MTSIP. Currently, four strategic evaluations are in progress: the Gender Mainstreaming, Youth Programme, the ERSO and the UN-Habitat’s involvement in the “Delivering as One” initiative.

Information management systems to support RBM application are not yet in place, especially for planning, monitoring and reporting. Also, culture change towards the RBM approach is still in transition.

Financial resources achieve MTSIP results
As of September 2010, US$12 million non-earmarked funds had been received which represents 42% of the annual target of US$28.5 million. For earmarked resources, US$119 million was received in 2010, representing 94% of the annual target of US$126 million. In the current biennium, assessment shows that 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, while for the earmarked resources, 95% have been allocated to MTSIP focus area priorities in line with the donor agreements. A new mechanism for allocation of non-earmarked funding that is more transparent and results oriented in now in place.

Enhanced Normative and Operational Framework (ENOF)
ENOF: Evaluation of the first 33 HCPDs was completed in July 2010, with recommendations, including one on updating HCPDs to bring the ENOF agenda closer to partners at country level. The HCPDs are being revised. To-date, 20 National Urban Forums, up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for urban campaign and other public debates on urban issues at national level. Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and into 38 National Development plans. An “Evaluation of UN-Habitat involvement in “Delivering as One” initiative: Challenges and Opportunities”, is ongoing. Using the approved criteria, 29 Countries, in Africa, Arab States, Asia-Pacific and Latin America and the Caribbean have been selected by the ENOF Taskforce as “flagship” or “focus” countries to facilitate development of programmes and activities in context of ENOF

Gender mainstreaming is being implemented through the Gender Equality Action Plan. Independent external evaluations on both the youth and gender programmes, to assess progress in integration of youth and gender mainstreaming in the work of UN-Habitat are on-going and are expected to be completed in January 2010.

The youth, through the “Opportunities Fund for Urban Youth-led Development” are being empowered to, enhance their capacity in entrepreneurship skills and in youth-led development initiatives. Grants totaling US$893,000 to youth-led projects have been disbursed to projects in Africa, Asia and Latin America.

Disaster: UN-Habitat’s advocacy on the urban dimension of humanitarian assistance is resulting in institutional, programmatic and procedural reforms to better address the urban challenges. The first-ever Strategy on Urban Humanitarian Challenges and Two-Year Action Plan, developed by UN-Habitat in collaboration with 24 other UN agencies, was approved by the Inter-Agency Standing Committee, at the 78th Working Group Meeting, 10 November 2010 in Rome.
III Detailed achievements, opportunities, challenges and next steps per focus area

A. Advocacy, monitoring and partnership (Focus Area 1)

<table>
<thead>
<tr>
<th>Strategic result: Improved sustainable urbanization policies from local to global levels adopted</th>
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</table>

Progress on indicators:
Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues, as evidenced by number of requests for urban indicator data and information from flagship reports from international organizations, research institutions and universities.


A total of 28 international organizations and 158 research centres and universities have directly requested for urban indicator data and information from flagship reports as of November 2010. Some of the requests are not captured as most researchers access the documents through the Internet while some contact individual staff for information they need. A survey has been conducted and data collation and verification is not yet completed.

UN-Habitat’s advocacy on the urban dimension of humanitarian assistance is resulting in institutional, programmatic and procedural reforms to better address the urban challenges. The first-ever Strategy on Urban Humanitarian Challenges and Two-Year Action Plan, developed by UN-Habitat in collaboration with other 24 UN agencies, was approved by the Inter-Agency Standing Committee, at the 78th Working Group Meeting, 10 November 2010 in Rome. It emphasises the advocacy role of UN-Habitat in the humanitarian community, including impacts from climate change, urban planning, land and shelter provision for early recovery and post-crisis reconstruction.

Expected Accomplishment 1: Improved awareness of sustainable urbanization issues at the national and global levels

<table>
<thead>
<tr>
<th>Indicator of achievement</th>
<th>Progress/accomplishments</th>
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</thead>
<tbody>
<tr>
<td>a) Number of media articles on Flagship reports and World Habitat day.</td>
<td>a) Media coverage of UN-Habitat’s flagship reports including the state of regional and country cities reports and major events (WUF and World Habitat Day (WHD) celebrations has increased dramatically. As of November 2010, 14,022 media articles (English only) were recorded compared to 7,910 in 2009. Media coverage of the World Urban Forum 5 reached a record 8,369 media articles in international and national newspapers on different aspects on the theme, Bridging the Urban Divide. The State of the Asian Cities Report and the State of the Chinese Cities Report which were launched on the 2010 WHD at the Shanghai Expo attracted 300 articles (English only). The coverage in local languages has not yet been collated. Media coverage for the Launch of Global Urban Economic Dialogue attracted 5,210 in the Chinese media.</td>
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<tr>
<td>b) Number of downloads from UN-Habitat website on sustainable urbanization materials Baseline (January – May 2009): 78,587 June-October: 283,539 Target 2010: 390,000 Target 2011: 400,000</td>
<td>b) A total of 4 million visits to the UN-Habitat website have been recorded during 2010, up from 3.4 million in 2009. Downloads of electronic publications between June and October 2010 reached 347,700, up from 284,417 for the same period in 2009. Downloads of the State of Chinese Cities reached 4,155 copies within one month of its launch on WHD. Human Settlements Finance Systems and Financing Tools publication series were distributed in eleven countries with a high demand noted through 67,000 downloads. The Guide for Preparing a Housing Finance Strategy has 14,161 downloads and Guide to Municipal Finance has 5,890 downloads.</td>
</tr>
<tr>
<td>c) Number of countries that celebrate World Habitat Day Baseline 2008: 36 2009: 45 Targets: 2010: 48 Target 2011: 50 Target 2013: 50</td>
<td>c) A record 239 events from 79 countries were held to commemorate World Habitat Day an increase of almost 120% in the number of countries commemorating this day and 117% increase in number of events held in 2009.</td>
</tr>
</tbody>
</table>
d) A growing number of countries are establishing National Urban Forums. These are effective platforms for promoting the agenda of sustainable urbanization and adequate shelter for all. The number of countries with established national urban forums has reached 20 as of November 2010 compared to 14 at the end of 2009.

### Achievements:

- **Shanghai Expo:** As the coordinating agency of the UN Pavilion, UN-Habitat succeeded in mobilising and coordinating the participation of over 40 UN agencies in the six-month long Shanghai World Expo 2010 whose theme was “Better City, Better Life” which was a model of Delivering as One UN. The UN Pavilion was designed to maximise engagement of Chinese (over 90 per cent of all visitors) and international visitors and to raise awareness of UN policies and actions with partners towards sustainable urbanization. The UN Pavilion received over 3 million visitors (exceeding its 2 million target). The UN agencies organized over 150 events and temporary exhibitions on all aspects of cities. UN-Habitat coordinated the publication of a special edition of a UN magazine on cities, participated in the thematic forum on liveable cities and contributed to the Shanghai Declaration calling on cities to promote sustainable urban development through cooperation and knowledge exchange adopted at the final Summit on 31 October 2010.

- **The UN-Habitat Week at the Shanghai Expo:** UN-Habitat engaged an audience of more than 50,000 through a multimedia exhibition and more than 20 events in the UN Pavilion, through the new partnerships with URBI (China), Desarrollos Urbanos (Mexico) and Mistra Urban Futures (Sweden). A survey of invited Chinese participants indicated that 100% had become familiar with the work of UN-Habitat (up from only 20% before attending) and 72% had learned "very much" about the positive potential of urbanization. UN-Habitat finalized a year-long photographic campaign documenting five emerging cities around the world. The images were displayed in UN-Habitat’s exhibition at the Shanghai Expo, and delegations from four cities Johor Bahru (Malaysia), Uberlandia (Brazil), Hunchun (China) and Onitsha (Nigeria) attended. In partnership with UNDP South-South Unit and South-South News, a Campaign event was undertaken by mayors from developing countries, representatives of private sector, 16 Permanent Representatives or officials from their missions to the United Nations in New York which promoted the sustainable urban development agenda.

- **World Habitat Day:** The number of countries celebrating World Habitat Day in a variety of innovative ways is growing and positive effect on UN-Habitat’s messages and activities at all levels is evident. A record 239 events in 79 countries were held to commemorate World Habitat Day an increase of almost 120% in the number of countries commemorating this day and 117% increase in number of events held in 2009. Celebrations in the USA have increased as a result of the new partnerships formed during the 2009 WHD global observance in Washington D.C. In Latin America, where the World Urban Forum 5 was held, there was also a rise in World Habitat Day celebrations. The WHD celebrations in Asia Pacific region was also marked by high level events at the Shanghai Expo and the launch of the State of Asian Cities report. Reports from WHD organizers indicate that a wide range of partners are increasingly using WHD to raise awareness and take action on local urban issues. National urban forums have increased from 14 in 2009 to 20 in 2010. WHD is one of the best opportunities when the work of UN-Habitat and its partners in the country and cities is highlighted in the media demonstrating best practices for sustainable urbanization.

- **State of Cities Report:** The state of cities reports have become important tools for awareness raising and policy advocacy at regional, national and city levels. There is growing interest and demand from regions and countries to prepare state of cities reports. The reports research and identify emerging trends in the urban and housing sectors and subsequently provide advice to governments what the new developments are. Eastern Europe, European Commission and
the Arab States are examples of regions that have started to develop their respective reports with clear political and financial support from within the region. India and Mexico have started similar processes in institutional setup and financial commitments for country reports. The main objective of the India State of the Cities Report is to contribute to placing urban development on the national economic agenda. The first edition of the Cities and Citizens series on intra-city differentials titled: *A Tale of Two Cities- Sao Paulo* was received high level policy debate and media coverage in Brazil. Following the focus given to Morocco in the SWCR 2010 as the second country in terms of reducing the incidence of slums, the Minister of Housing and Urban Development, on behalf of the King of Morocco, has contacted UN-Habitat with a view to organizing a high level international meeting discussing the findings and policy implications of the SWCR 2010.

- **The first State of Asian Cities Report 2010/11** launched at the global celebration of the World Habitat Day in Shanghai presents reviews and documents the trends in inclusive and sustainable urban development throughout the Asia-Pacific region. The report was a collaborative effort between UN-Habitat, UN Economic and Social Commission for Asia and the Pacific, UNEP and the United Cities and Local Governments – Asia-Pacific. Following the launch of the 2008 State of African Cities report UN-Habitat has received many requests for advisory services from within the region, notably on the emerging city-region and urban development corridor features and how to address these.

- **The Asia and Pacific Ministerial Conference on Housing and Urban Development (22-24 June 2010) on the theme “Empowering Communities for Sustainable Urbanization raised awareness and adopted action plans for implementation.**

- **Exchange and access to UN-Habitat knowledge and information improved:** (i) The dynamic translation of UN-Habitat website into more than 50 local languages including UN languages of Arabic, Spanish, Russian, French, Portuguese and Chinese launched in June 2010, has increased information and knowledge outreach on urban issues. (ii) A Chinese version of the UN-Habitat website was launched on World Habitat Day to increase outreach to Chinese-speaking audiences. With its high urban population and rapid rate of urbanization, the site supports advocacy efforts to promote sustainable urbanization in the country. (iii) A web-based information hub, **Global Youth Helpdesk**, has been set up that enables the accumulation of knowledge and research and promotes best practices among youth-led development initiatives. (iv) Opportunities to increase advocacy on gender and human settlements issues have been improved through the recently launched Women’s Information Portal, which will be linked to the Urban Gateway. In collaboration with the Huairou Commission, the Women’s Information Portal provides a platform for the dissemination of information on human settlements and women’s empowerment in the area of housing and urban development.

### Expected Accomplishment 2: Number of partnerships (by category) contributing to sustainable urbanization.

<table>
<thead>
<tr>
<th>Number of partnerships (by category) contributing to sustainable urbanization (agreements).</th>
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</thead>
<tbody>
<tr>
<td><strong>International organizations</strong></td>
</tr>
<tr>
<td><strong>Baseline October 2009:</strong> 25</td>
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<tr>
<td><strong>Targets:</strong></td>
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<tr>
<td>2010/2011: 35; 2012/2013: 48</td>
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<tr>
<th>Progress on indicator:</th>
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<tr>
<td>The new UN-Habitat Partnership Strategy, October 2010, will improve UN-Habitat engagement mechanisms with relevant partners. A new system of categorizing partners has been proposed by the new partnership strategy and the based on the just completed analysis of the partnership agreements, progress on this indicator will be reported on more consistently.</td>
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<tr>
<th>Achievements</th>
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<tr>
<td><strong>World Urban Campaign:</strong> UN-Habitat has expanded its portfolio of partnerships for the World Urban Campaign. Eight umbrella organisations including <strong>Building and Wood Workers International (BWI); International</strong></td>
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16
<table>
<thead>
<tr>
<th>National Governments</th>
<th>Research, Training Institutions/Universities</th>
<th>Local authorities</th>
<th>Private sector</th>
<th>Civil Society Organizations</th>
</tr>
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</table>

Society City and Regional Planners (ISOCARP); Commonwealth Association of Planners; GDF SUEZ; Penn Institute for Urban Research; World Business Council for Sustainable Development have made commitments (through MOUs) to work on the agreed principles relating to Sustainable Urban Development. Two networks, print (CitiScope) and electronic (South-South News) have been brought on-board to promote Campaign messages and principles. Collaboration has been established with other UN agencies, particularly those related to the campaigns on resilient cities and also on fostering creative economies. Champions have been identified in 11 cities globally, who are compiling lessons from innovations on sustainable urban development, which are disseminated electronically for promoting learning and exchange.

- **Gender:** a) Through the One UN country programmes on gender equality and empowerment, UN-Habitat is strengthening capacities and promoting integration of gender and sustainable urbanization issues into national policies and programmes by using land, housing and local governance as entry points. For example, in Kenya, UN-Habitat, UNIFEM and UNDP trained 24 facilitators on gender and local governance for programme staff working in cities and local authorities, the Ministries of Planning, Local Government, Gender, Children and Social Development, the Association of Local Governments, and NGOs working on local governance in Kenya. This was the first time all partners got together on gender and local governance and prepared action plans with activities for implementation at city and local authority level. b) Through collaboration with the Gender Water Alliance, partner institutions in Bolivia (Plan International, Municipality of Cochabamba, Municipality of La Paz, NGO Water for People and NGO Yaku) and Nicaragua the national federation of municipalities, Mexico (Urban observatory of Cancun) and Ecuador (Ministry of Public health, MIDUVI, PNUD), which are partners of UN-Habitat in the countries, are integrating gender approach in their work in the water and sanitation sector.

- **Youth:** a) A total of 1,637 youth have gone through various trainings at the One-Stop Youth Centres in Nairobi, Kampala and Dar Es Salaam. The training has enabled youth to access funding from financial institutions, information on employment opportunities as well as participating in decision making processes at various levels. b) 52 youth groups from 33 countries have been granted funding through the UN-Habitat’s Urban Youth Fund. The grants are worth USD893,000. The capacities of the youth have been improved enabling them to utilize resources effectively and some groups have been able to access additional funds from other sources for expanding their enterprises. c) As a follow up to the youth participation at the FIFA World Cup, the Hyundai Cooperation has entered into an agreement with UN-Habitat to supply 900,000 footballs across Africa through UNDP and other strategic partners. Through this intervention sport will be used as another entry point for mobilizing young people for productive programmes and keep them away from delinquency.

