

11 SUSTAINABLE CITIES
AND COMMUNITIES



ANNUAL PROGRESS REPORT 2015

IMPLEMENTATION OF THE STRATEGIC PLAN (2014 - 2019)



UN HABITAT
FOR A BETTER URBAN FUTURE

ANNUAL

PROGRESS REPORT 2015

IMPLEMENTATION OF THE STRATEGIC PLAN (2014 - 2019)

JANUARY - DECEMBER 2015

Contents

Foreword	IV
Executive Summary	V
Introduction	V
Summary of programme performance in 2014-2015.....	VIII
Summary of Results Achieved for each Focus Area/Sub-programme in 2015	XV
Executive Direction and Management	01
Focus area 1: Urban Legislation, Land and Governance	08
Focus area 2: Urban planning and design	17
Focus area 3: Urban Economy	25
Focus area 4: Urban Basic Services	32
Focus area 5: Housing and Slum Upgrading	39
Focus area 6: Risk Reduction and Rehabilitation	46
Focus area 7: Research and Capacity Development	53
Programme Division	60
Management and Operations Division	64
Annex 1: Areas of Strategic Importance to Urbanization	70
Three pronged approach	70
Achieving Sustainable Urban Development (ASUD)	70
National Urban Policies	71
Urbanization and Sustainable Urban Development in the post-2015 development agendas	71
Annex 2: Implementing partners for the year 2015	72
Annex 3: Overview of selected UN-Habitat support to NUPs (2016)	74

List of figures

Figure 1: Overall programme implementation for 2014-2015 biennium	VIII
Figure 2: Progress on indicator targets.....	IX
Figure 3: Key to the rating system used to assess progress towards indicator targets	IX
Figure 4: Overall planned budget and expenditure for 2015	XIV
Figure 5: Overall planned budget and expenditure for 2015 by FA.....	XIV
Figure 6: Programme implementation for 2014-2015.....	2
Figure 7: Planned budget and expenditure for executive direction and management	3
Figure 8: Programme implementation for 2014-2015 for Urban Legislation, Land and Governance	9
Figure 9: Planned budget and expenditure for focus area 1.....	10
Figure 10: Programme implementation for 2014-2015 for Urban Planning and design	18
Figure 11: Planned budget and expenditure for focus area 2.....	19
Figure 12: Programme implementation for 2014-2015 for Urban Economy	26
Figure 13: Planned budget and expenditure for focus area 3.....	27
Figure 14: Programme implementation for 2014-2015 for Urban Basic Services	33
Figure 15: Planned budget and expenditure for focus area 4.....	34
Figure 16: Programme implementation for 2014-2015 for Housing and Slum Upgrading	40
Figure 17: Planned budget and expenditure for focus area 5.....	41
Figure 18: Programme implementation for 2014-2015 for Risk Reduction and Rehabilitation	47
Figure 19: Planned budget and expenditure for focus area 6.....	48
Figure 20: Programme implementation for 2014-2015 for Research and Capacity Development	54
Figure 21: Planned budget and expenditure for focus area 7.....	55
Figure 22: Progress on indicator targets for Programme Division	61
Figure 23: Progress on indicator targets for Management and Operations Division	65
Figure 24: Planned budget and expenditure for Management and Operations Division.....	66

List of tables

Table 1: Overall table showing progress towards indicator targets by focus areas	IX
Table 2: Resource requirements for work programme (2014-2015) by source of funding (USUSD millions)	XIV
Table 3: Planned budget and expenditure for executive direction and management (USD millions)	2
Table 4: Progress made towards indicator targets for Executive Direction and Management	3
Table 5: Planned budget and expenditure for focus area 1 (USD millions).....	10
Table 6: Progress made towards indicator targets for Focus Area 1.....	11
Table 7: Planned budget and expenditure for focus area 2 (USD millions).....	18
Table 8: Progress made towards indicator targets for Focus Area 2.....	19
Table 9: Planned budget and expenditure for focus area 3 (USD millions).....	26
Table 10: Progress made towards indicator targets for Focus Area 3.....	27
Table 11: Planned budget and expenditure for focus area 4 (USD millions).....	33
Table 12: Progress made towards indicator targets for Focus Area 4.....	34
Table 13: Planned budget and expenditure for focus area 5 (USD millions).....	40
Table 14: Progress made towards indicator targets for Focus Area 5.....	41
Table 15: Planned budget and expenditure for focus area 6 (USD millions).....	47
Table 16: Progress made towards indicator targets for Focus Area 6.....	48
Table 17: Planned budget and expenditure for focus area 7 (USD millions).....	54
Table 18: Progress made towards indicator targets for Focus Area 7.....	55
Table 19: Progress made towards indicator targets for Programme Division	61
Table 20: Planned budget and expenditure for Management and Operations Division (USD millions).....	65
Table 21: Progress made towards indicator targets for Management and Operations Division.....	66

Foreword



This 2015 Annual Progress Report is the second one tracking progress towards achievement of the planned results of UN-Habitat's Strategic Plan for 2014-2019. During 2015, UN-Habitat moved forward strongly in the implementation of its Strategic Plan.

This report draws out the continuing evolution of the programme and shows how transformational results have been achieved. It does this by giving a detailed analysis of the achievements made towards planned results of the seven thematic areas and three divisions comprising Executive Direction and Management, Management and Operations Division, and Programme Division.

The approval of Goal 11 in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, "*Make cities and human settlements inclusive, safe, resilient and sustainable*," is an indication of the global recognition of urbanization as an important driver of sustainable development. The 2014-2019 Strategic Plan reflects UN-Habitat's strategic approach to sustainable urbanization and is in complete alignment with Goal 11 of the SDGs. This report reflects UN-Habitat's strong positioning and preparedness to play a leading role in the implementation of Goal 11 and drive the New Urban Agenda, the outcome document expected from the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

The report demonstrates the concrete changes resulting from UN-Habitat's interventions, with each chapter highlighting results achieved and key milestones that show progress towards planned outcomes. The report provides "real life" evidence of impact, noting, for example, that there is increased security of tenure in DRC following the issuing of certificates of residency to 600 households using the Social Domain Tool Model developed by the Global Land Tool Network and partners. In Afghanistan, Herat, Mazar-e-Sharif, Jalalabad and Kandahar provinces, realized a 15 per cent increase in revenue

due to improved land surveying, land registration, tax invoicing and collection in 2015. There is significant behaviour change in Nepal in the use of toilets in 27 districts, increasing sanitation coverage to 70 per cent, up from 46 per cent in 2011.

UN-Habitat continued to implement a vision of the three pronged approach, in five pilot countries of the *Achieving Sustainable Urban Development (ASUD)* programme, namely, Egypt, Rwanda, Mozambique, Philippines and Colombia. The report presents evidence-based examples of increasing progress towards the development and adoption of National Urban Policies as well as the implementation of planned city extensions and in-fills in the five pilot countries.

The overall delivery rate on the planned work programme and budget was 92 per cent with 86 per cent of the indicator targets met or exceeded. Much progress was made on the management front, with the adoption of guidelines on Enterprise Risk Management, an Accountability Framework, completion of a fraud and corruption benchmarking exercise, and the timely implementation of Umoja.

Implementation of Umoja has not been without teething challenges. There were multiple delays which negatively impacted the delivery of the programme of work. UN-Habitat continues to work with the Department of Management to address these issues. The declining level of non-earmarked resources remains a persistent challenge which UN-Habitat is addressing through an enhanced resource mobilization strategy that gives priority to enhancing contributions to core funds.

Joan Clos
Under-Secretary-General and Executive Director
United Nations Human Settlements Programme
(UN-Habitat)

Executive Summary

INTRODUCTION

The 2015 Annual Progress Report marks the second update on the implementation of the six-year strategic plan for 2014-2019 approved by UN-Habitat's Governing Council in April 2013, and is in accordance with Governing Council resolution 25/3 of April 2015. This report also informs on progress made on the implementation of the first biennial Work Programme and Budget 2014-2015. The Executive Summary draws out UN-Habitat's results in 2015 the strategic plan, particularly in its evolution towards the principles of sustainable urbanization and the three-pronged approach in its programme, and also in the demonstration of the principles likely to result in the final New Urban Agenda adopted by member states later this year at Habitat III. The strategic plan is being implemented through three successive biennial strategic frameworks and programme budgets (GC resolution 24/15).

The interventions of UN-Habitat and its partners in 2015 were fully aligned with the principles of the six-year strategic plan. Implementation continued in a more systemic, integrated and transformative manner, in line with the new vision of the role of urbanization as a tool for sustainable development. The report reflects the progress made towards the objectives of the strategic plan through the interventions of UN-Habitat and its partners, comprising governments, local authorities, the private sector, United Nations Agencies and other Habitat Agenda partners, and supported by donors. This report is based on inputs from UN-Habitat branches, regional offices and country offices that deliver the Work Programme and Budget, and reports progress made at global, regional, and country levels. It is results focused and highlights achievements and progress made on defined expected accomplishments and indicator targets of the strategic plan and biennial work programme. Progress made towards indicator targets is rated and presented using a colour coding system. A new element in the Report is the summary of key results achieved in 2015, appearing at the beginning of each chapter. The report also presents analysis of the performance on budget during the year under review.

A new element in the Report is the summary of key results achieved in 2015, appearing at the beginning of each chapter. The report includes financial information for the year 2015. This information on the overall planned budget for 2014/2015, half of that which is the planned budget for 2015, and the expenditure for 2015, including a breakdown by type of funding for each focus area and offices.

The report includes an Executive Summary, followed by chapters outlining progress made towards the planned results under executive direction and management, each of the seven focus areas /sub-programmes and two divisions, namely Programme Division and Management and Operations Division. Partners who collaborated with UN-Habitat and other additional information are provided in annexes.

Management of the Programme

UN-Habitat implemented its programme of work in a matrix fashion using a project based management approach. In 2015, processes and systems were put in place to enhance accountability and transparency, mitigate and monitor risks, as well as reduce fraud and corruption. UN-Habitat adopted guidelines for the implementation of the **Enterprise Risk Management** throughout the organization and established a Risk Oversight and Advisory Committee, to monitor the overall effectiveness of risk management practices and review the risk profile of the organization. Mitigation and monitoring of risks identified in a study are now being overseen by the Risk Committee. The Agency also adopted an **Accountability Framework** to ensure good governance, create the necessary environment of accountability and transparency, and guarantee that business operations are carried out effectively. UN-Habitat completed **fraud and corruption benchmarking exercises**, against known best practices and identified fraud and corruption risk drivers, as well as possible mitigation controls in the activities carried out by third parties.

UN-Habitat has anchored its internal business transformation in sustainable urbanization, leading to a strengthened normative and growing technical cooperation portfolio. UN-Habitat has furthered its reforms and re-prioritized resources in response to Member States' commitment to ensuring the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), taking place in October 2016, produces a forward-looking, action oriented outcome document to "support sustainable development and the implementation of a New Urban Agenda (NUA)" (GA resolution 70/473).

Areas in which UN-Habitat excelled in 2015

Global Land Tool Network (GLTN)

The Global Land Tool Network (GLTN) is a platform comprised of clusters of urban civil society, rural civil society, international professional bodies and international and research institutions, multilateral and bilateral organizations, including UN agencies. In 2015, its membership grew further to 71 institutional partners and 2,115 individual members who implement the GLTN agenda. There is empirical evidence to confirm that the interventions of GLTN have achieved impressive results that are improving people's lives.