- **Private sector:** Partnerships and engagement with the private sector in sustainable urbanization agenda is growing. UN-Habitat has signed six new partnership agreements with private sector and professional entities as partners in the World Urban Campaign.

- **Universities and Professionals:** a) UN-Habitat, in partnership with the Association of European Schools of Planning organized the first European Urban Summer School in Wroclaw, Poland, in September 2010. The 10-day session brought together 40 young professional urban planners with 20 experts who facilitated a trans-European exchange and debate on issues of sustainable urban development. The best practices, case studies and methodologies discussed have been documented. b) In the occupied Palestinian territory: UN-Habitat, in collaboration with a partner University of Westminster (London, UK), and all local housing actors, developed a framework for
"building back better" and a more integrated approach to housing and neighbourhood development which was launched and discussed on WHD.

- **National and Local Governments:**
  - a) The Urban Agenda is now a recognized and supported area of focus among the Pacific Commonwealth Local Government Forum members. This has been demonstrated by the inclusion of urban management as a key focal area of their 2011-2015 Strategy for the region that was adopted at its 2010 Symposium. 
  - b) In the Asia Pacific region, the coalition of urban development partners has increased its membership to include UNISDR, UNICEF, EU and New Zealand Aid Programme and serves as an active platform for sharing information on urban management, research and development activities in the region.
  - c) UN-Habitat mobilized in-country partners including the Government, Malawi Red Cross Society, Malawi Institute of Engineers, NGOs and the World Bank to successfully formulate the Malawi Safer House Construction Guidelines which have been adopted by Government and are in use in the reconstruction process in Karonga, the scene of the December 2009 earthquake.

- A partnership has been developed through an initiative of the Government of the USA on developing indicators that demonstrate the progress that American cities are making toward sustainable urban development and inform supportive policy, planning and investment.

### Expected Accomplishment 3: Monitoring of sustainable urbanization conditions and trends improved

<table>
<thead>
<tr>
<th>Number of operational Urban Observatories</th>
<th>Progress on indicator: The Number of Operational Local Urban Observatory has increased to 155 by October 2010, from 145 in May 2010.</th>
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<tbody>
<tr>
<td><strong>Baseline:</strong> December 2008: 126; May 2009: 133; November 2009: 135</td>
<td><strong>Global and Regional Achievements</strong></td>
</tr>
<tr>
<td><strong>Targets:</strong> 2010: 160; 2013: 200</td>
<td>The monitoring function of UN-Habitat has expanded and strengthened capacities of national departments to monitor urban indicators. UN-Habitat also monitors the achievement of MDG goal 7 target 11. UN-Habitat is currently supporting 155 urban observatories, up from 145 in May 2010. It also contributed to MGD Report 2010, a section on target 1 improving the lives of slum-dwellers.</td>
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<td>The capacity for monitoring urbanization trends at national and city levels is growing rapidly as the number of established national and city–level urban observatories are providing the needed data and more expertise for its application. There is increased interest from countries in collaboration with UN-Habitat or partner organization to establish Urban Observatories in Asia, Africa and Latin American countries. The information from LUO/NUOs is used by the Local authorities to improve the local policy planning, identify gaps in spatial and strategic planning of cities.</td>
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<td></td>
<td>During the reporting period, a total of 68 Urban Observatories have adopted full urban indicator guideline and 52 have adopted partial urban indicator guidelines; while 50 have consulted urban indicator guidelines during indicator development. Beside the 155 operational Urban Observatories, there are more than 160 Local Urban Observatories (LUOs) and 10 National urban observatories which were established by other organizations and mostly following the MDG guidelines to develop indicators.</td>
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<td></td>
<td>As Follow up on the three regional training workshops in Asia, Africa and Arab region 95 cities in Vietnam have established 95 LUOs (Asia), 1 NUO in Cape Verde and 7 LUO in Egypt (Africa) and 1 NUO in Lebanon, 1 LUO in Iraq and 1 LUO in Jordan (Arab Region) to enhance the local and national policy planning mechanism through evidence-based knowledge using Census data.</td>
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**Regional achievements**

- **Africa and Arab States**
  - Through the recent workshop of UN-Habitat and Joint Research Commission of the EU-25 GIS experts from 12 Arab countries were trained and the experts have incorporated spatial dimension of slum analysis at local level in Saudi
### Country Achievements

**Africa and the Arab States**
- Seven Regional centers in **Egypt** will be using LUO Indicator in developing regional spatial planning. In **Sudan** LUO in Khartoum is involved in developing urban indicator to support the spatial planning of greater Khartoum region. The LUO in Eastern Cape, **South Africa** is supporting the spatial planning process with many other cities and countries around the world.

**Asia and the Pacific**
- In the **Philippines**, the Working Group on Participatory Planning of the Philippine Urban Consortium has adopted the urban observatory as the urban system database for the country. The group is chaired by the Department of Interior and Local Government and hosts the Philippine Urban Observatory.

**Latin America and the Caribbean**
- In **Costa Rica**, the information system for the National Network of observatories on decentralization and local development have been developed and validated. The South Region Observatory has presented the first report to the local partners, contributing to a better knowledge of the state of cities in the region.
- In **Mexico**, the local urban observatories and UN-Habitat, are preparing the first report of the state of the Mexican cities. Through the Safer Cities Programme, UN-Habitat has provided capacity building and technical support to staff of the local urban Observatories.

### Strategic opportunities related to Focus Area 1 for 2011

- The publication of the first State of Asian Cities Report 2010/11 has provided unique opportunities for UN-Habitat to strengthen advocacy by raising the profile of urban issues in the Asia-Pacific region, support a dialogue on urban issues at the regional to municipality levels and strengthen strategic partnerships.
- Dissemination of the findings from the State of African Cities Report provides opportunities for awareness raising and advocating for policy reform in the region.
- The requirement for new EU members from Central Europe to increase their ODA presents an opportunity for leveraging funds for programmes in priority countries of the sub region.

### Challenges and threats

- While some HPMs in the ROAAS are creative and pro-active in using the media and other partners in promoting UN-Habitat’s messages and participation in WHD and the sessions of the WUF, some HPMs require additional competencies.
- The mandate of the Urban Economy and Social Development Branch was recently broadened. The added responsibility has not been met with additional resources. Lack of funding is a major challenge faced by the Branch.

### Next steps – priorities for 2011

- Translate all three UN-Habitat global urban observatory tools into 4 UN-languages and develop a corporate strategy in localizing the tools to enhance the local monitoring, decision making and policy planning mechanism.
- Translate the Abridged Edition of *Cities and Climate Change: Global Report on Human Settlements 2011* to the six UN languages
- Coordination of the preparation of the State of European Cities in Transition Report to be produced in partnership with research institutes, partner governments and organizations from the region.
- Capacity strengthening of HPMs on partner mobilization, establishment of National Urban Forums, and preparation for effective participation in WUF.
### B. Participatory urban planning, management and governance (Focus Area 2)

<table>
<thead>
<tr>
<th>Strategic result: Inclusive urban planning, management and governance (UPMG) improved at national and local levels</th>
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| a) Number of countries promoting comprehensive UPMG from the national level, including the economy, ecology and equity dimensions of sustainable urbanization  
**Baseline 2008/2009:** 19, in addition to 21 that are ‘partly’ promoting comprehensive UPMG  
**2010:** 22  
**Targets:** December 2011: 22; 2013: 28  
By October 2010, 22 countries were promoting comprehensive UPMG, in addition to 22 that were ‘partly’ promoting comprehensive UPMG, up from 19 in the previous period. |
| b) Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems  
**Baseline 2008/2009:** 30;  
**Progress 2010:** 31 countries  
**Targets 2010/2011:** 32;  
**Target 2012/2013:** 34 |

### Expected Accomplishment 1: Improved policies, legislation and strategies support inclusive UPMG

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<thead>
<tr>
<th>Indicator of achievement</th>
<th>Progress/accomplishments</th>
</tr>
</thead>
</table>
| (a) Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles  
**Baseline 2009:** 28  
**October 2010:** 39  
**Targets:** 2011: 30; 2012-2013: 35 | **Progress on indicators:**  
So far in the MTSSIP period, 39 countries have improved policies, legislation and strategies for UPMG with UN-Habitat’s support, up from 28 in October 2009, exceeding the target of 30 for the biennium. Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and 38 in National Development plans up from 20 in 2009 and 35 PRSPs up from 10 in 2009.  
A total of 11 crisis prone and post-crisis countries have UPMG policies which incorporate urban risk and vulnerability measures, up from 9 in 2009. |
| (b) Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures  
**Baseline 2009:** 9  
**2010:** 11  
**Targets:** 2010/11: 10; 2012-2013: 11. | **Global achievements:**  
- The *Global Programme on Safe Cities for Women and Girls* assessed 5 cities (Quito, Cairo, Port Moresby, Kigali and New Delhi) to pilot the global safe cities model.  
- In response to mounting demand for urban safety & social cohesion, UN-Habitat developed guidelines for HPMs and national project managers on mainstreaming Urban Safety and Social Inclusion in national HCPD and UNDAF documents.  
- The Global Report on Urban Health Inequities was launched in association with WHO. |
|  | **Regional achievements:**  
- CARICOM acknowledged urban safety as a key priority in their Regional Strategy on Public Security by producing a version of the safer communities' manual specific to the Caribbean region.  
- The Africa Union reduced multidimensional risk by refining its Regional Strategy for Disaster Reduction to incorporate ‘Safer Cities’ strategies for violence and crime prevention.  
- The Third Asia-Pacific Ministerial Conference on Housing and Urban Development was convened in Solo, Indonesia, in June 2010, where the Solo Declaration and Solo Implementation plan were adopted. The conference theme was “Empowering Communities for Sustainable Urbanization”.  
- In Central, Eastern and Southern Europe, the Regional Capacity Strengthening Programme has provided support to seven countries to develop policy frameworks for the integration and regularization of informal settlements. The established network of urban management officials and practitioners provides a platform for exchange of experiences. The 6th Vienna Declaration Review Meeting held in June 2010 opened the platform to National Associations of Local Authorities and local government officials for improved cooperation between central and local governments, and draw lessons |
from project implementation experiences as possible policy inputs.

- An exchange platform on experience in strategic urban planning and challenges faced by local government in Mediterranean and Latin America countries was held in Barcelona in conjunction with WHD (4-6 October 2010). Egyptian representatives of the Ministry of Local Development, the General Organization for Physical Planning, Governors as well as Heads of Local Popular Councils and Civil Servants from local administrations of selected Governorates attended the event.

**Country achievements:**

**Africa and Arab States**

- The Government of Chad has commenced implementation of the laws on urban planning and construction made with the support of UN-Habitat (adopted in December 2009). Officers of Registry service were trained in the application of the new laws and regional delegations have been created and installed in different parts of the country. These decentralized services did not exist before.

- UN-Habitat is the lead coordinator on urban planning and governance in six Governorates in Iraq through a joint UN programme to promote Local Area Development Planning. An innovative approach to public consultation on the strategic objectives of the Basra Provincial Development Strategy (2011-14) was tested and proposed as an approach to be adopted in the development of other Strategies in the country.

- Policies endorsing participatory and inclusive urban planning have been adopted in Kisii and Homa Bay (Kenya), Masaka and Kyotera (Uganda) and Muleba and Bukoba (Tanzania).

- In Mozambique, as an outcome of an initiative co-funded by UN-Habitat, the Ministry for Coordination of Environmental Affairs established a networking group for knowledge sharing on integrated environmental management and adaptation to climate change involving all 43 municipalities of Mozambique.

- As a result of “Safer Cities” pilot activities in Durban and Johannesburg, central and municipal authorities throughout South Africa are embarking on the formulation of a national strategy on Safer Cities. This initiative builds on the Community of Opportunity Model which emanated from the Safer Cities toolkit.

**Asia and Pacific**

- The Government of Delhi, India in partnership with UNIFEM and UN-Habitat, have drafted a strategic framework on a Safe City Free of Violence against Women and Girls.

- The Cities and Climate Change Initiative and its partners have encouraged a number of institutions across the Philippines to adopt the “Urban Stakeholder Action Agenda on Climate Change”. This clarifies the role of local governments/cities in adaptation planning. UN-Habitat has also assisted the Philippines Urban Consortium in mainstreaming Climate Change issues.

- A baseline greenhouse gas (GHG) emissions inventory for Negombo, Sri Lanka (pop. 65,000), is completed. Lessons learned from this ‘small city’ experience are informing the next iteration of the International Standard for Determining GHG Emissions for Cities.

- In Tuvalu, assistance to the Ministry of Home Affairs and Funafuti Kapule (town council) for preparations for an urban management plan for Funafuti atoll has been provided.

**Latin America and Caribbean**

- In Colombia, a new National Policy for Urban Safety was announced on a special event celebrated in Cali on World Habitat Day by the President and the Minister of Internal Affairs. The new policy has an important urban component and has three pillars: prevention, justice and police control. UN-Habitat had developed analysis and recommendations in collaboration with the National Government on urban planning and urban safety.

- Costa Rica has incorporated a Safer Cities approach in its National Public Policy for Safety and Security.
<table>
<thead>
<tr>
<th>Expected Accomplishment 2: Strengthened institutions promote inclusive UPMG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions</strong></td>
</tr>
<tr>
<td><strong>Progress on indicator:</strong></td>
</tr>
<tr>
<td>The number of institutions in targeted countries that have received institutional strengthening enabling them to promote sustainable urbanization has increased to 41 by October 2010, up from 37 institutions in May 2010.</td>
</tr>
<tr>
<td><strong>Global achievements:</strong></td>
</tr>
<tr>
<td>• UN-Habitat, in partnership with the Secretariat of the Convention on Biological Diversity, developed and launched a guide for national governments to support cities and local authorities in the implementation of the Convention on Biological Diversity. The guide contains recommendations, lessons learned and cases on how national and local governments can contribute to local-level biodiversity management. This guide assists the implementation of “Plan of Action on Sub-National Governments, Cities and Other Local Authorities for Biodiversity” adopted at COP 10 in Nagoya, Japan, October 2010.</td>
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<tr>
<td><strong>Regional achievements:</strong></td>
</tr>
<tr>
<td>• The Lake Victoria City Development Strategies (CDS) initiative, in collaboration with the Netherlands, based Institute for Housing and Urban Development Studies (IHS), is running a Diploma Course on Urban Development Studies under the scheme’s capacity building component. 35 local authority personnel attended this programme with the aim to create innovative urban managers.</td>
</tr>
<tr>
<td>• In June 2010, the first Training of Trainers and Experts in “Conviviality and Democratic Maintenance of Public Order in Urban Spaces” for the Anglophone Africa region was conducted and 25 individuals from across 6 different countries were trained.</td>
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<tr>
<td>• Urban safety on-line toolkits and training modules for the Asia and Pacific region have been developed. CITYNET are monitoring implementation in their member towns and cities.</td>
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<tr>
<td>• The UN-Habitat endorsed 3rd Asia-Pacific Ministerial Conference on Housing and Urban Development, resulted in an adoption of an action plan on empowering communities for sustainable urbanization for the Asian Pacific region</td>
</tr>
<tr>
<td>• Capacity of 100 elected officials of municipalities and technical official from across the Asia Pacific Region has been strengthened on aspects of urban ecosystem restoration, urban management, solid waste management, and sustainable urban infrastructure through four joint training courses held with the Korean International Urban Training Centre.</td>
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<tr>
<td><strong>Country achievements:</strong></td>
</tr>
<tr>
<td><strong>Africa and Arab States</strong></td>
</tr>
<tr>
<td>• Under the “Local Government Association and Urban Development Capacity Building” project, 50 staff members from the Iraqi Ministry of Planning and Development Cooperation and the Iraqi Ministry of Municipalities and Public Works were trained on 14 modules of urban management, economic development and strategic planning. The training was conducted by 10 senior Iraqi government officials, consultants and academics who undertook a Training of Trainers programme with the General Organization for Physical Planning in Egypt.</td>
</tr>
<tr>
<td>• The Government Training Institute of Kenya and Association of Local Government Authorities of Kenya capacity developed to support promulgation of the local governance dimension of the new Constitution through training, action planning, and capacity building activities that target local government officials, Ministry of Planning, Ministry of Local Government, Ministry of Gender and key civil society organizations. Further, UN-Habitat has assisted Kenyatta University and the University of Nairobi in developing curricula for programmes on issues of urban energy, food security and water and sanitation.</td>
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<tr>
<td>• Local authorities across 15 Liberian cities received training on leadership, financial management and local economic development. A Training of Trainers component, provided by UN-Habitat and delivered by the County Support Team, served to enhance urban governance and service delivery.</td>
</tr>
</tbody>
</table>
**Asia and Pacific**
- In the **Philippines**, UN-Habitat trained the regional directors of *Department of the Interior and Local Government* and two expansion cities, Tuguegarao and Olongapo, on the Vulnerability and Adaptation Assessment tool application. Aside from the two cities, the regional directors have decided to include the adjacent municipalities to maximize the inputs of the UN-Habitat. Costs for the additional municipalities and cities will be covered by the Department of the Interior and Local Government and the cities themselves.

**Latin America and Caribbean**
- Through the Joint UN MDG project, the reappraisal of gender and race issues in Brazil’s national “Light for All” programme asserted the importance of inclusive urban planning. The Special Secretariat of Women and the Special Secretariat for Race, both with ministry status in Brazil, were able to analyze how national programmes are considering (or not) gender and race issues in urban planning.

**Eastern and Southern Europe**
- 13 municipalities in Southern **Serbia** received training curricula and targeted Training of Trainers to assist their capacity to sustain social cohesion and urban safety.

### Expected Accomplishment 3: Improved implementation of inclusive UPMG

c) **Number of cities implementing inclusive UPMG**

<table>
<thead>
<tr>
<th>Baseline 2009</th>
<th>112</th>
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<tbody>
<tr>
<td>2010: 132</td>
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</table>

**Progress on indicators:**
A total of 132 cities are implementing inclusive UPMG with the support from UN-Habitat. This is an increase of 112 from 2009. This includes a total of 49 cities working on inclusive urban safety.

**Global achievements:**
- In September 2010 UN-Habitat co-hosted the 2010 ISOCARP (International Society of City and Regional Planners) Congress with the Government of Kenya in Nairobi. The congress discussed “Sustainable City-Developing World”, presented over 100 papers and saw involvement from over 700 participants. The event advanced ISOCARP engagement with governments and the UN on planning instruments and the role of the urban planner in sustainable development. The congress was informative to the Government of **Kenya** in light of the ongoing national urban planning legislation review.

**Regional achievements:**
- Experts, practitioners and decision makers from nineteen countries in Africa, meeting at the Conference on Green Building Rating Systems for Africa in Nairobi in May, declared their commitment to promoting and fostering green building practices in Africa. They committed to establish national Green Building Councils (GBCs), and to setting up an African Network. Since that Conference was held, the World GGC has recognized new GBCs in four new countries in Africa: Ghana, Kenya, Nigeria and Botswana. Further, the GBC of South Africa (the only fully established GBC on the continent) has committed to mentor new GBCs on the continent.
- In September 2010, the African Planning Association welcomed new members & agreed on management arrangements and activities for 2010-2011. This includes a Report on Planning in Africa to be linked to UN-Habitat’s ‘State of African Cities Report and the development of a website in association with SUD-Net and the Urban Gateway. The Association signaled their resolve to find African relevant urban planning approaches and a voice for African Planners. Discussed with over 600 delegates at the Planning Africa Conference, Durban.
- The development of a Lake Victoria web-based spatial portal and data repository for regional urban planning records. An integral component of the Lake Victoria Info developed by GUO.
Country achievements:

**Africa and Arab States**
- Training of Trainers sessions in Masvingo, **Zimbabwe**, strengthened local capacity to monitor improvements in governance through UN-Habitat’s Urban Governance Index.
- As part of the “Strategic Urban Plans for Small Cities in **Egypt**” project, support has been provided by UN-Habitat in preparing Strategic Urban plans in 10 cities. These plans provide guidance for sustainable local development based on participatory consultations and inclusive planning. The communities of the relevant cities have been mobilized, especially in the field of local economic development and improved housing conditions.
- In **Lesotho**, under Maseru Sustainable Programme supported by UN-Habitat, the 5 year Strategic Plan was developed for Maseru City Council provided the Council with clear strategic direction for the first time ever. The Public Private Partnership Policy Guidelines has assisted the Council to identify and partner with the private sector and other non-state actors in the delivery of basic services and this by itself has improved the image of the city and delivery of the services to the citizens.
- In **Senegal**, UN-Habitat supported coordination of development strategies at regional level in Dakar, setting up of a regional monitoring system and mobilisation of actors from municipalities. Participatory budgeting in three cities contributed to better balancing of the municipal budget between investments and administrative costs.
- In **Somalia**, local leadership has improved in Hargeisa, Boroma, Berbera, Sheikh, Odweyne, Burao, Bosasso, Garowe, Gardo, and Galkayo due to the continued, expanded set of UN-Habitat’s governance training activities. Municipal finance management and revenue collection has increased in these towns that have benefited from the integrated financial management system installation/improvement (basic or advanced modules) during the reporting period.

**Asia and Pacific**
- The **Urban Partnerships for Poverty Reduction project in Bangladesh** expanded to 23 cities and towns (from 16 towns) in the reporting period. In these cities 16,913 primary groups and 1,614 Community Development Committees (CDCs) have been formed involving 493,046 households (2.137 million population).
- In **Vietnam**, with strengthened capacity of national and local officials on strategic planning through a comprehensive development strategy approach, the preparation of a Provincial Development Strategy for Quang Nam is supported by UN-Habitat through a joint UN effort and documented as one successful model to be further institutionalized in the national planning system.

**Latin America and Caribbean**
- The council disaster management committee of Kingston, **Jamaica** refined their mandate to include precepts on urban safety - the entry point being women’s security.
- Safer Cities has committed to implement its approach in line with UPMG throughout 31 municipalities in **Colombia**, 9 in **Costa Rica**, 3 in **Guatemala** and 3 in **Brazil**.
- In **Costa Rica**, citizen thematic audits have been coordinated with the municipalities in 9 cities. One of these audits examined the procedures of land use at the municipal level, to guarantee access for the poor. 5 pilot experiences concluded on gender in municipal management which could be replicated to reinforce gender equity in administrative processes, municipal development project, policies, among others.
- In Cuba, UN-Habitat supported the Local Government of the Manzanillo and Habana in the elaboration of Local plan in repose to MDG 7.

**Southern and Eastern Europe**
- 13 municipalities in Southern Serbia have indentified focal points for Municipal Urban safety and concluded safety assessments.
- UN-Habitat is supporting 13 municipalities in South Serbia to develop Local Safety Strategies and Action Plans with an inclusive and participatory approach; at the moment, 13 Local Safety Diagnosis are being prepared which will identify visions and local priorities.
• In Kosovo (within its context of UN Security Council resolution 1244 and 1999), Municipal staff engaged in the drafting of local plans and policies strengthened their capacities for participatory planning and developed stronger sense of ownership of the plans. Decision of the municipal authorities to draft the plans with their own human resources proves strengthened institutional capacities to undertake such a task and promote public participation in the planning process. Civil society organisations, citizens at large and representatives of vulnerable groups were part of the municipal and urban development planning process and formulation of capital projects.

Opportunities related to Focus Area 2

• Initiating a common comprehensive framework for multi-risk and multi-dimensional vulnerability & resilience (collaboration between Cities and Climate Change Initiative, Safer Cities and Disaster & Risk Reduction).
• The opportunity to establish further private-sector partnerships. For instance, securing pro-bono assistance from ARCADIS on a pilot basis for CCCI in Saint Louis, Senegal. Meetings with ARCADIS, Korean and Asian CCCI partners in September 2010 identified several opportunities for city-level collaboration across Asia.
• The African regional approach to capacity building on urban planning and decentralization has good potential for replication in the Arab sub-region.

Challenges and threats related to Focus Area 2

• The global demand on the coercive side of the security agenda undermines the need for a culture of prevention through UPMG.

Next steps – priorities for 2010-2011 for Focus Area 2

• At the UNFCCC COP16 meeting in Cancun, Mexico, UN-Habitat will coordinate a UN system-wide side-event on "Cities and Climate Change". On 8 December 2010 approximately 10 UN agencies will convene to highlight the variety of UN tools and approaches used to assist cities with climate change mitigation and adaptation. This event will build on the "Mayors' Climate Change World Summit", hosted by the Mayor of Mexico City on 21 November 2010. UN-Habitat will contribute to several other thematic side-events to inform COP16 parties of the ongoing dialogue over new institutional frameworks for effecting climate change response.
• The Partners and Youth and the Urban Environment and Planning Branches have jointly identified “Green Teams approach” as one key activity within the youth component of CCCI Phase 2. The purpose is to empower urban youth in Kampala through improved livelihoods. The youth will collect data and be trained on climate change and Green Economy, including clean energy solutions.
• Planning for parallel FA2 activities during the Governing Council.
• Initiating preparatory work for HABITAT III 2016.
C. Pro-poor land and housing (Focus Area 3)

**Strategic result: Improved access to land and housing**

**Indicator:**
a) Increased number of countries implementing policies to improve access to land and housing, including in crisis affected countries (post-disaster and post-conflict).

Baseline 2009: 48 (including five completed reforms), of which 16 in post-disaster and post conflict countries, eight in Asia Pacific and seven in Africa and Arab states.

Targets: 2011: 52 (including additional six completed reforms); 2013: 53 (including additional six completed reforms).

A total of 48 countries are in the process of implementing policies to improve access to land and housing including post-crisis reconstruction with the support of UN-Habitat, with five reforms completed. Of these, 15 countries have received support for post-crisis reconstruction, six in Africa and Arab States Region, eight in Asia Pacific, and one Eastern and Central Europe.

**Expected Accomplishment 1: Improved land and housing policies implemented**

<table>
<thead>
<tr>
<th>Indicator of achievement</th>
<th>Progress/accomplishments</th>
</tr>
</thead>
</table>
| (a) Number of countries implementing improved land and housing policies | **Progress on indicator:**
| Baseline: 2009: 28 countries October 2010: 33 Targets: 2011: 30 countries; 2013: 32 (including additional 2 completed reforms per biennium) | As of October 2010, a total of 33 countries are either in the process of developing, implementing or have completed land and housing reforms with the support of UN-Habitat (three in Europe, seven in Asia Pacific, 17 in Africa and Arab States, and six in Latin America and the Caribbean). Of these, five land and housing reforms were completed in the reporting period. **Global and regional achievements**

- The Global Land Tool Network GLTN has increased its partners to 42 organizations compared to 33 in 2008. This brings the membership to 1,550 from 142 countries representing a 15% increase from 2009. In addition, there are more than 5,000 individual members on the GLTN e-mailing list.
- Through the GLTN, UN-Habitat actively supported the Land Policy Initiative in Africa spearheaded by the consortium African Union Commission, UN Economic Commission for Africa (UNECA) and the African Development Bank. Policy assistance facilitated the development of a Policy Framework and Guidelines to ensure equitable access to land especially for the landless, women, youth, displaced persons and other vulnerable groups, and mainstreaming the urban agenda.
- UN-Habitat, through GLTN, supported the World Bank in the development of a Land Governance Assessment Framework (LGAF) to assess land-related interventions within the land governance framework as well as the UNECA land policy indicators including tracking system. LGAF will be used in 10 countries.
- UN-Habitat launched the Land and Conflict Guidance Note in Brussels in October 2010 as part of an UN inter-agency initiative on land and natural resource conflict in partnership with UNDP, UNEP, DPA, DESA and others.
- UN-Habitat produced “Shelter Projects 2009” the second in an annual series profiling innovative projects in post-disaster shelter provision.
- Implementation of PSUP Phase I of the urban profiling exercise in 6 of 18 countries (Cape Verde Malawi, Jamaica, Papua New Guinea, The Gambia, Uganda) has been completed. **Country achievements:**

- In Burkina Faso, integrated recovery and reconstruction in Ouagadougou have resulted in populations living in risky areas now being secured, following the flood in September 2009. Affected populations have participated directly in the management of the assistance. Improvements are observed in the coordination by the Ministry of Housing, in charge of the Shelter group. |
In Cape Verde, the Participatory Slum Upgrading Programme phase I is being implemented through the elaboration of Urban Profiles of the cities of Praia, Santa and Santa Cruz. A national Urban Profile is being elaborated as well. The Government decided to implement the PSUP phase I in all the remaining 19 municipalities of the country, with the resources of the Ministry of Decentralization, Habitat and Territory Planning.

As part of the process of the Housing Sector Profile in Ghana, facilitated by UN-Habitat, the Government of Ghana initiated a public, institutional debate on housing policy responses, leading towards reforms of its Housing Policy.

A land policy process to modernise land sector in Iraq resulted from a land management policy workshop chaired by the Government, UN-Habitat and the World Bank. Implementation is undertaken by UN-Habitat and the World Bank. The Iraq National Housing Policy, which was prepared with the support of UN-Habitat under Strengthening the Capacity of the Housing Sector in Iraq Phase 2, was launched by the Ministry of Construction and Housing on World Habitat Day in October 2010.

After the parliament of Kenya approved the National Land Policy, the Government of Kenya (GOK) promulgated a new Constitution in August 2010 which includes a Land Chapter. UN-Habitat, as Chair of the Development Partners Group on Land, in line with Paris Declaration on donor coordination, provides continued support. After the launching of the Malawi Housing Sector Profile at the World Urban Forum 5, the Government of Malawi embarked on reforming its National Housing Policy, with UN-Habitat’s policy, technical and normative support;

UN-Habitat, with the Senegal Housing Sector Profiling team, held a national workshop in Dakar (5/10/2010) to officially launch, present and discuss the methodology of the Study to Government officials and key stakeholders;

Asia and Pacific

UN-Habitat has discussed the preliminary results of the Nepal Housing Sector Profile in Kathmandu with Government and stakeholders.

Latin America and Caribbean

In Colombia, a 1,000,00 new houses national programme was launched by the National Government in the framework of the National Development Plan 2010-2014. UN-Habitat contributes especially in the slum up-grading component. Based on the experiences supported by UN-Habitat in Medellin and Antioquia, an urban human security approach was included as a principle in the new housing policy.