GLTN tools, especially Social Tenure Domain Model, are being used at the country level to provide tenure security in the context of production (Uganda, Kenya, DRC Congo, and Afghanistan). In the Democratic Republic of Congo, land rights have been documented and certificates of residency for resettlement of over 600 households in Luhonga community generated using the Social Tenure Domain Model. Similarly, in Uganda, the Model has been critical in improving city and community planning and access to tenure security. Its use resulted in more than 11,060 individuals able to settle and access land in four municipalities (Mbale, Tororo, Masaka and Entebbe). The dissemination of the land mediation tool at community level in Eastern DRC, contributed to enhanced capacity of 20 local community structures to document and register 972 land conflicts, among which 609 have been resolved. This initiative has greatly contributed to restoring social cohesion and helped to set an enabling environment for peace and reconstruction in support of the UN Charter.

City Prosperity Initiative (CPI)

UN-Habitat and partners continued implementation of the City Prosperity Initiative (CPI) in line with the new strategic approach. The CPI provides an indication of how strong or weak the prosperity factors of a city are, thus enabling policymakers to identify opportunities and potential areas of action for advancing towards prosperity.

More than 300 cities in Latin America, the Arab States and Africa are implementing the CPI for evidence gathering, diagnosis, and building the stock of information about the city to create action plans based on participatory processes. Evidence of the success of the CPI is demonstrated by the number of countries and cities that are collecting data and developing CPI Indicators. The success of Colombia and Mexico has motivated Brazil, Cuba, Ecuador, Peru and Panama to collect data and develop CPI indicators. In Mexico, over 130 cities are using the CPI toolkit.

Implementation of Umoja

One of the most significant achievements of UN-Habitat was the successful and timely implementation of Umoja. The agency was able to carry out all preparatory processes for the implementation, in compliance with requirements of the UN Secretariat that is leading the process. This brought about largely successful data migration and initial training of all UN-Habitat staff, including local experts and trainers who are already helping to solve some of the Umoja teething problems, but more importantly, will be able to support the agency in future. UN-Habitat is also a member of the Nairobi Services Group that ensures the efficient delivery of services.

IPSAS

In recognition of UN-Habitat's efforts, in 2015, the UN Board of Auditors issued an unqualified audit opinion on UN-Habitat's first **IPSAS** (International Public Sector Accounting Standards)-compliant financial statements for the financial year 2014.

Challenges

Implementation of Umoja

The Umoja Enterprise Resource Planning System launched in June 2015 has created an enabling environment for enhanced financial accountability. Most notably, the system provides features to support IPSAS compliance and introduces controls that ensure fund sufficiency before expenditure is incurred, and mandatory recording inspection of services and goods before payments are made. The Umoja accounting system has introduced efficiencies in some areas of UN-Habitat's business. UN-Habitat made an extraordinary effort to implement this new system, despite the fact that this was unfunded. Staff spent thousands of hours in the pre- and post-go live period, and about USD 1 million was spent on Umoja from reserves. However, Umoja brought along some teething and broader, challenges. While it was possible to make financial commitments without receiving any cash from donors in IMIS in the past, Umoja introduced strict cash availability checks that no longer allow this practice. No commitments for ordering goods and services can be made without cash.

This has negatively impacted programme implementation in instances where there are some cash delays, and where the projects are agreed on a reimbursement basis. This has resulted in delays in programme/project implementation. It has also resulted in the need for UN-Habitat to consider establishing an adequate working capital fund for lending to projects that experience delays in cash receipt from donors. Partners and contractors experienced multiple delays in receiving payments, while the additional complexity brought by Umoja slowed down work in all its aspects. The crucial Business Intelligence reporting system still does not provide a minimal level of functionality for an extra-budgetary financed, projects-based organisation like UN-Habitat. Also, the blackout periods in 2015 required for the go-live process retarded implementation rates. It is expected that stabilization issues will persist through the end of 2016.

Reduction of Foundation Non-earmarked funds

The Foundation's declining levels of non-earmarked resources remains a challenge. In 2015, the organization experienced cuts in voluntary non-earmarked contributions by the traditional contributors, resulting in reduced Foundation non-earmarked resources. On the other hand, emerging donor countries and other non-traditional donors have increased their contributions. UN-Habitat implemented the following initiatives to enhance contributions to core funds: strengthened Resource Mobilization coordination at the corporate level; intensified regular and targeted appeal to Member States; and improved efforts to re-engage with former traditional core donors.

Summary of programme performance in 2014-2015

Progress towards achieving planned results of the 2014-2015 work programme

In 2015, UN-Habitat and partners made progress towards planned results of the strategic plan and the work programme and budget for 2014-2015. Good progress was made towards meeting indicator targets for most of the expected accomplishments as well as the delivery of

the planned outputs for the biennium. Figure 1 indicates the rate of programme delivery by subprogramme for the biennium as reflected in IMDIS by the end of December 2015. The average rate of delivery for UN-Habitat was 92 per cent, which is the same as for 2012-2013. On average, 5 per cent of outputs were terminated while 3 per cent were postponed. The main reason for the termination and postponement was mostly unavailability of financial resources. There is empirical evidence to show the progress made by the end of 2015.

Figure 1: Overall programme implementation for 2014-2015 biennium

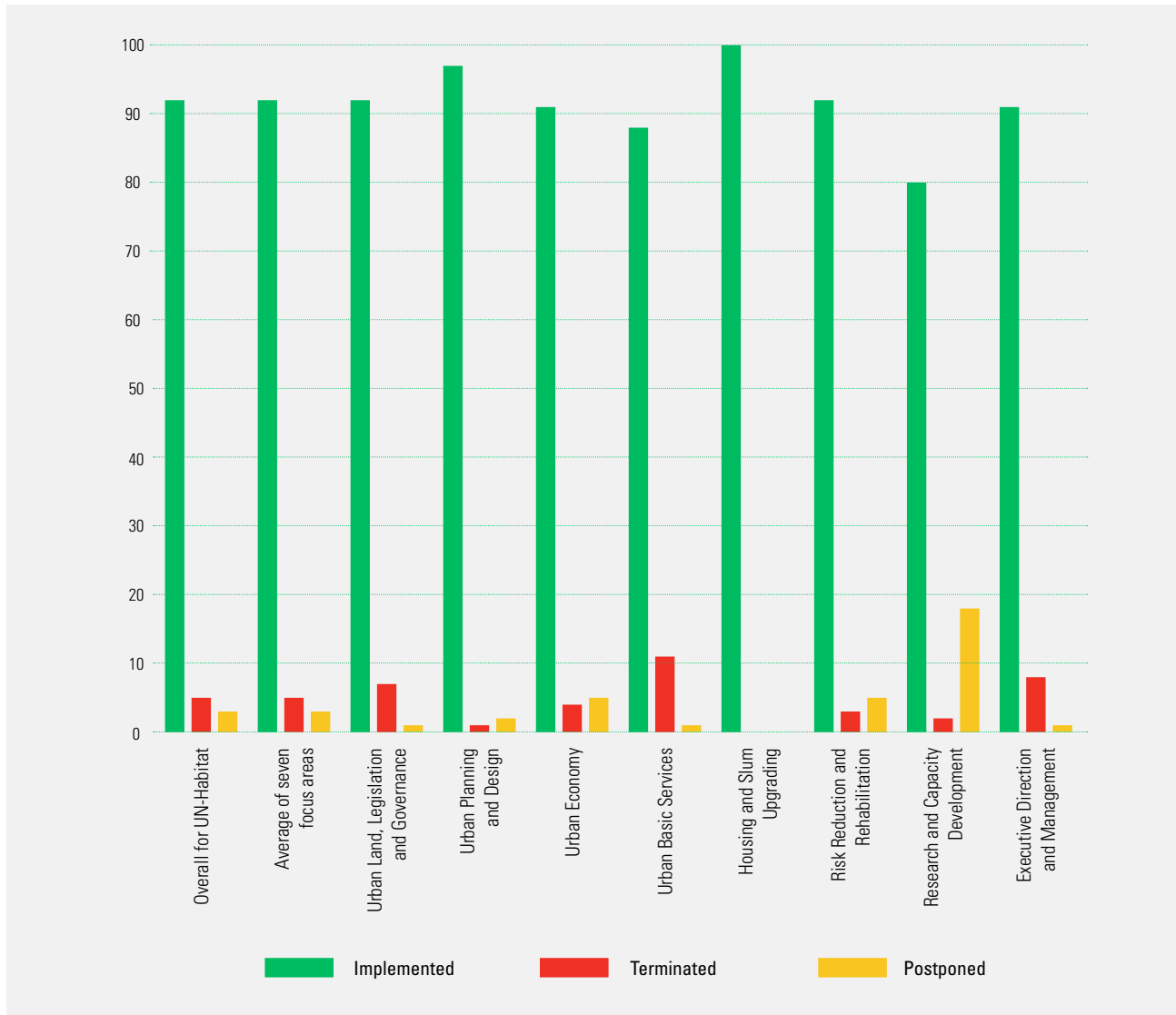
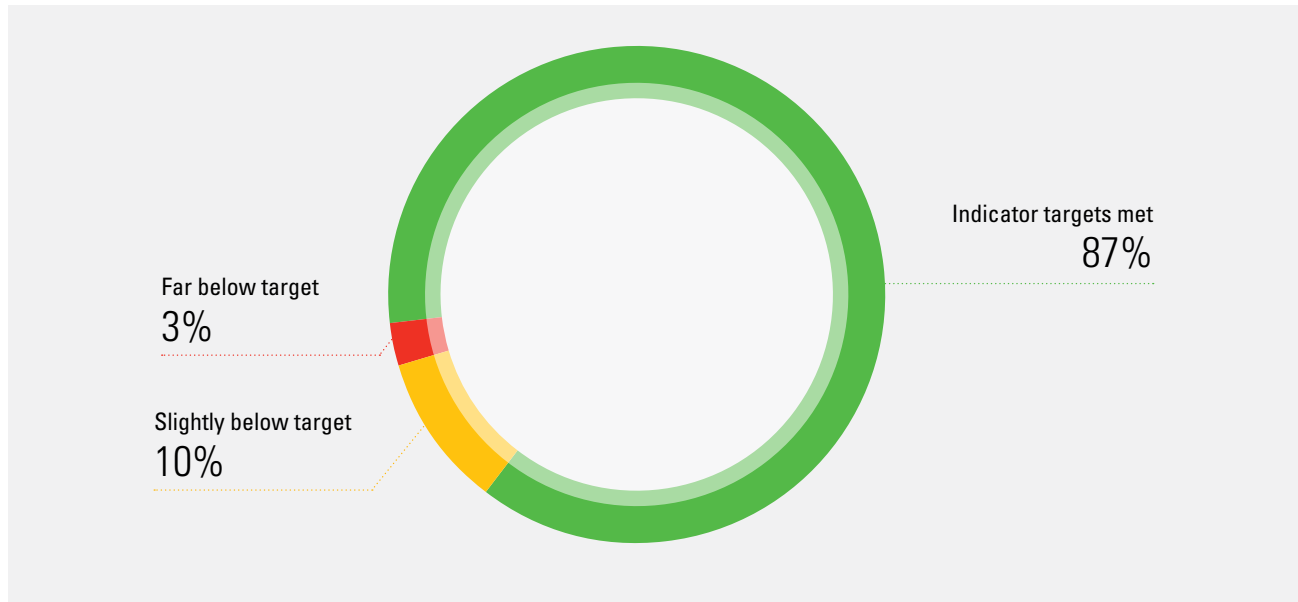