### Expected Accomplishment 2: Security of tenure increased

| (a) Number of countries implementing policies to improve security of tenure, including reducing forced evictions. |
| Baseline: 2009: 19 countries |
| October 2010: 24 countries |
| Targets: 2011: 21 countries; 2013: 23 countries (including 2 completed reforms per biennium) |

| Progress on indicator: |
| Currently 24 countries, up from 19 in the previous reporting period, of which 11 in Africa and Arab States, nine in Asia Pacific, one in Eastern and Central Europe and three in Latin America and the Caribbean are implementing policies to improve security of tenure, including reducing forced evictions, with support from UN-Habitat. Three security of tenure reforms were completed in the reporting period. |

| Global and regional achievements |
| As part of the new Urban Gateway, UN-Habitat initiated the “Global Eviction Monitoring Facility”, a global web-based tool improving knowledge management and facilitating collaboration. The tool includes a discussion forum, a tools database, guidelines, best practices, and portal for reporting forced evictions. |
| UN-Habitat produced a “Description and review of existing eviction impact assessment methodologies” report and assesses the feasibility of availing an EvIA toolkit to governments and stakeholders. Findings were presented at the 15th International Metropolis Conference, The Hague, in October 2010. |
| After launching the Social Tenure Domain Model, a pro-poor land rights recording system in April 2010 at the FIG Congress in Sydney, Australia, the STDM gained interest from partners and donors and new version will be piloted in Kenya. |
- After a successful pilot testing of the Islamic Land Law Training package in Malaysia, training materials were revised, enhanced and finalised in July 2010.
- The enumeration tool Count me in - Surveying for tenure security and urban land management, published in March 2010, has been adopted and used by UN-Habitat in Haiti, Eastern Democratic Republic of Congo, Afghanistan and Pakistan. In Haiti, GLTN is supporting the implementation of post crisis participatory enumerations to gather first evidence of land rights for improving governance.
- Based on the pilot testing of Gender Evaluation Criteria in Nepal, Brazil and Ghana, UN-Habitat, in close collaboration with Huairou Commission and grassroots organizations at country level, is developing a HOW TO guide for up scaling the tool. The guide is based on the impact of the Government of Pernambuco, Brazil, decision not to evict 8,500 families but rather to regularise them. The announcement was made at the WUF5. (See www.gltn.net).
- UN-Habitat, working with the International Federation of Surveyors, and the Technical Chamber of Greece, has produced a publication “Informal Urban Development in Europe: Experiences from Albania and Greece”.
- In Nepal and Iraq, UN-Habitat is strengthening the donor coordination in the land sector and in forming a land donor group based on the lessons learned from the successful support provided to the Government of Kenya in developing its National land Policy.

**Country achievements:**

### Africa and Arab States

- In the Democratic Republic of Congo, UN-Habitat is supporting land conflict management in the East and the Ministry of Land for the development of a new land policy. UN-Habitat expects to significantly scale-up its programme.
- In Ethiopia, GLTN with the WB is promoting the Harmonisation, Alignment and Coordination process. This process is the outcome of the UN-Habitat’s seed funding and technical support to the WB on alternatives to tenure security. As an outcome, the Government of Ethiopia is scaling up its land certification programme from 24 million to 40 million land certificates at a cost of USD 190 million, through a loan.
- In Liberia, DPCS/RTCD supported the first National Urban Land Conference in Monrovia, attended by President Ellen Sirleaf in October 2010. UN-Habitat successfully supported the Land Commission for one year and is preparing a technical support programme on land conflict resolution and land management.
- In Niger, UN-Habitat, with partners, organised a Seminar on training needs assessment for surveyors in 13 West African countries who agreed on a joint work programme, a common code of conduct and a surveyors training programme.

### Asia and Pacific

- In Kandahar City, Afghanistan, over 18,500 plots have been registered by the municipality land registration team with assistance of UN-Habitat. As a result of this registration process, approximately 6,500,000 Afghani, which is equal to USD129,000 have been collected as annual property taxation by the Kandahar Municipality. Further, this land registration process has been replicated to Lashkar Gah City in Helmand Province, where 6,000 plots are targeted. Of which over 1,200 plots have been registered by the Lashkar Gah Municipality. This has contributed to increasing security of tenure, ownership by the people as well as increasing revenue of the Municipalities which will give back to the population access to improved infrastructure and basic services.
- Also in Nepal, DPCS are supporting UNDP and the Government in post-conflict property-loss assessment.
- In the Philippines, UN-Habitat initiated the merger of the UN and government Shelter Cluster for Early Recovery and localized the cluster system at the provincial and municipality levels. UN-Habitat also facilitated the links between a private bank which donates land for resettlement negotiated sale at affordable price and the rest of the cluster members.
Latin America and Caribbean

- The “Due Process Assessment Checklist for Development-Based Eviction and Relocation” tool was shared with UN country team on housing, land and property rights in Haiti to assess if due process has been followed in cases of forced eviction of displaced population and the Humanitarian Country Team were provided advice on measures to prevent forced evictions.

Expected Accomplishment 3: Slum improvement and prevention policies promoted

<table>
<thead>
<tr>
<th>(a) Number of countries implementing slum prevention and improvement policies</th>
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Progress on indicator:
Currently 33 countries (17 in Africa and Arab States, ten in Asia Pacific, one in Europe and five in Latin America and the Caribbean) are implementing slum prevention and improvement policies with UN-Habitat. No reforms have been completed in the biennium.

Global and regional achievements:
- A review and scoping study are currently being finalised on evictions, acquisition, and expropriation and compensation guidelines. The study focuses on how these guidelines have been applied in different contexts and to what effect.

Country achievements:

- **Africa and Arab States**
  - UN-Habitat, on invitation by the Government of Ethiopia, reviewed the Condominium Housing Programme initiated in 2005, to tackle the growing 1 million housing deficit, replace dilapidated urban housing, address urban poverty through creating jobs and enterprises in the housing sector and regenerate inner-city slums. The review supported the Government to evaluate and realign its five-year programme based on key lessons and to inform developing countries facing such challenges.
  - In Mozambique, after several years of studies and profiling, the Government in June 2010, adopted an intervention strategy for slum upgrading and prevention and identified a number of priority cities for piloting the implementation of the strategy.
  - In Senegal, with the Foundation Droit à la Ville UN-Habitat is concluding a participatory national strategy for slum prevention and slum upgrading based on a completed diagnostic study.
  - In Sudan, improvement of 3 informal areas around Khartoum through participatory and community involvement and scaling up to the policy level is supported by UN-Habitat. Housing development project schemes through self-help mechanisms using stabilized soil blocks are on-going in Khartoum (including the establishment of a revolving fund) and in Nyala, Southern Darfur. These pilot projects have the potential to scale up and influence policy making.

Opportunities

- Increasing demand to address land issues at country level, within the agency, from donors, partners and countries such as Sida Kenya, South Africa, Iraq, Bangladesh, World Bank with land indicators and Ethiopia etc.
- Mainstreaming Land in events (AMCHUD, UN-Habitat GC) and within the agency.
- Increasing demands on land and interest on country level application of GLTN tools.
- Expanding network and greater recognition of UN-Habitat and GLTN as a reference centre on land issues.
- Strengthening GLTN as a model of building partnerships and network.
- The 23rd GC’s theme of Sustainable Urban Development: Equitable Access to Land, Housing, and Infrastructure will strengthen shelter issues in the agency’s vision at Rio+20 asserting UN-Habitat as the UN City Agency.
- Operationalizing emergency response financial facility will enhance opportunities in crisis affected states, increase credibility of the agency with donors and partners, and potentially streamline internal procedures.
- For the Participatory Slum Upgrading Programme, the recommendation by the EC evaluator to use the incidence of unlawful forced evictions as selection criterion for new PSUP countries and funding allocation for follow-up phases in participating countries is an opportunity to constructively address the issue in certain countries. This could include development of alternative approaches such as in situ upgrading and sustainable resettlement in collaboration with national/local governments and other stakeholders, as part of PSUP implementation.
### Challenges and threats

- Lack of appropriate and flexible mechanisms/instruments in implementing activities through partners (continued).
- Accounting/administration systems are not suitable to handle basket funds (continued).
- Improving information management, communications and packaging land tools for a range of users.
- Improving systems and processes to streamline and efficient management of increasing demands.
- Limited capacity to address increasing demand for housing policy support from countries, and partners.
- Technical/normative support of the housing sector analysis provided in selected countries may go to waste if no proper follow-up, capacity-building programmes and funding mechanisms are established or maintained.
- Increasing number of forced evictions in cities are challenging the achievement of the MDG Target on slums, the Habitat Agenda and UN-Habitat’s work to promote alternatives to forced evictions. Growing rate of forced evictions in certain Participatory Slum Upgrading Programme countries threatens to undermine the objectives and principles of the programme. It is problematic for UN-Habitat to collaborate with governments who are continuously conducting large-scale forced evictions that do not respect international guidelines based on the right to adequate housing.
- Diverging operational lines of authority regarding both normative and technical cooperation activities related to human settlements and crisis erodes capacity, morale and efficiency.

### Next steps – priorities for 2011

- Continue to follow up on identifying and developing appropriate mechanisms/instruments to facilitate implementing through partners and to facilitate having more activities implemented through partners.
- Further exploration of accounting/administration systems acceptable by the UN rules and regulations to better handle basket funds, emergency response funds, and to allow for more resource mobilisation and funding options.
- Secure funding for GLTN phase 2 (2011-2016) as well as developing new land programme.
- Further strengthen implementation capacity to address increasing demand for housing policy support from Member states.
- To achieve Expected Accomplishment 1, there is a need to support the current analysis of the housing sector in selected countries by capacity-building and funding mechanisms through donors and domestic sources.
- Secure funding for the Adequate Housing for all (AH4all) programme as an umbrella so that the Housing Policy Section can implement its programme following its Vision and Logical Framework rather than piecemeal.
- Preparation of Participatory Slum Upgrading Programme extension in new ACP countries and proceeding with the 30 current ACP countries with follow-up funding for urban profiles, national policy and city development strategy recommendations, slum upgrading interventions and resource mobilization strategies at city, national and regional levels.
D. Environmentally sound basic urban infrastructure and services (Focus Area 4)

<table>
<thead>
<tr>
<th>Strategic result: Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations</th>
</tr>
</thead>
</table>
| **Progress on indicator:**  
(a) Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.  
Baseline 2008: 750,000. October 2009: 1.03 million.  
Targets: 2011: 1.3 million; 2013: 1.6 million.  
The total number of people benefiting from interventions of the water and sanitation programmes in Asia, Africa, Latin America and the Caribbean by the end of October 2010 stands at 1.2 million beneficiaries, an increase of 230,000 since November 2009.  
During the period June-October 2010 in India an estimated 12,700 people benefitted from improved water supply and an estimated 25,900 people from improved sanitation. Also 39,000 people have benefitted from improved collection of solid waste. In Nepal, the numbers of beneficiaries for water and sanitation during this period amounts to 5,000. In Africa, 20,000 people have benefited from the interventions in the reporting period.  
**Expected Accomplishment 1: An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services**  
<table>
<thead>
<tr>
<th>Indicator of achievement</th>
<th>Progress/accomplishments</th>
</tr>
</thead>
</table>
| (a) Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services  
Baseline 2008: 25 countries.  
Targets:  
2009: 28 countries  
2011: 30 countries  
2011: 34 countries;  
2013: 37 countries. | Progress on indicator:  
The number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services have reached 35 (13 in Asia, 7 in Latin America and the Caribbean and 15 in Africa), up from 33 in June 2010.  
**Global and Regional Achievements:**  
- The Global Water Operators Partnerships Alliance’s (GWOPA) global network of partners has been expanded. New partnerships have been established with the French Development Agency, the Caribbean Development Bank, and the Development Bank of Southern Africa. In the Caribbean and the Pacific regions, GWOPA has expanded its activities through the establishment of two regional WOP platforms and are supporting capacity building interventions based on peer support and benchmarking in the region.  
- In Latin America and the Caribbean, as a result of activities under the Water for Cities Programme UN-Habitat has been invited to lead, alongside the Inter American Development Bank, the Water and Sanitation Group of the Americas Water Forum that will coordinate efforts to support pro-poor policy reforms in the water and sanitation across the region  
- As part of the regional support of the project “Improving Solid Waste Management in Managua”, UN-Habitat is implementing the Solid Waste Management Technical and Institutional Assistance Initiative for Central America. In collaboration with the ministries responsible for solid waste management, the four countries, Nicaragua, Guatemala, El Salvador and Costa Rica, are developing national strategies for solid waste management. Sector assessments have been carried out to identify technical assistance priorities and pre-investment initiatives that will form the basis for the strategies.  
**Country Achievements: Asia and the Pacific**  
- In Nepal, the Government has issued guidelines on the following based on UN-Habitat’s ongoing support to the water and sanitation national policy formulation process in the country: Urban Environmental Guidelines, Solid Waste Management Act and Guideline, Rain Water Harvesting Guideline and manual and Bagmati Action Plan (improving the environmental management policy for the
environmentally sensitive catchment of the Bagmati River). The guidelines have significantly improved the policy environment that will support the implementation of the various urban infrastructure development programmes.

- **In India**, through UN-Habitat’s technical support in the implementation of the National Urban Sanitation policy initiatives in the urban local authorities in Madhya Pradesh, participatory poverty and environmental mapping approaches demonstrated have been adopted in the preparation of sanitation plans. City-wide sanitation plans are being developed by the local authority in the city of Gwalior (population 1 million) and in a small but growing town of Nasrulaganj with a population of 17,000. This approach is influencing policy through the integrated sanitation plans being prepared through the participation of communities in the 50 urban areas in the State of Madhya Pradesh.

**Latin America and the Caribbean**

- **In Bolivia**, UN-Habitat is providing technical support for the development of new national policies and guidelines for sustainable sanitation and water and hygiene education to be approved by the Ministry of the Environment and Water. In the framework of the MOU UN-Habitat signed with the Inter American Development Bank in 2008, Master Plans are being developed for four cities in Bolivia, La Paz, El Alto, Cochabamba, Santa Cruz and Tarija to expand water and sanitation services.

- **Mexico**: Through an MOU with the Ministry of Social Development, UN-Habitat is providing technical support in policy-integration of appropriate water and sanitation technologies in the operations of country-wide **Urban Poverty Alleviation Programme**. This includes supporting capacity-building of water operators and strengthening participatory water governance.

- In partnership with the Spanish Development Cooperation Agency, UN-Habitat has expanded its Inter-American Development Bank funded “**Improving Capacity for Solid Waste Management**” in **Nicaragua** to three more countries in the region; **El Salvador, Guatemala, and Costa Rica**. Based on the experience from Nicaragua, these countries have also adopted the integrated approach in the management of solid waste and the relevant ministries are implementing the initiatives with technical and institutional support from UN-Habitat.