Figure 2: Progress on indicator targets



In line with the GC resolution on the strategic plan, UN-Habitat monitors progress made towards achievement of planned results, through indicator targets. To assess progress made towards achievement of indicator targets, a colour-coded system was used to depict the status of progress made towards indicator targets by the end of 2015, as shown in figure 3 below. The rating of progress made compares the actual status of the indi-

cator at the end of 2015 against the target at the end of 2015. Green shows the indicator is either achieved or exceeded. Yellow shows the indicator is slightly below the target. Red shows the target is well below the target set for 2014-2015. Table 1 below shows the progress made towards all the indicators targets of the strategic plan for 2014-2019 by the end of December 2015.

Figure 3: Key to the rating system used to assess progress towards indicator targets

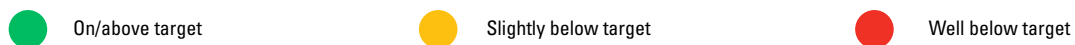


Table 1: Overall table showing progress towards indicator targets by focus areas

EXECUTIVE DIRECTION AND MANAGEMENT	
EA a): Enhanced policy coherence in the management of human settlements activities in the UN system	
Number of reports by the Secretary- General to the General Assembly, the Economic and Social Council, and other key United Nations system-wide documents integrating UN-Habitat inputs	●
EA b): Improved use of performance information from evaluations to influence decision- making and performance	
Percentage of accepted evaluation recommendations implemented within planned time	●
Percentage of programme and project managers reporting improved performance at project level as a results of evaluation findings and recommendations	●
EA c): Reduced exposure of UN-Habitat to risks, legal liabilities and claims	
Percentage of agreements and legal instruments which expose UN-Habitat to unnecessary risks and liabilities	●

EA d): Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	
Number of new agreements signed with various Habitat Agenda partners, including World Urban Campaign Partners	●
Number of evidence- based initiatives of the other UN agencies or contributing to the promotion of sustainable urban development	●
Number of partners actively contributing to and participating in the preparatory formal process for Habitat III	●
EA e): Enhanced awareness and mobilization of the public and the media on sustainable urban development	
Number of media articles and electronic debates on sustainable urbanization, UN-Habitat and its platforms and events, and on Habitat III	●
Number of hits on and downloads from UN-Habitat websites	●
Percentage of updated information on UN-Habitat Websites, including the portfolio of the organization	●
Number of key partner countries that undertake awareness-raising activities to promote sustainable urban development	●
EA f): Increase core income of UN-Habitat	
Amount of core income received by UN-Habitat (Foundation general purpose)	●
FOCUS AREA 1: URBAN LEGISLATION, LAND AND GOVERNANCE	
EA 1.1: Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance	
Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance	●
EA 1.2: Increased capacity of local and national governments and other Habitat Agenda partners to implement Programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	
Number of Programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities implemented by partner local and national governments and other Habitat Agenda Partners (HAPs)	●
EA 1.3: Local and national governments and other Habitat Agenda partners improved policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	
Number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralization and access to basic services for all	●
Number of partner local and national authorities that have adopted crime prevention strategies	●
FOCUS AREA 2: URBAN PLANNING AND DESIGN	
EA 2.1: Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	
Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities	●
EA 2.2: Improved policies, plans and designs for compact integrated and connected cities and neighbourhood adopted by partner cities	
Number of partner cities that have adopted policies, plans and design for compact, integrated and connected cities and neighbourhoods	●
EA 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	
Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation	●

FOCUS AREA 3: URBAN ECONOMY

EA 3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth

Number of partner cities that have prepared local economic development plans	●
Number of partner cities that have prepared set priorities based on local economic assessment	●

EA 3.2: Improved capacity of partner cities to adopt urban policies and programs supportive of increased employment, livelihoods and opportunities and with focus on urban youth and women

Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with focus on urban youth and women	●
---	---

EA 3.3: Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance

Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance	●
---	---

FOCUS AREA 4: URBAN BASIC SERVICES

EA 4.1: Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities

Increased number of partner local, regional and national authorities implementing policies and the International guidelines on decentralization and access to basic services for all	●
--	---

EA 4.2: Increased flow of investment into urban basic services catalyzed by UN-Habitat programmes in partner countries with a focus on the urban poor.

Amount of investment in urban basic services catalyzed by UN-Habitat programmes in partner countries	●
--	---

EA 4.3: Increase in the use of sustainable urban basic services in partner cities

Percentage of consumers in partner cities with access to sustainable water and sanitation services	●
Percentage of households in partner cities using sustainable energy supply	●
Percentage of population in partner cities using sustainable modes of transport	●

FOCUS AREA 5: HOUSING AND SLUM UPGRADING

EA 5.1: Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated

Number of local, regional, national and supranational authorities and partners that have responded favorably to interventions within the context of the Global Housing Strategy	●
Number of partner countries that are working towards the progressive realization of the right to adequate housing as a component of the right to adequate standard of living, particularly the reduction of unlawful forced eviction	●
Numbers of countries that are implementing sustainable building codes and regulations	●

EA 5.2: National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented

Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented	●
Increased number of partners national authorities commencing implementation of slum upgrading programmes	●

EA 5.3: National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community level

Numbers of city and community development plans formulated and implemented based on the national housing, slum upgrading and prevention strategies and programmes	●
---	---