### (b) Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services

<table>
<thead>
<tr>
<th>Baseline 2008: 75 institutions.</th>
<th>Progress on indicator: By October 2010, the total number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services stands at 123, up from 92 in October 2009.</th>
</tr>
</thead>
</table>
- Through its ongoing partnership with the East African Community (EAC), under the Lake Victoria Region Water and Sanitation Initiative (LVWATSAN), UN-Habitat has assisted the Lake Victoria Basin Commission of the EAC in establishing the necessary institutional capacity to play an effective role in expanding access to water and sanitation services in the East African Region. Water and sanitation is now one of the key strategic priorities for the EAC who are now coordinating a number of water and sanitation projects in the region.  
- Under the regional capacity development programme being implemented under LVWATSAN, Municipal Councils and water service providers in 10 towns in 3 countries are receiving training in governance and pro-poor service delivery under a comprehensive capacity development programme. The programme is strengthening the capacities of over 20 institutions and 50 community-based to promote expansion of basic urban services in the Lake Victoria region.  
- Institutional capacities for access to and exchange of knowledge and information to support expansion and access to water and sanitation services in the Latin American region has been improved. In partnership with the Stockholm Environment Institute and UN-Habitat together with local stakeholders, Decentralized Sustainable Sanitation Knowledge nodes have been established in five countries, Bolivia, Nicaragua, El Salvador, Honduras and Guatemala. The


The objectives of the knowledge nodes is to expand and promote the integration of sustainable sanitation approaches in their respective countries and are strategically located in institutions that can support their sustainability and effective delivery of their roles. In Central America the knowledge node is hosted by Red de Agua y Saneamiento de Centro America, a coalition of national water and sanitation networks with memberships from universities, civil society organizations, central government, local authorities and service providers. In Bolivia the node is hosted by inter-sectoral government platform for Housing and Basic Services.

**Country Achievements:**

**Africa and Arab States**

- **Ethiopia**, Addis Ababa, the concept of non-revenue water has been adopted. The Addis Ababa Water and Sewerage Authority has institutionalized the process through the establishment of Non-Revenue Water Management Section in all the branch offices. This major policy change at city level has been attributed to the advocacy and promotion of the pro-poor governance and water demand management initiatives through the Water for African Cities project in Addis Ababa. In support to the Addis Ababa Water Supply and Sewerage Authority, the utility has established a complete water quality monitoring database to facilitate water quality risk management strategies. The support has led to a marked improvement in the information system for water quality monitoring of the Authority.

- **Kenya**, a sanitation diagnostic study in the Lake Victoria South Water Services Board (LVSWSB) area of jurisdiction (43 districts) to provide a database of appropriate technical solutions and a strategy to improve the sanitation situation in the area has been completed. LVSWSB has adopted the report on the study and are utilising the data generated to inform the implementation of the AFDB financed component support for the Board under the Kenya strategic and investment plans with financial support from AFDB.

- **Mali**, collaboration with CREPA Mali, a sewerage network has been finalised in Djicoroni Para, a low income settlement of Bamako, for 114 households, about 2000 persons. This has led to improvement in wastewater collection and treatment in this settlement with a direct impact on the water supply source for Bamako, located downstream of the settlement. Sanitation facilities have also been provided in a number of locations in the city and clear strategies. 17 borehole hand pumps have also been rehabilitated to serve about 6000 persons a day in communities in the sub municipalities, and pump operators have been trained to ensure sustainable operations and maintenance of the facilities. The intervention on the boreholes has led to increase in water supply access rate from 36% to 67% in the beneficiary communities.

- **Ghana** – Water quality in the Weija reservoir the source of water for Accra City has been improved through the urban catchment management of the Densu River basin programme. In collaboration with the Ghana Water Resources Commission, UN-Habitat supported targeted capacity building initiatives for institutions in the catchment area, and persistent advocacy and awareness creation of the community living within the catchment. This has fostered a strong collaboration involving a diversity of national institutions and NGOs to work together with the communities in protecting the catchment of the reservoir.

- **Tanzania**: In Zanzibar a pilot rainwater harvesting activity, including training and awareness creation, has been completed in a number of schools. The demonstration has recorded positive attitudinal and cultural changes towards the use of rainwater for sanitation purposes in the school children and the surrounding community members. The intervention is informing the rainwater harvesting component of the ongoing AFDB financed Zanzibar water supply and sanitation project.

- **Nigeria** - Assistance has been provided to the Plateau State Water Board (PSWB) in Jos for the improvement of water supplies to the Longwa and Gwarandok communities. These interventions are expected to serve an estimated 40,000 people in the two communities. Unaccounted for water has been reduced from 76% to 54%. Support has been provided to the utility to develop norms, standards and management toolkits to improve the efficiency of its operations. The WSTF
programme has also facilitated a partnership between Water Aid (Nigeria) and PSWB which has led to improved pro-poor programming at the Board level and more efficient management of community water supplies

**Asia and the Pacific**

- **India** – A demonstration project for Institutionalization of Door to Door collection of solid waste in one municipal corporation was completed benefiting about 49,000 people. Improved water and sanitation governance is being institutionalized in 4 municipal corporations through UN-Habitat interventions. A demonstration project for Institutionalizing of Door to Door collection of solid waste in one municipal corporation was completed benefiting about 49,000 people.

- **Nepal** - Pro poor WATSAN governance has been adopted by 3 municipalities and 14 small towns. 10 municipalities of Nepal completed poverty mapping through a partnership between UN-Habitat and the Department of Urban Development and Building Construction. Poverty mapping provides a basis for pro poor and gender responsive urban governance. Government is planning to extend these approaches demonstrated by UN-Habitat in all municipalities.

**Latin America and the Caribbean** -

- **Nicaragua** – Under the Municipal Support of the project “Improving Solid Waste Management (SWM) in Managua”, UN-Habitat has facilitated a process of Strategic SWM Planning with the decision-makers and technical staff of the municipality of Managua. The final strategic plan includes measures to strengthen the SWM institutional set-up, expand access to SWM services in the city, increase SWM financing and cost-recovery and increase public awareness and participation in the planning and implementation of this key municipal service.

### Expected Accomplishment 2: Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services

<table>
<thead>
<tr>
<th>(a) Percentage of service providers recovering at least 95% operation and maintenance cost of services</th>
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<tbody>
<tr>
<td>Preliminary baseline 2009: 33%</td>
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<tr>
<td>Targets: 2011: 40%; 2013: 50%</td>
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</table>

<table>
<thead>
<tr>
<th>(b) Percentage of consumers of targeted UN-Habitat partner service provider organizations reporting satisfaction with services provided</th>
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<tbody>
<tr>
<td>Preliminary baseline 2009 water: 79.7%</td>
</tr>
<tr>
<td>Preliminary baseline 2009 sanitation: 57.7%</td>
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</table>

| Targets: 2011: +5 percentage points in target communities; 2013: +5 percentage points in target communities. +5 percentage points |

**Progress on indicators:**

Data from a new survey on the indicator is being collated.

**Regional achievements**

- LVWASAN is supporting capacity development for seven water utilities in 3 countries under a programme that integrates improvements in physical infrastructure with training and capacity building. Four of the seven utilities are achieving over 95% cost recovery and one other utility is achieving 86% cost recovery and is on track to achieve the 95% target.

- Urban Inequities Surveys are now being carried out in the 10 Lake Victoria towns where short term interventions have been completed and the facilities put into operation. Preliminary results from those surveys that have been completed (in 5 towns) indicate significant improvements in the level of satisfaction with water, sanitation and solid waste management services as a result of the UN-Habitat interventions.

**Country achievements: Africa and Arab States**

- **Ghana** - Installation of 600 consumer meters on water supply connections to consumer premises in the Sabong Zongo area of Accra have been undertaken in collaboration with the Ghana Water Company Limited (GWCL). Preliminary initial results show an increase in revenues for the GWCL as a result of the metering. A GIS platform to accompany a Water Demand Management information gathering process has been put in place at the GWCL. The whole network in the demonstration area as well as consumer locations has been digitized and data to determine unaccounted for water is now being collected.

- **Kenya** - In Naivasha, a public-private-community arrangement has been completed and is operational for the management of borehole water supply and treatment in Mirera Karagita. Tariff levels are negotiated and approved by all stakeholders. This has led to improved interaction between the community, private stakeholders and the company. It has also led to improved operations and
maintenance of the water supply chain. A low cost defluoridation system using bone char technology is used for the removal of fluoride from the borehole water. The project has facilitated the local production of the bone char for this purpose in order to ensure its availability in the long term. The capacity of the utility been enhanced through training for the installation of water treatment and supply network as well as their involvement in demonstrations of sanitation facilities and hygiene awareness promotion programmes in selected schools and communities. The capacity of local community groups to undertake solid waste management activities as a business enterprise has also been enhanced. As a result of the intervention neighbouring settlement communities, such as, Kamere and Kasarani, have made demands for replication in their localities.

**Asia and the Pacific**
- **Nepal** - Four community water systems managed by users’ committees have improved services benefiting 15,000 people. This has been attributed to the capacity building of water users committees and empowering communities, particularly women. 2 village development committees and 15 communities achieved “Open Defecation Free” status following the Community Led Total Sanitation Approach. Close coordination with UNDP and UN-Habitat, supported housing project for relocating flood victims through support for WASH component in partnership with Water Supply and Sewerage District Office (WSSD); This will lead to stronger demand for quality services.

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### Expected Accomplishment 3: Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services

| (a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs | Progress on indicators:  
Survey data being validated |
<table>
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<tbody>
<tr>
<td><em>Baseline and targets being collected</em></td>
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</table>
| (b) Percentage of initiatives with a difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities | **Global and regional achievements**  
The h2.0 Monitoring to Inform and Empower Platform launched during Stockholm World Water Week as a global online water and sanitation monitoring data storage and visualisation warehouse is now operational. The platform helps lower the cost and increase the quality and quantity of data collected, closing the gap between reported water and sanitation service provision realities in real time, on the ground. The tool is contributing to more accurate and comprehensive assessments of water and sanitation service provision and has the potential to guide the choice of interventions, and help measure their impacts.  
Under the LVWATSAN, an estimated 220,000 persons have benefited from improved water services through piped connections, access to community-managed water kiosks and rainwater catchments, which have targeted the most vulnerable families. These improvements have resulted in major reductions in the cost of water for the poor, both in terms of the price paid for water and the opportunity cost of the time spent fetching water. |
| *Baseline: 25%  
Target 2011: 22%  
Target 2013: 20%* | **Country achievements**  
**Africa and Arab States**  
- **Ethiopia** - The water and sanitation facilities constructed through the WAC II programme have benefited the marginalized people in the three participating cities (Addis Ababa, Harar, and Dire Dawa) in terms of water price reduction ranging from 50% to 80% in all the communities where public water points have been installed.  
- **Senegal** - In Ngor a poor beach community in Dakar (Senegal) a 1.3 km small bore sewerage network is in operation and is providing the 400 unserved population with access to an improved wastewater collection and treatment facility. A public sanitation block incorporating a biogas plant has also been completed in the community to serve an estimated 200 people per day. These facilities are complementing the World Bank funded PAQPUD project in this poor community.  
- Inhabitants of 28 villages around Lac de Guiers in Senegal, a major source of water supply to Dakar, have been assisted to access improved sanitation through 462

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- Inhabitants of 28 villages around Lac de Guiers in Senegal, a major source of water supply to Dakar, have been assisted to access improved sanitation through 462
household toilet facilities. A micro credit scheme is in place to assist the people in these low income villages to access credit for the sanitation facilities. To allow for the sustainable management of the sanitation facilities provided and to facilitate replication at the end of the pilot interventions, 19 community relays and 32 local masons have been trained. The recovery rate of the loans for the toilet facilities is so far close to 60% and some beneficiaries have already paid all their credit (in less than 9 months). The loan payment period was 15 months.

- **Mali** - 82 household biogas plants have been piloted in Niono, benefitting 656 people. These household biogas facilities are contributing to a reduction in the use of fuel wood.

**Asia and the Pacific**

- **Nepal** – UN-Habitat supported the development of a Pro poor financing guideline which has been adopted in 14 small towns and one municipality for the provision of services to the poor households and will benefit more than 70,000 people.

**Latin America and the Caribbean**

- **Mexico** - UN-Habitat has facilitated the establishment of two Water and Sanitation Citizen Observatories in Veracruz and Chiapas. Three more observatories will be established in selected municipalities through a recent agreement of cooperation between UN-Habitat and the Water Advisory.
- **Nicaragua** - UN-Habitat has finalized the work on solid waste management (SWM) strategic planning and institutional strengthening which was designed to develop the institutional capacity of the municipal government of Managua to undertake a strategic planning process for solid waste management and to implement the Strategic SWM Plan.

### Opportunities

- The ongoing external evaluation of the Water and Sanitation Trust Fund will provide useful information on what is working and what is not working well and why. It will also explore modalities for ensuring long-term sustainability of the Fund.
- As the UN Agency mandated to promote socially and environmentally sustainable human settlements development UN Habitat has been assigned by the African Ministers’ Council on Water (AMCOW) to coordinate the parallel session on the theme “water and urbanization” for the upcoming 3rd Africa Water Week. Recommendations from the session will be forwarded to the Executive Committee of the African Ministers of Water for consideration.
- The launching of the h2.0 platform opens up significant opportunities to take leadership in a global monitoring pooling movement, to further develop UN-Habitat monitoring methodologies, and to contribute to the Joint Monitoring Programme’s efforts to assess progress towards attainment of the MDG’s.
- In Nepal there are opportunities for further collaboration with the Asian Development Bank supported projects in WATSAN sector in emerging towns and municipalities. There are also opportunities for further expansion of poverty mapping exercise in all municipalities of Nepal.
- UN-Habitat has recently been identified as the executing agency for the Global Sanitation Fund in Nepal. This provides a good opportunity to further take forward UN-Habitat’s water and sanitation programme in the country and establishes UN-Habitat as a credible partner for similar other initiatives in other countries.
- Increased opportunity for collaboration in Bolivia with new agencies created in the water sector and the regional governments.

### Challenges and threats

- Political transition in Nepal has caused uncertainty in collaboration efforts.
- In Mexico, local government elections and transition in the Municipality of Ecatepec have caused delays in project implementation.
- Municipal Governments are still in political transition that leads to adjustments in project budgets and scope in Bolivia.
- Establishing projects for improved infrastructure for sustainable urban transport modes require extensive pre-investment activities and consultations with a wide range of stakeholders that are sometimes opposed to new services due to vested interests.
### Next steps – priorities for 2011

- Consolidate and strengthen work in Nepal through: Providing support for the development of Urban WATSAN policies, Promoting Community managed WATSAN, Institutional strengthening and capacity building for pro poor urban WATSAN governance and in support the Joint Sector Review in collaboration with the Sector Efficiency Improvement Unit of the Ministry of Physical Planning and Works with the objective of supporting Government in enhancing the performance of the water and sanitation sector, support implementation of the Global Sanitation Fund initiatives in close coordination with the Government of Nepal.
- Develop an additional project in Nicaragua in cooperation with AMUNIC and the national water regulator INAA which aims to strengthen municipal water operators. This project combines resources of the WATSAN Lac programme and GWOPA programme.
- Implementation of the GEF funded “Sustainable Transport Solutions for East African Cities” to commence.
- Expansion of normative urban transport activities in West Africa and Latin America.
E. Human settlements finance systems (Focus Area 5), including ERSO

Strategic result: Increased sustainable financing for affordable and social housing and infrastructure

Indicator:
a) Value of commercial loans, government subsidies and donor grants made available for affordable housing, upgrading and basic infrastructure in targeted countries and communities


The amount of funding leveraged varies from country to country. The highest funding has been leveraged through the ERSO project in the Occupied Palestinian Territories, where US$500 million has been leveraged over five years (2010-2015). In Nepal, approximately US$500,000 has been leveraged against the ERSO loan of US$250,000.

b) Increased number of households with improved housing and infrastructure in targeted countries and communities


Total number of household reached to date is 800 within this reporting period. This represents an increase of more than 600 households that have benefited from housing and or basic infrastructure since the last reporting period.