FOCUS AREA 6: RISK REDUCTION AND REHABILITATION

EA 6.1: Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements

Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans	●
---	---

EA 6.2: Improved settlements recovery and reconstruction interventions for long- term sustainability in cities and other human settlements

Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	●
--	---

Percentage of UN-Habitat emergency interventions, integrating long term development and risk reduction	●
--	---

EA 6.3: Shelter rehabilitation programmes in crisis response have contributed to sustainable and resilient cities and other human settlements

Percentage of shelter rehabilitation programmes of partners contributing to disaster- resilient permanent housing	●
---	---

Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster- resilient permanent housing	●
---	---

FOCUS AREA 7: RESEARCH AND CAPACITY DEVELOPMENT

EA 7.1: Improved monitoring of urban conditions and trends

Number of urban observatories using UN-Habitat monitoring tools, methods and data	●
---	---

Number of partner national statistical offices producing urban data and indicators	●
--	---

EA 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global level

Number of local and national governments that have used UN-Habitat flagship publications and best practice database for policy formulation	●
--	---

Number of partner countries producing national cities reports to enhance local and national policy planning	●
---	---

EA 7.3: Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes

Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes	●
--	---

Increase in the number of policies and programmes utilizing evidence- based information	●
---	---

PROGRAMME DIVISION

EA a) Improved value and quality of UN-Habitat project portfolio

Level of collaboration and coordination between organizational units	●
--	---

Increased financial value of human settlements programmes and projects under implementation	●
---	---

Percentage of projects that deliver planned outputs and outcomes within the planned project period	●
--	---

Percentage of project documents that meet prescribed project at- entry quality standards	●
--	---

Percentage of projects and programmes that are contributing significantly to the focus area strategic results	●
---	---

EA b) Improved gender sensitivity and the empowerment of women in UN-Habitat projects and programmes

Increased percentage of key strategic events that reflect gender sensitivity in line with the gender checklist	●
--	---

Increased percentage of human settlements programmes and projects reflecting gender and other cross- cutting issues	●
---	---

Increased number of partnerships promoting gender equality in sustainable urbanization issues as per gender checklist with assistance from UN-Habitat	●
---	---

EA c) Increased corporate resources

Increased number of cooperation agreements providing funding to UN-Habitat	●
--	---

Increased amount of earmarked and non- earmarked funding raised	●
---	---

EA d) Improved reflection of urban development issues in the UNDAF at country level	
Increased number of United Nations Development Assistance Frameworks incorporating urban development	●
MANAGEMENT AND OPERATIONS DIVISION	
EA 1.1: Improved financial accountability and efficiency	
Increased percentage of projects compliant with financial policies and procedures in PAAS	●
Increased percentage of mandatory reports streamlined and automated	●
UN-Habitat financial statements comply with IPSAS	●
EA 1.2: Staff skills aligned with organizational priorities	
Percentage of staff whose skills are aligned to organizational priority areas	●
EA 1.3: Results- based management principles applied	
Programmes derived from the six- year strategic plan	●
Percentage of staff applying result based management skills in their work	●
Percentage of accepted audit and inspection recommendations on UN-Habitat implemented within the required time frame	●
EA 1.4: Increased efficiency in the completion of key business processes	
Number of days taken for project approval	●
Number of out posted offices with easy access to UN-Habitat corporate administrative and internal communication systems	●

Financial Analysis

Table 2 and figure 4 present the approved work programme budget for the 2014/2015 biennium; the budget for the year 2015, and the expenditure for the year. The budget for 2015 is the same as the one in the work programme and budget document as approved by the Governing Council in April 2013. The expenditure shows the resources used to implement the programme of work during the year ended 31 December 2015. Regular budget and foundation general purpose funds represent the core resources of the organisation while foundation special purpose and technical cooperation are the earmarked funds.

The total budget planned for 2015 amounted to \$197.2 million. This is composed of \$22.8 million for foundation general purpose fund; \$11.6 million of regular budget; \$61.6 million of foundation special purpose fund and \$101.2 million of technical cooperation fund. In terms of sources of funding, the above table shows that most of the funding was earmarked or trust funds. Total expenditure amounted to \$165.5 million comprising \$11.6 million of foundation general purpose, \$16.9 million of regular budget, \$45.5 million of foundation special purpose and \$93.5 million of technical cooperation.

Table 2: Resource requirements for work programme (2014-2015) by source of funding (USUSD millions)

Overall			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	45,617	22,809	11,652
Regular budget			
Subtotal	23,261	11,630	16,935
Foundation special purpose			
Subtotal	123,188	61,594	45,502
Technical cooperation			
Subtotal	202,482	101,241	93,464
Total by category	-	-	-
Total	394,548	197,274	167,552