Expected Accomplishment 1: Financing raised for affordable and social housing stock and related infrastructure

<table>
<thead>
<tr>
<th>Indicator of achievement</th>
<th>Progress/accomplishments</th>
</tr>
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</table>
| (a) Funding raised and leveraged for low income housing and basic Infrastructure | **Progress on indicators:**
| Baseline: 2009: USD1,840,000 | a) The total funds that have been leveraged through Experimental Reimbursable Seeding Operations (ERSO) seed funding of US$2,750,000 has now reached US$550,000,000, of which 91 percent can be attributed to the project in the Occupied Palestinian Territories.
| Targets: 2010-2011: US$6,714,084; 2012-2013: US$10,000,000 | To date, grant agreements worth US$6,523,684 have been concluded under the SUF programme in Sri Lanka, Indonesia, Ghana and Tanzania. Together with ERSO, these have attracted government commitment of approximately USD 1.9 million; an increase of US$ 800,000 since the last reporting period. Total combined loans and grants through SUF and ERSO for the 8 countries is US$9,523,684, with combined leverage of US$556,714,084.
| (b) Level of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and/or people with informal incomes. | b) A total of 800 low income households are directly benefitting from housing loans and housing and infrastructure improvements through domestic banks and micro finance institutions collaborating with ERSO and SUF in eight countries as of November 2010.
| Baseline: 2008-2009: 0 | **Achievements:**
| Targets: 2010-2011: 800 households 2012-2013: 2000 households | • UN-Habitat’s convening power and catalytic role for attracting domestic and international investment is increasingly being recognized; government awareness and interest in partnerships to attract private sector finance for social housing is increasing. This is evidenced by the level of contribution at government and municipal levels to both ERSO and SUF programs as the growing demand and interest in these programmes from both financial institutions, and governments.
| | • Technical assistance has been provided to local financial facilities, NGO networks and local authorities by UN-Habitat. The beneficiary institutions are increasing their capacity to apply strategic business and financial banking operations. This has led to increased commercial lending for development projects and increased potential for long-term viability of local finance facilities.
UN Habitat successfully developed partnerships in 8 countries for mobilizing domestic and international investment capital. 6 local finance facilities have been established in Ghana (2), Indonesia (2), Sri Lanka (1), and Tanzania (1) under SUF and 5 loan agreements under ERSO in Nicaragua, Tanzania, Uganda, Palestine and Nepal. These partnerships have attracted commercial lending that has so far benefited 800 households.

Habitat for Humanity International in Nepal has disbursed loans to 15 credit cooperatives/village banks.

In Sri Lanka, the Lanka Financial Services for Underserved Settlements, (LFSUS) local finance facility provides technical assistance and financial packaging for bankable housing and infrastructure projects. LFSUS has three active projects through which a total of 128 households in 3 informal settlements have been upgraded. Commercial loans of over US$200,000 have been secured as a result of the strong technical assistance and cash-collateral guarantees to encourage lending. Revolving funds and city based pro-poor housing initiatives have established in five cities (Rathnapura, Nuwara-Eliya, Batticaloa, Moratuwa and Kotte) and have been able to raise funding for affordable housing from commercial banks with the support of municipalities.

As a result of UN-Habitat investment of US$ one million, through its ERSO programme in The Occupied Palestinian Territories, the Affordable Mortgage and Loan Company (AMAL) was officially established and launched by the President in June 2010. AMAL is a Palestinian non-bank housing finance company providing long-term housing finance to low-to middle-income households.

In Malawi, through the efforts of the HPM, UN-Habitat has mobilized US$190,000 from the One UN Fund which is being used as a revolving fund to promote access to finance for improving household sanitation among the urban poor. This is being done through community saving groups of the Malawi Homeless People’s Federation coordinated by the NGO CCODE.

Following the review of the Bangladesh programme noted in the last report, a decision was taken to terminate the contract due to non compliance with the loan agreement.

**Expected Accomplishment 2: Increase in activities in municipal finance and affordable housing finance**

<table>
<thead>
<tr>
<th>(a) Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure</th>
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</thead>
</table>
| **Baseline: 2008-2009: 0**  
**Targets:**  
**2010-2011: USD 6,586,438**  
**2012-2013: USD 1,160,000** |

**Progress on indicators:**
Under the memoranda signed during the past six months, more than six municipalities have formally committed funds through December 2011 for affordable housing and basic infrastructure, worth USD 6,586,438, and US$ 1,160,000 up to 2013. These arrangements are now operational in Yogyakarta and Solo in Indonesia; Temere and Kinondoni in Tanzania and Tororo in Uganda.

**Achievements:**
- UN-Habitat has successfully involved six municipalities that have formally committed funds to ongoing projects that will benefit more than 8,000 households with infrastructure and housing in the medium term.
- Capacities and awareness of municipalities have been enhanced on pro poor housing activities, municipal finance, infrastructure and affordable housing project design. In Indonesia, two local finance facilities in Yogyakarta and Solo have strongly embedded these aspects in the municipality structure and have made strong contributions to the increase in affordable housing finance supported by the municipality. The two local finance facilities have been instrumental in the establishment of critical processes and systems within the municipalities, and the development of 4 new projects that integrate government, community and commercial lending.
- In Nicaragua, UN-Habitat has provided innovative technical assistance and capacity building to partners to develop new approaches to municipal funding of infrastructure for low income neighbourhoods, such as through “Promocion del 

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Desarrollo Local” (PRODEL). The support given to PRODEL provided possibilities to the organisation to scale up and reach more beneficiaries in need of basic infrastructure (roads, water, and drainage) and housing loans for improvement or construction. PRODEL also acquired the capacity to assess affordability by the targeted groups.

<table>
<thead>
<tr>
<th>Strategic opportunities in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Shared platform and partnership between UN-Habitat and other major actors (e.g., UNCDF, Cities Alliance etc.) provide opportunities for scale, effectiveness and efficiency.</td>
</tr>
<tr>
<td>• Combined SUF and ERSO experiences lead to the potential to be transformative in housing finance (through projects and programmes that combine grant/loan and community contributions).</td>
</tr>
<tr>
<td>• The Regional Office for Africa and Arab States initiative in combining urban planning and housing development for low income communities provide opportunity for an enhanced collaboration within UN-Habitat</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Challenges and threats</th>
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</thead>
<tbody>
<tr>
<td>• The operational platform for lending within UN-Habitat is not sufficiently robust to administer loans and scale up the programme.</td>
</tr>
<tr>
<td>• Donor support is not predictable, making it difficult to undertake proper long-term planning and target setting.</td>
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<tr>
<td>• Links with other UN-Habitat activities should be strengthened.</td>
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<tr>
<td>• The size of funding for the ERSO programme in particular is insufficient to achieve regional balance.</td>
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<thead>
<tr>
<th>Next steps – priorities for 2010</th>
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<tbody>
<tr>
<td>• Development of an internal strategic plan and proposal on the operational platform that is necessary to efficiently run housing finance in and with UN-Habitat.</td>
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<tr>
<td>• Completion of a 6th ERSO transaction that will have the potential to mobilize large funding possibility.</td>
</tr>
<tr>
<td>• Continue to provide quality technical assistance support to existing SUF and ERSO projects as well as readiness to collaborate with UN-Habitat and UN Other agencies.</td>
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<tr>
<td>• Completion of the ERSO evaluation.</td>
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</table>
F. Excellence in management (Focus Area 6)

<table>
<thead>
<tr>
<th>Strategic result: UN-Habitat delivers MTSIP planned results effectively and efficiently</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progress on indicators:</strong></td>
</tr>
<tr>
<td>(a) Score on organizational efficiency and effectiveness from staff survey</td>
</tr>
<tr>
<td>Baseline 2009: 2.7</td>
</tr>
<tr>
<td>Targets 2011: 2.8; 2013: 2.9</td>
</tr>
<tr>
<td>(b) Score on organizational performance from external evaluations (qualitative indicator)</td>
</tr>
<tr>
<td>Pre-MTSIP baseline: In-dept review of UN-Habitat by OIOS (2005) concluded that UN-Habitat was mainly output driven and that an overall corporate framework is lacking.</td>
</tr>
<tr>
<td>2009: Assessment – Excellence in Management (June 2009) noted improvements in results orientation, but also noted that some changes were premature to assess.</td>
</tr>
<tr>
<td>2010: The MTSIP Peer Review was completed in August 2010 concluded that the MTSIP has led to several positive developments in UN-Habitat: a stronger common vision for the organization has created more enthusiasm and commitment among staff members and reduced internal barriers through better collaboration and a greater focus on shared results. It has also led to strengthened normative and operational linkages at the global, regional and country levels. A number of important administrative reforms have been carried out, but without addressing larger underlying structural challenges, including the organizational structure. An incremental approach to reform has also added considerable costs, owing to the need to maintain overlapping planning and reporting systems and constrained the development of a sufficiently clear and shared organizational culture.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected Accomplishment 1: Staff are empowered to achieve planned results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator of achievement</strong></td>
</tr>
<tr>
<td><strong>Progress/accomplishments</strong></td>
</tr>
<tr>
<td>(a) Percentage of staff whose skills set are aligned with their MTSIP compliant job description</td>
</tr>
<tr>
<td>January 2009 preliminary baseline: 60% of professional staff</td>
</tr>
<tr>
<td>December 2009: 90%</td>
</tr>
<tr>
<td>May 2010: 93%</td>
</tr>
<tr>
<td>October 2010: 94%</td>
</tr>
<tr>
<td>Target 2011: 100%</td>
</tr>
<tr>
<td>(b) Percentage of staff reporting improved information and knowledge sharing</td>
</tr>
<tr>
<td>Baseline October 2009: Score: 2.5 (57.9% of staff reported improved knowledge sharing over the last 12 months)</td>
</tr>
<tr>
<td>Targets: 2011: 2.6; 2013: 2.8</td>
</tr>
</tbody>
</table>

**Progress on indicators:**
(a) Percentage of staff whose skills are aligned to their MTSIP compliant job description has gone up slightly to 94% from 93% in May 2010.
(b) The next staff survey will be conducted in October 2011.

**Achievements:**
- The *staff skills inventory* has been rolled out through a phased approach. So far 49% of the target staff has finalized the exercise.
- Staff Development and Training Strategy are now in place. A Staff Training Plan has been developed in collaboration with the UNON Training Unit, roll out of the training has commenced and complemented by UN-wide online learning tools (Skill port, UNITAR), which are supportive of many of the objectives of the MTSIP.
- Performance appraisal of staff: Coaching and practice sessions with pilot teams by an external expert have been conducted and a quick guide to assist staff when they require guidance to go through the performance management cycle has been drafted.
- The development of an incentive structure for performance has commenced with staff being requested to make suggestions for recognition awards for outstanding performance and/or special contributions to the organization.
- The monthly human resources management reporting has undergone significant improvements. Through this report, Division Directors can monitor their performance in human resources management, be held accountable for their performance in this area. The report will reflect internal benchmarking for good practices.
- The 2nd phase of the implementation of the e-Roster, managing recruitments, has been finalized. As at 1 September 2010, 1,080 consultant profiles have been registered in the e-Roster.
- Access to UN-Habitat publications for staff in non English speaking out-posted offices has significantly been improved through the establishment of the dynamic translation of UN-Habitat websites, including the Intranet.
- As follow-up to the findings of the October 2009 staff survey, a monthly staff
The newsletter was launched in June 2010 to ensure that all staff are updated on major developments within the organization.

- The Internal Knowledge Management Strategy has been completed.
- Corporate email for all Habitat Programme Managers rolled out to provide them with a faster access to a one-brand UN-Habitat address rather than Gmail and Hotmail accounts for official communication.
- Use of online meetings through the WebEx to enable video conferencing between Headquarters and out-posted offices and recording of meetings has increased.

<table>
<thead>
<tr>
<th>(c) Reduction in time spent on completion of selected business processes complying with rules and quality standards</th>
</tr>
</thead>
</table>
| **Average selection time of UN-Habitat recruitments**  
Baseline: 2008: 265  
December 2009: 178  
December 2010: 174 (target 170)  
| **Average time for IT procurement:**  
2009: 67 days (3.5 within UN-Habitat and 63 days in UNON)  
May 2010: 50 days  
Targets: 2011: 40 days; 2013: 35 days. |
| **Average time for approval of Cooperation Agreement**  
Baseline 2008: 11.6 days  
October 2010: 10.4 days  
Target 2011: 10 days; 2013: 8 days. |
| **Average time (days) for Programme Review Committee review**  
Baseline 2009: 9  
Targets 2011: 8; 2013: 8. |

**Progress on indicator:**
The average time for recruitment is 174 days. Target of 170 days by the end of 2010 may be a challenge, due to the phasing out of Galaxy, and introduction of INSPIRA, a new recruitment tool. For IT, the average procurement time remains at 50 days as in May 2010. For Cooperation agreements: The average time taken for approval of 90% cooperation agreements remains at 10.4 days, close to the target of 10 days set for 2010. The average time taken for the Programme Review Committee to review project documents is 9 days.

**Achievements:**
- **Travel Database**, which is a corporate portal for online filling-in of travel requests, recording and monitoring travel, repository for mission reports, and generating data on the purpose and utilization of travel resources has been developed and is ready for implementation. Target launch date is 15 November 2010. The implementation of the enhanced travel procedures resulted to increased coordination of travel across organizational units, quality missions, cost savings and better use of staff’s time.
- **Delegations of Authority** in respect of contracting consultants and approving travel have been given to the Divisions.
- **Cooperation Agreement System (CAS)** is finally ready for roll-out testing and implementation, coupled with divisional briefings and walk-through sessions commencing early November 2010.
- Other supportive business processes with progress include: (a) e-Log system fully functional, with a total of 52 designated users from all Divisions appointed, (b) harmonized financial reporting templates and guidelines have been developed, (c) Resource Mobilization System to coordinate resource mobilization activities at UN-Habitat, donor visits, generate donor reports, and track donor profiles developed.
- The Headquarters Programme Review Committee (PRC) reviewed a total of 90 documents (project briefs and documents) from November 2009 to November 2010 and 84 of them were approved.
- Staff submitting programme documents were mentored and coached to improve the quality of documents. PRC guidelines and tools were further refined.
- An internal report assessing the operations of the PRC was prepared.
- Workshops were held in September and October 2010 in Fukuoka, Japan, and Shanghai, P.R.C., to review proposals to strengthen knowledge management and streamline operational procedures for UN-Habitat's humanitarian activities.

**Challenges**
- The delegation of authority learning curve has proven to take longer than anticipated as staff absorb/adapt to the additional responsibilities and accountabilities.
- Limited resources (human and financial) resulting in staff dealing with too many initiatives.
- Delays in corporate/ UN Secretariat initiatives e.g. IPSAS, UMOJA, INSPIRA can distract from the ability to progress more rapidly.
- Staff recruitments may be delayed due to INSPIRA, which still has technical glitches.
- Lack of clarity on what constitutes emergency projects for the Programme Review Committee
- Improvements to project document quality prior to their review is time consuming and delays the estimated time for clearance by the PRC.
Next steps

- **Business process improvement**: increased focus on strategic business process improvements that will have real impact on facilitating staff empowerment, transparency, and administrative efficiency, including:
  - (a) Establishment of a procurement review function to ensure all procurement requests are in compliance with due process prior to submission to UNON PTSS/LCC, which saves time and improves quality control on the submissions; (b) The TOR for the Cooperation Agreement Review and Advisory Committee, which will provide a framework for standards and oversight of new UN-Habitat partners (ref. December 2009 MTSIP progress report); (c) Enterprise Risk Management (ERM), review is planned for Q4 2010/Q1 2011; (d) Ongoing support to IPSAS adoption and Enterprise Resource Planning (ERP/UMOJA) implementation.

- **Alignment of staff skills with the MTSIP**: (a) An in-depth analysis of the human resources requirements of each of the focus areas will be done in 2011, subject to the completion of the review of the organizational structure. This analysis will further inform the organization about staff development and training needs as well as workforce planning decisions during the roll-out phase and thereafter; (b) Enhancement of the Staff Development and Training Strategy - in order to strengthen staff competencies through focused training linked to the MTSIP requirements, will follow the in-depth analysis.

- **Performance appraisal of staff**: (a) The Terms of Reference for the Review Committee have been drafted and the Committee will be established in December 2010; (b) A committee to commence the development and implementation of an incentive structure linked to performance management has to be set up.

- **A customized policy for a Managed Reassignment Programme (mobility programme)** will be developed and implemented for General Service staff.

- **Human resources management**: (a) A Field Staff Tracking Database is to be developed as well as a Training Monitoring Tool to monitor compliance with staff training; (b) Human Resource Action Plan targets set for each division; (c) Completion of the HR Field Manual.

- **Finalization of the Service Level Agreements (Procurement, IT, Finance, HRMS) in Q1, 2011**

- **A customized policy for a Managed Reassignment Programme** will be developed and implemented for General Service staff.

- **Finalization of the Service Level Agreements (Procurement, IT, Finance, HRMS) in Q1, 2011**

- **Clear criteria on what constitutes emergency projects for PRC review to be established by he MTSIP Steering Committee.**

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### Expected Accomplishment 2: Institution aligned to deliver MTSIP results

<table>
<thead>
<tr>
<th>(a) Percentage of staff reporting increased horizontal collaboration (inter-divisional, inter-focus area)</th>
<th>Progress on indicators:</th>
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<tbody>
<tr>
<td><em>Baseline October 2009: 2.5 (65% reported improved collaboration across units and divisions and 61% reported improved that collaboration between Headquarters and out posted offices over the last 12 months).</em></td>
<td>(a) A new staff survey will be undertaken in 2011.</td>
</tr>
<tr>
<td><em>Targets 2011: 2.7; 2013: 2.9.</em></td>
<td>(b) Organizational review not yet completed.</td>
</tr>
<tr>
<td>(b) Number of key restructuring decisions implemented as recommended by organizational review</td>
<td><strong>Achievements:</strong></td>
</tr>
<tr>
<td><em>Baseline: organizational not yet complete</em></td>
<td>- The MTSIP coordination has been strengthened through allocating senior staff time towards the overall coordination of the work among the Focus Areas.</td>
</tr>
<tr>
<td><em>Target 2013: 100%</em></td>
<td>- Senior management has entered into consultations with the new Executive Director on a proposed structural review of UN-Habitat. In addition, an agency-wide portfolio review by an external consultant has been initiated.</td>
</tr>
<tr>
<td><strong>Challenges</strong></td>
<td>- Implementation of the UN-Habitat Governance Review has continued in close collaboration with CPR members and UN-Habitat. The Phase II of the Review was finalized and a subsequently a consolidated list of proposed “Quick-Wins” was presented to the 38th regular session of CPR for consideration and approval. While the implementation of the quick-wins is underway, the Phase III has also been launched with an objective to identify recommendations for appropriate revisions of the overall governance structure, protocols, and method of interaction that will strengthen UN-Habitat’s ability to fulfil its mandate.</td>
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</table>

**Next steps**

- The transition in leadership of the organization has delayed making major institutional alignment decisions so as to give the Executive Director time to review and consider the current organization and its performance.
• The Governance Review process continues with a focus on the implementation of the “Quick-Wins” and the Phase II.
• The ongoing consultations with the Executive Director will inform the way forward regarding the organizational review process.

Expected Accomplishment 3: RBM principles applied

<table>
<thead>
<tr>
<th>(a) Percentage of programmes and projects that are contributing to focus area results</th>
<th>Progress on indicators:</th>
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</thead>
<tbody>
<tr>
<td>Baseline: 2008-2009: 95%</td>
<td>(a) Baseline data was collected in October 2009. The next assessment will be done in 2nd half of 2011; Based on an internal assessment of the Programme Review Committee (PRC), 97% of programmes and projects approved since June 2010 are contributing to focus area results.</td>
</tr>
<tr>
<td>Targets: 2011: 98%; 2013: 100%</td>
<td>Achievements:</td>
</tr>
<tr>
<td></td>
<td>• Planning for results: UN-Habitat’s results-based biennial strategic framework for the biennium 2012-2013 endorsed by the Committee on Programme and Coordination (CPC) on 16 June 2010. The 2012-2013 biennial work programme and budget developed and CPR providing inputs.</td>
</tr>
<tr>
<td></td>
<td>• Capacity to manage for results: There has been consistent capacity development with external facilitation. A total of over 200 staff members, including regional Office for Latin America and Caribbean (ROLAC) trained in RBM and programme/project management. Training and coaching are critical to creating a results culture in the organization. A four-year training programme on RBM and programme/project management was developed for all levels of staff.</td>
</tr>
<tr>
<td></td>
<td>• Monitoring: OIOS rated UN-Habitat A/Green in August 2010 in terms of compliance with monitoring of the work programme in IMDIS (Integrated Monitoring and Documentation Information System), the mandatory monitoring and reporting database for the UN Secretariat.</td>
</tr>
<tr>
<td></td>
<td>• Evaluation: The MTSIP Peer Review was completed and its recommendations have received high attention by senior management. The management response to the Peer Review was discussed with the CPR Working Group in October 2010. The evaluation of WUF5 was completed and discussed with the CPR 5 November 010.</td>
</tr>
<tr>
<td></td>
<td>• Currently, 4 strategic evaluations are in progress: the Gender mainstreaming, Youth Programme, the ERSO and the UN-Habitat involvement in “Delivering as One” challenges and opportunities.</td>
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</tbody>
</table>

(b) Willingness to be held accountable for MTSIP results (1-4 scale):

<table>
<thead>
<tr>
<th>Baseline 2009: 2.8</th>
<th>Progress on indicators:</th>
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</thead>
<tbody>
<tr>
<td>Targets: 2011: 2.9; 2013: 3.0</td>
<td>Achievements:</td>
</tr>
</tbody>
</table>

Challenges

• There are still gaps in knowledge and application of RBM in the organization.
• The link between work programme results and project results is weak

Next steps

• The UN-Habitat strategic planning process at corporate level will include support to the development of Habitat country programme documents in order to strengthen alignment of country level results to corporate MTSIP results.
• Strengthen alignment of work programme results with programme/project results chain.
• Sustained training in results based management and project management for all staff to strengthen results orientation in house.
• Finalize the 2012-2013 work programme and budget and support their review by the ACABQ, UN Comptroller’s Office and the Governing Council.
• Finalize the preparation of the programme cycle management manual.
• Statutory monitoring, reporting and feedback of the implementation of the biennial work programme in order to learn and inform current and future programming.
• Finalize the ongoing strategic evaluations ERSO, Youth Programme and Gender.

Expected Accomplishment 4: Financial resources to deliver MTSIP results available

<table>
<thead>
<tr>
<th>(a) Degree to which resource targets for non-earmarked and earmarked funding are met</th>
<th>Progress on indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-earmarked (million US$):</td>
<td>(a) As of 30 September 2010, US$12.0 million was received in 2010 for non-earmarked funds, 42% of the annual target of US$28.5 million. For earmarked resources, US$119 million was received in 2010, 94% of the annual target of</td>
</tr>
<tr>
<td>Baseline 2008: 19.9</td>
<td></td>
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</tbody>
</table>
2009: 20 (93% of target)
Targets: 2010: 28.5; 2011: 28.5; 2012/2013 targets to be set in work programme and budget.
Earmarked (million USD):
Baseline 2008: 135.4

(b) Percentage of (earmarked/ non-earmarked) resources allocated to MTSIP focus area priorities
Baseline 2008/2009: 61% (earmarked) / 80% (non-earmarked).
Targets: 2010/2011: 74% (earmarked) / 100% (non-earmarked); 2012/2013: being developed (earmarked) / 100% (non-earmarked).

(c) Degree of transparency resource allocation decisions
Baseline 2009: 2.3
2011: 2.5
2013: 2.7

US$126 million.

(b) For the current biennium so far, it is assessed that while 100% of the non-earmarked resources have been allocated to MTSIP focus areas priorities, for the earmarked resources, 95% have been allocated to MTSIP focus area priorities in line with the donor agreements.

Achievements:

- In preparation of the 2012-2013 budgets, results-based budgeting principles were introduced emphasizing performance and accountability and to provide relevant information for informed and transparent decision making.
- An in-house web-based budgeting tool was developed and deployed to align resources with results through a “logical framework” (objectives, expected accomplishments, costed outputs and performance measures by focus area). Therefore the 2012-2013 budget is fully aligned to MTSIP.
- Multi-step participatory approach with the respective divisions to align resource requirements to MTSIP and ensure transparency in the allocation of resources to key priority areas was undertaken.
- Resource mobilization: (a) the Donor Information System (DIS) has been officially launched and presented to senior managers in order to support the mainstreaming of a corporate approach when dealing with fundraising; (b) joint annual consultations were organized in October 2010 with the development partners that have multi-year agreements with UN-Habitat, namely: Norway, Spain, Sweden and the UK and included a special session with two representatives of each regional group; (c) maintenance and update of the online pipeline projects database has been undertaken; (d) a review of the current reporting mechanisms has been done and recommendation issued to harmonize reports.

Challenges

- Current global economic crisis has had an adverse impact on the donor funding.
- Slow pace in cultural change in resource mobilization towards a corporate approach and lack of consistent adherence to the resource mobilization strategy guidelines.

Next steps

- **Budgeting and resource allocation**: Improvements in the grant management database and its linkage to the donor database to further enhance tracking and reporting of contributions of programmes and projects to MTSIP focus area results; Further enhancements to the budgeting tool to allow systematic distribution of resources; Review of existing systems in view of establishing a simplified and harmonized cost recovery and resource/cost allocation mechanism, including recommendations on the implementation strategy.
- **Resource mobilization**: Enhancement of the Donor Information System (DIS) if required. New edition of the catalogue “UN-Habitat Products and Services” for the 23rd Session of the Governing Council. Final preparations undertaken to embark on a market analysis in order to have a better understanding of UN-Habitat’s position within the global development aid architecture; aim of the analysis is to develop marketing tools to enable the organization effectively enhancing its profile amongst Development Partners. Finalization of a portfolio review assessing the efficiency and efficacy of UN-Habitat programmes and projects. Planning of Donor/Development Partners Event during the Governing Council.
### Enhanced normative and operational framework

**Enhanced normative and operational framework (ENOF)**

ENOF is designed to enhance cohesion, alignment, collaboration and guide UN-Habitat in-country activities. In order to improve policy integration and programmatic coherence at country level, the ENOF Task Force has identified the development of Habitat Country Programme Documents (HCPDs), integration of urban issues into national development strategies and United Nations Development Assistance Frameworks (UNDAFs) as well as the establishment of National Urban Forums (NUFs) key components in implementing ENOF.

<table>
<thead>
<tr>
<th>Achievements</th>
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<tbody>
<tr>
<td><strong>HCPDs</strong></td>
<td>HCPDs: Evaluation of the first 33 HCPDs was completed in July 2010, with recommendations, including one on updating HCPDs to bring the ENOF agenda closer to partners at country level. The HCPDs are being revised.</td>
</tr>
<tr>
<td><strong>National Urban Forums</strong></td>
<td>To-date, 20 National Urban Forums, up from 14 in 2009 have been formed and are providing multi-stakeholder platforms for urban campaign and other public debates on urban issues at national level.</td>
</tr>
<tr>
<td><strong>Integration of Urban issues into UNDAF's, National Priorities.</strong></td>
<td>Integration of urban issues and UNDAFs amd national priorities: Human settlements issues have been integrated into 43 UNDAFs, up from 23 in 2009, and into 38 National Development plans, up from 20 in 2009. An “Evaluation of UN-Habitat involvement in “Delivering as One” initiative: Challenges and Opportunities”, is on ongoing.</td>
</tr>
<tr>
<td><strong>Inter-divisional collaboration</strong></td>
<td>Using the approved criteria, 29 Countries, in Africa, Arab States, Asia-Pacific and Latin America and the Caribbean have been selected by the ENOF Taskforce as “flagship” or “focus” countries to facilitate development of programmes and activities in context of ENOF. Through inter-divisional collaboration, relevant national level stakeholders and implementation partners including national and local governments, civil society, and private sector are being identified in selected countries. Inter-divisional work with UN-Habitat at country level is improving. Various programmes are being implemented in ENOF context including: Slum upgrading (Burundi, Cape Verde, Ghana, Indonesia, Mali, Tanzania); Safer Cities (Kenya and Tanzania); GLTN Ethiopia, Botswana, Haiti, Senegal, South Africa, India, Pakistan, Grenada, Indonesia); WATSAN (Africa, Asia, Latin America); CCCI (Senegal, Phillipines).</td>
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</table>
V Strategic direction ahead

From the report, there are positive indications of progress. However, there are areas where progress is slow and concrete actions are needed. UN-Habitat continues to strive for improvements in Excellence in Management, and is not yet satisfied with progress. Several actions have been taken that have strengthened the foundation for results-based management. The Secretariat will pay special attention to these follow-up actions to keep the MTSIP implementation on track:

- Implementation of the MTSIP Peer Review recommendations.
- Finalization of the Focus Area strategy/policy papers in order to provide further guidance to the Focus Areas with greater clarity of concepts and focus.
- Exploring how to address, in a more robust way, emerging programme priorities including: cities and climate change, urban mobility and transport and sustainable energy in cities.
- Implement phase 3 of the joint CPR and the Secretariat review of UN-Habitat’s governance structure.
- To update and revise the indicators to measure MTSIP results.
- Preparations for the twenty-third session of the Governing Council.
# Goal

Sustainable urbanization created by cities and regions that provide all citizens with adequate shelter, services, security and employment opportunities regardless of age, sex, and social strata.