Figure 4: Overall planned budget and expenditure for 2015

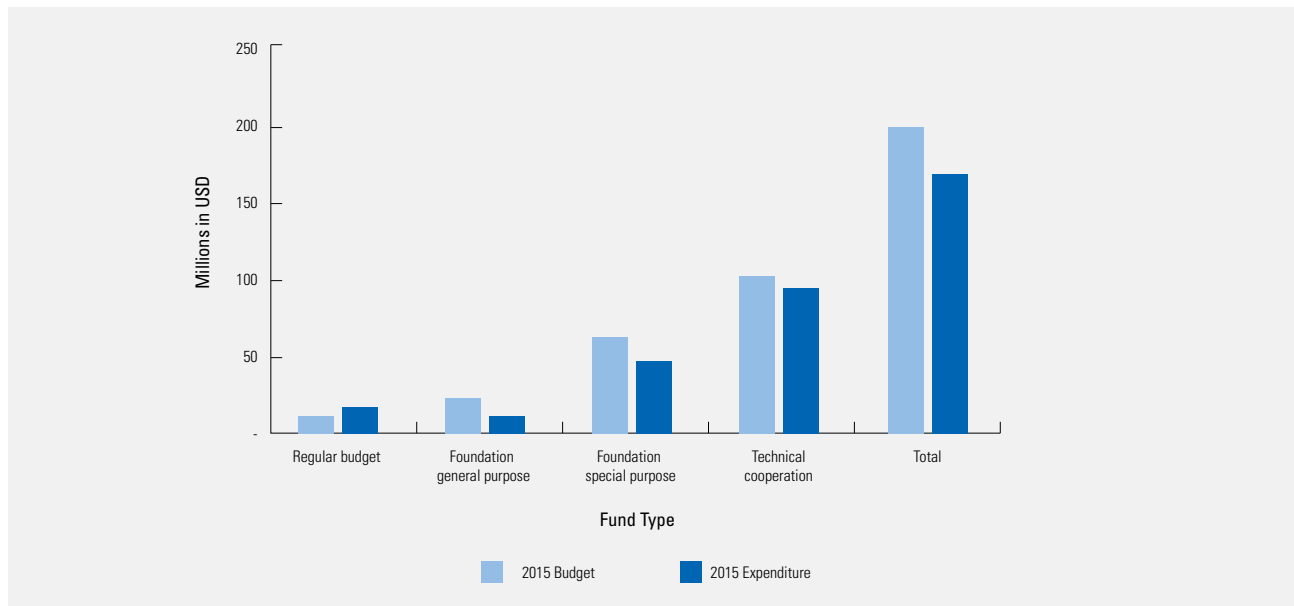
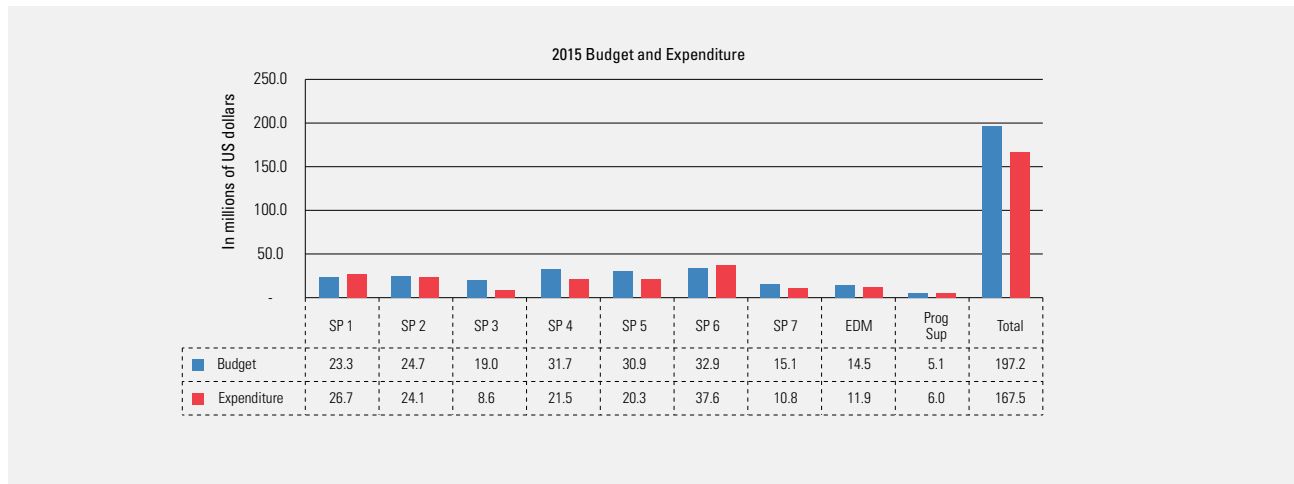


Figure 5: Overall planned budget and expenditure for 2015 by FA



Summary of Results Achieved for each Focus Area/Sub-programme in 2015

Urban Legislation, Land and Governance

Urban legislation is one of the pillars of the three-pronged approach. Progress in this area was made towards expected accomplishments, and almost all indicator targets were met except one that is slightly below target (see Table 1). There is evidence of enhanced awareness and capacity of the importance of improved legislation in transforming urban areas. A number of countries are in the process of reviewing, revising or developing new urban legislation. For example, the Myanmar government is developing its first National Urban and Planning Law, while Brazil, Colombia and Cuba are reviewing their urban policies. Five ASUD pilot countries (Egypt, Rwanda, Mozambique, Philippines, and Colombia) are testing their legislative legal frameworks. Innovative tools, including the Urban Law Database developed by UN-Habitat and partners, are contributing to improvements in legislative frameworks.

There is credible evidence to demonstrate the impact of the interventions of the Global Land Tool Network (GLTN) and its partners. Their innovative tools, including Security Tenure Domain Model (STDM) and Participatory and Inclusive Land Readjustment have been used to improve security.

For example, the Security Tenure Domain Model has been used to document land rights and register land conflicts, in **DRC Congo**, and **Uganda**.

In **Jordan**, the STDM has been used for refugee mapping. The International Guidelines on Decentralization and Basic Services for all have been used in decentralization reforms in **Jamaica, Solomon Islands, Kenya, Cape Verde** and **Uganda**.

In the foundation for the Spatial Land Management Plans, incorporating approaches from the New Urban Agenda for sustainable urban development has been established.

A new urban layout in **Rwanda** has improved urban safety in Rubavu.

In **Afghanistan**, the delivery of urban safety and social inclusion targeting women and youth has been strengthened.

In **Iraq**, a crime prevention plan for the city of Suleimaniyah has been developed.