## MTSIP Strategic Result

Sustainable urbanization principles drive policy and practice

### Indicators

- Proportion of urban population living in slums in developing regions
- Percentage access to piped water and sanitation services in developing regions
- Percentage access to durable housing and sufficient living area in developing regions

## Focus Area Strategic Results

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Strategic Results</th>
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<tbody>
<tr>
<td>1</td>
<td>Improved sustainable urbanization policies from local to global levels adopted</td>
</tr>
<tr>
<td>2</td>
<td>Inclusive urban planning, management and governance (UPMG) improved at national and local levels</td>
</tr>
<tr>
<td>3</td>
<td>Improved access to land and housing</td>
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<tr>
<td>4</td>
<td>Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and under-served populations</td>
</tr>
<tr>
<td>5</td>
<td>Increased sustainable financing for affordable and social housing and infrastructure</td>
</tr>
<tr>
<td>6</td>
<td>UN-Habitat delivers MTSIP planned results effectively and efficiently</td>
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</tbody>
</table>

## Expected Accomplishments

1. **1.1** Improved awareness of sustainable urbanization issues at the local to global levels
   - Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy
   - Monitoring of sustainable urbanization conditions and trends improved

2. **2.1** Improved policies, legislation and strategies support inclusive UPMG
   - Strengthened institutional and governance (UPMG)
   - Improved implementation of inclusive UPMG

3. **3.1** Improved land and housing policies implemented
   - Security of tenure increased
   - Slum improvement and prevention policies promoted

4. **4.1** An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services
   - Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure and services
   - Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services

5. **5.1** Financing raised for and increases recorded in affordable and social housing stock and related infrastructure
   - Increase in activities in municipal finance and affordable housing finance

6. **6.1** Staff are empowered to achieve planned results
   - Institution aligned to deliver MTSIP results
   - Results-based management principles applied
   - Financial resources to deliver MTSIP results available
**Focus Area 1** Effective advocacy, monitoring and partnerships

<table>
<thead>
<tr>
<th>Goal</th>
<th>Sustainable urbanization principles drive policy and practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Result</strong></td>
<td>Improved sustainable urbanization policies from local to global levels adopted</td>
</tr>
</tbody>
</table>

| Indicators | a) Degree to which UN-Habitat is viewed as a premier reference centre for urban trends and issues |

<table>
<thead>
<tr>
<th><strong>Expected Accomplishments</strong></th>
<th>1. Improved awareness of sustainable urbanization issues at the national and global levels</th>
<th>2. Habitat Agenda partners (HAP) actively participate in the formulation of sustainable urbanization policy</th>
<th>3. Monitoring of sustainable urbanization conditions and trends improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicators</td>
<td>a) Number of media articles and on Flagship reports and World Habitat day</td>
<td>a) Number of partnerships (by category) contributing to sustainable urbanization</td>
<td>a) Number of operational urban observatories (national/local)</td>
</tr>
<tr>
<td></td>
<td>b) Number of downloads from UN-Habitat website</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>c) Number of countries that celebrate World Habitat Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d) Number of countries with National Habitat Forums</td>
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<table>
<thead>
<tr>
<th><strong>Sub-Expected Accomplishments</strong></th>
<th>1.1 Effective dissemination of evidence-based knowledge on urban issues</th>
<th>2.1 Improved awareness increase HAP participation</th>
<th>3.1 Increased capacity for implementation of urban monitoring systems</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.2 Expanded use of evidence-based knowledge in education</td>
<td>2.2 HAP commit to agreed norms and principles for sustainable urbanisation</td>
<td>3.2 Increased demand for evidence-based knowledge in policy making and practice, including sex- and age disaggregated data</td>
</tr>
<tr>
<td></td>
<td>2.3 HAP capacity in monitoring government policy and implementation strengthened</td>
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</table>
**Focus Area 2** Promotion of Participatory Planning, Management & Governance

**Results framework**

**Goal**
Sustainable urbanization principles drive policy and practice

<table>
<thead>
<tr>
<th>Strategic Result</th>
<th>Inclusive urban planning, management and governance (UPMG) improved at national and local levels</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Number of countries promoting comprehensive UPMG, including the economy, ecology and equity dimensions of sustainable urbanization</th>
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<tbody>
<tr>
<td></td>
<td>Number of crisis-prone and post-crisis cities in affected countries integrating risk- and vulnerability-reduction programming in UPMG systems</td>
</tr>
</tbody>
</table>

**Expected Accomplishments**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Number of countries whose policies, legislation and strategies incorporate sustainable urbanization principles</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of crisis-prone and post-crisis countries whose UPMG policies, legislation and strategies incorporate urban risk- and vulnerability-reduction measures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Number of institutions in targeted countries that actively promote sustainable urbanization dimensions.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of cities implementing inclusive UPMG</td>
</tr>
</tbody>
</table>

**Sub-Expected Accomplishments**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Improved policy analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Policy advocacy improved, including through Campaign (see FA1)</td>
</tr>
<tr>
<td></td>
<td>Increased application of best policy practices</td>
</tr>
<tr>
<td></td>
<td>Effective policies and strategies related to UPGM, including in crisis-prone and post-crisis human settlements contexts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Strengthened organisational structures and processes for UPMG</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improved competencies and enhanced base of human resources for UPMG</td>
</tr>
<tr>
<td></td>
<td>Improved development of, access to and application of tools for UPMG</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Improved inclusive action planning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enhanced strategic partnerships for UPMG</td>
</tr>
<tr>
<td></td>
<td>Improved management of financial resources for UPMG</td>
</tr>
<tr>
<td></td>
<td>Improved capacity to apply UPMG, including in crisis-prone and post-crisis human settlements contexts</td>
</tr>
</tbody>
</table>
### Focus Area 3  Promotion of pro-poor land and housing

**Results framework**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Sustainable urbanization principles drive policy and practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Result</strong></td>
<td>Improved access to land and housing</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td>Increased number of countries implementing policies to improve access to land and housing, including crisis affected countries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Expected Accomplishments</strong></th>
<th><strong>Indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improved land and housing policies implemented</td>
<td>Number of countries implementing improved policies</td>
</tr>
<tr>
<td>2. Security of tenure increased</td>
<td>Number of countries implementing policies to improve security of tenure, including measures to reduce forced evictions</td>
</tr>
<tr>
<td>3. Slum improvement and prevention policies promoted</td>
<td>Number of countries implementing slum prevention and improvement policies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Sub-Expected Accomplishments</strong></th>
<th><strong>Indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Govt/HAP knowledge of innovative land and housing policies and programmes improved</td>
<td>Govt/HAP knowledge of equitable land and housing rights increased</td>
</tr>
<tr>
<td>1.2 Govt/HAP capacity to promote hazard-resistant and sustainable housing construction increased</td>
<td>Govt/HAP capacity to achieve equitable land and housing rights strengthened</td>
</tr>
<tr>
<td>1.3 Govt/HAP capacity to implement land and housing policies increased</td>
<td>Govt/HAP capacity to effectively address housing, land and property in crisis-prone and post-crisis contexts increased</td>
</tr>
<tr>
<td>2.1 Govt/HAP knowledge of equitable land and housing rights increased</td>
<td>Govt/HAP utilise alternative approaches to forced evictions</td>
</tr>
<tr>
<td>2.2 Govt/HAP capacity to achieve equitable land and housing rights strengthened</td>
<td>Govt/HAP supported in implementing slum upgrading and prevention policies and strategies</td>
</tr>
<tr>
<td>2.3 Govt/HAP capacity to effectively address housing, land and property in crisis-prone and post-crisis contexts increased</td>
<td>Govt/HAP supported in implementing slum upgrading and prevention policies and strategies</td>
</tr>
<tr>
<td>3.1 Govt/HAP knowledge on slum upgrading and prevention improved</td>
<td></td>
</tr>
<tr>
<td>3.2 Govt/HAP capacity to develop slum upgrading and prevention policies and strategies strengthened</td>
<td></td>
</tr>
<tr>
<td>3.3 Govt/HAP supported in implementing slum upgrading and prevention policies and strategies</td>
<td></td>
</tr>
</tbody>
</table>
## Focus Area 4  Environmentally sound basic urban infrastructure and services

### Results framework

<table>
<thead>
<tr>
<th>Goal</th>
<th>Sustainable urbanization principles drive policy and practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Result</strong></td>
<td>Expanded access to environmentally sound basic urban infrastructure services with a special focus on the unserved and underserved populations</td>
</tr>
</tbody>
</table>

**Indicators**
- a) **Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.**
- b) **Percentage of institutional stakeholders reporting positive perception of UN-Habitat’s contribution to expanded access for the poor to basic urban infrastructure services in selected communities.**

<table>
<thead>
<tr>
<th>Expected Accomplishments</th>
<th>1 An enabling policy and institutional framework promotes expanded access to environmentally sound urban infrastructure and services</th>
<th>2 Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services</th>
<th>3 Enhanced consumer demand for efficient and environmentally sustainable basic urban infrastructure and services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicators</strong></td>
<td>a) <strong>Number of countries progressively adopting relevant policies that aim to expand access to environmentally sound urban infrastructure and services</strong></td>
<td>a) <strong>Percentage of service providers recovering at least operation and maintenance cost of services</strong></td>
<td>a) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs <strong>Percentage difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities</strong></td>
</tr>
<tr>
<td></td>
<td>b) <strong>Number of institutions in target countries progressively adopting institutional mechanisms that expand access to environmentally sound urban infrastructure and services</strong></td>
<td>b) <strong>Percentage of consumers of UN-HABITAT partner service provider organizations reporting satisfaction with services provided</strong></td>
<td>b) Percentage of consumers ranking basic urban infrastructure services in the first three of their priority of needs <strong>Percentage difference in the price of basic urban infrastructure services paid by the poor vis-à-vis the rest of consumers in selected communities</strong></td>
</tr>
</tbody>
</table>

### Sub-Expected Accomplishments

<table>
<thead>
<tr>
<th>Sub-Expected Accomplishments</th>
<th>2.1 Strengthened service-provider capacity</th>
<th>2.2 Improved service delivery monitoring mechanisms inform decisions</th>
<th>2.3 Enhanced capacity of service providers to address climate change</th>
<th>3.1 Environmentally sound standards and practices in place</th>
<th>3.2 Enhanced knowledge of consumers on their rights to basic urban infrastructure and services</th>
<th>3.3 Sustainable consumption practices utilised</th>
</tr>
</thead>
</table>

<p>| Numbers of people in target communities with access to environmentally sound basic urban infrastructure services.Percentage of institutional stakeholders reporting positive perception of UN-Habitat’s contribution to expanded access for the poor to basic urban infrastructure services in selected communities. | a) b) | a) b) | a) b) | a) b) | a) b) | a) b) | a) b) | a) b) | a) b) |</p>
<table>
<thead>
<tr>
<th>Goal</th>
<th>Sustainable urbanization principles drive policy and practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Result</strong></td>
<td>Increased sustainable financing for affordable and social housing and infrastructure</td>
</tr>
<tr>
<td><strong>Indicators</strong></td>
<td></td>
</tr>
</tbody>
</table>
| a) | Value of commercial loans, government subsidies and donor grants made available for affordable housing, upgrading and basic infrastructure in targeted countries and communities  
| b) | Increased number of households with improved housing and infrastructure in targeted countries and communities |
| **Expected Accomplishments** |  
| 1 | Financing raised for and increases recorded in affordable and social housing stock and related infrastructure  
| Indicators |  
| a) | Value of commercial loans, government subsidies and donor grants made available for projects financing affordable housing, upgrading and basic infrastructure in targeted countries and communities  
| b) | % of housing loans by domestic banks and micro-finance institutions going to lower-income deciles and / or people with informal incomes |
| 2 | Increase in activities in municipal finance and affordable housing finance  
<p>| a) | Funding raised and leveraged for municipal finance for affordable housing and basic infrastructure |
| <strong>Sub-Expected Accomplishments</strong> |<br />
| 1.1 | Established sustainable revolving credit and loan facilities |
| 1.2 | Local Finance Facilities to facilitate slum upgrading through blended commercial and community finance and partnerships between government, communities and the private sector |
| 1.3 | Effective mechanisms for technical assistance to Banks, Microfinance Institutions and community groups in housing finance |
| 2.1 | Targeted government programmes to support affordable housing and slum upgrading |
| 2.2 | Effective consumer education and protection systems in housing finance |
| 2.3 | Catalyzing local Institutions to provide access to financial services and financing of basic infrastructure |</p>
<table>
<thead>
<tr>
<th>Goal</th>
<th>Sustainable urbanization principles drive public policy and practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Result</strong></td>
<td>UN-HABITAT delivers MTSIP planned results effectively and efficiently</td>
</tr>
</tbody>
</table>
| **Indicators**                                                      | a) Score on organizational efficiency and effectiveness from staff survey  
|                                                                   | b) Score on organizational performance from external evaluations |
| **Expected Accomplishments**                                        | 1 Staff are empowered to achieve planned results  
|                                                                   | 2 Institution aligned to deliver MTSIP results  
|                                                                   | 3 RBM principles applied  
|                                                                   | 4 Financial resources to deliver MTSIP results available |
| **Indicators**                                                      | a) Percentage of staff whose skills set are aligned with their MTSIP compliant job description  
|                                                                   | b) Reduction in time spent on completion of selected business processes  
|                                                                   | c) Percentage of staff reporting improved knowledge and information sharing  
|                                                                   | a) Number of key restructuring decisions implemented as recommended by organizational review  
|                                                                   | b) Percentage of staff reporting willingness to be held accountable for MTSIP results  
|                                                                   | a) Percentage of programmes and projects that are contributing to focus area results  
|                                                                   | b) Percentage of staff reporting willingness to be held accountable for MTSIP results  
|                                                                   | c) Degree to which resource targets for non-earmarked and earmarked funding are met  
|                                                                   | Percentage of (earmarked/non-earmarked) resources allocated to MTSIP focus area priorities  
|                                                                   | Percentage of staff reporting transparency in resource allocation decisions  

| **Sub-Expected Accomplishments**                                    | 1.1 Strengthened staff competencies related to the MTSIP  
|                                                                   | 1.2 Knowledge management systems effectively utilised  
|                                                                   | 1.3 Incentive structure for performance in place  
|                                                                   | 1.4 Delegation of authority within an accountability framework  
|                                                                   | 1.5 Efficient business processes applied  
|                                                                   | 2.1 Rationalised organisational structure  
|                                                                   | 2.2 MTSIP focus area result delivery system operational  
|                                                                   | 3.1 Programmes derived from MTSIP results  
|                                                                   | 3.2 Performance measurement and evaluation informs decision-making and programming  
|                                                                   | 3.3 Quality standards consistently applied in the achievement of planned results  
|                                                                   | 4.1 Effective mobilisation of resources to achieve MTSIP results  
|                                                                   | 4.2 Allocation of resources to MTSIP priority results  

**Score on organizational efficiency and effectiveness from staff survey**

**Score on organizational performance from external evaluations**

**Percentage of programmes and projects that are contributing to focus area results**

**Percentage of staff reporting willingness to be held accountable for MTSIP results**

**Percentage of (earmarked/non-earmarked) resources allocated to MTSIP focus area priorities**

**Percentage of staff reporting transparency in resource allocation decisions**

**Number of key restructuring decisions implemented as recommended by organizational review**

**Percentage of staff reporting improved knowledge and information sharing**

**Percentage of staff reporting increased horizontal collaboration**

**Degree to which resource targets for non-earmarked and earmarked funding are met**