Urban Planning and Design

This is another pillar of the three pronged approach that aims to transform urban areas and human settlements into centres of greater environmental, economic and social sustainability. Table 1 shows that all seven indicator targets set for the three expected accomplishments were met or exceeded by the end of 2015. There is evidence that progress has been made towards improving policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change. A number of countries are in the process of reviewing, revising or developing their National Urban Policies, in Asia-Pacific. In Afghanistan, the government has started preparations for National Priority Programme focusing on urbanization as a tool for national development.

There is evidence of progress made towards improved policies, plans and designs for compact integrated and connected cities, with around 30 partner cities at different stages of developing and adopting improved policies, plans and designs.

In **South Africa**, the Strategic Development Framework for the city of Johannesburg entitled "**Johannesburg 2040**" was finalized through a participatory process. The Mayor of Johannesburg City Council approved the framework for the city in 2015.

In **Ghana**, a concept plan on Ningo Prampram was approved by the District Board as part of the wider strategy for Greater Accra region, while the planned city extension of Ningo Prampram has received support from several government departments.

A growing number of cities in the Pacific region were at different stages of developing climate action plans in 2015.

Honiara (**Solomon Islands**) has undertaken a comprehensive participatory process resulting in climate action plan anchored in city-wide and sector priorities.

Apia (**Samoa**) has developed a “City Development Strategy - Planning for Resilience”, while Cagayan De Oro and Iloilo cities (**the Philippines**) have incorporated the Climate Change Vulnerability Assessments and resilience strategies in planned city extensions.

In Port Vila (**Vanuatu**) the government used the vulnerability assessment to develop early recovery actions after Typhoon Pam (March 2015).

Urban Economy

This is the third pillar of the three pronged approach. Progress was made towards the planned results and all four indicator targets were achieved as shown in Table 1. Evidence from partner cities shows strengthened capacity to adopt strategies supportive of inclusive economic growth. About 19 partner cities adopted programmes and strategies for improved urban and municipal finance.

In **Somalia**, through a UN Joint Programme, an automated municipal finance system established in 15 districts has improved transparency, accountability, and financial procedures of local governments.

In **Kenya**, Kiambu County revenues have grown by 60% due to the implementation of the fully automated revenue collection system.

In **Afghanistan**, local government revenue in Herat, Mazar-e-Sharif, Jalalabad, and Kandahar cities has increased by 15% due to land and property taxation.

UN-Habitat’s interventions strengthened the capacity of seven partner cities to develop plans and strategies for supporting local economic growth. Local economic development plans were prepared in: Bogota, Colombia; Silay City and Cagayan de Oro in the Philippines; Akure, Nigeria; Kisumu, Kenya; El Alamein, Egypt; and Nampula in Mozambique. In addition, Cagayan de Oro and Nampula have transformed their local economic development plans into planned city extension plans. Partner cities that adopted programmes supporting increased employment opportunities and livelihoods, with focus on urban youth and women increased from 16 to 28 in 2015. Since its inception in 2009, the Urban Youth fund has supported 277 youth groups in 70 developing countries and 172 cities.

New post-conflict One Stop centres for youth have been established in Goma (**Democratic Republic of Congo**) and Mogadishu (**Somalia**).

Urban Basic Services

Progress has been made towards the three expected accomplishments. All the seven indicator targets for 2015 were met as shown in Table 1. About 189 partner local authorities were implementing policies and guidelines on equitable access to sustainable urban basic services while seven partner regional authorities were implementing policies and the International Guidelines on Decentralization and Access to Basic Services by the end of 2015.

Over 200 water operators’ have recorded improved efficiency within the utility or created enabling conditions for more sustainable and equitable service provision in **Fiji, Australia, Morocco, France, Argentina, and Brazil**.

In **Cabo Verde**, the 'International Guidelines on Decentralization and Access to Basic Urban Services for All' have been adapted and harmonized with the national context.

In **Myanmar**, improved infrastructure facilities are being implemented through "people's process" supporting communities in seven remote townships to gain access to water, sanitation and improved access.

In **Lao PDR**, Mixay and Phouxay villages of Sansay District benefited from the construction of Decentralized Wastewater Treatment Systems for 2,393 people and improved sanitation facilities for 60 poor households.

There is evidence the programmes of UN-Habitat and partners are catalyzing the flow of investments in urban basic services as demonstrated through the following projects. The European Investment Bank provided EUR 90 million loan while United Republic of Tanzania contributed EUR 14 million for the Lake Victoria Water and Sanitation Programme. The Canadian Government provided CAD 19.915 million for WASH project in Ghana while, USD 1.48 million from IFAD supports a community water project in Lao PDR and USD 140,000 from Lane Xang Minerals supports a water treatment plant in Vila-bouly District.

Housing and Slum Upgrading

Progress was made towards the planned results in this sub-programme and all six indicator targets were achieved as shown in Table 1. This is reflected in the steady progress being made in the implementation of the Global Housing Strategy.

Eight countries, (**Uganda, Ghana, Zambia, Senegal, El Salvador, Lesotho, Egypt and Tunisia**), are at different stages of formulating their housing policies and/or pursuing reforms drawing on the results from their country profiles process.

Two countries, **Uganda** and **Senegal** have requested assistance to formulate inclusive housing, slum upgrading and slum prevention strategies.

In **El Salvador**, the National Housing and Habitat Policy was officially launched by the President during the World Cities Day 2015.

Partner countries are at different stages of development of national housing profiles.

Five countries (**Egypt, Liberia, Lesotho, Cuba and El Salvador**) completed their national housing profiles by the end of 2015 while another two countries, Guyana and Djibouti, are in the process of developing their housing profiles.

In **Lesotho**, the National Housing Profile concluded in October 2015 has triggered informed policy review and actions in other areas of the housing sector namely, improving land registration systems and access to urban infrastructure.

A total of 36 countries endorsed the Global Housing Strategy vision through the participatory slum upgrading programme principles, while 64 countries have requested UN-Habitat for technical support and/or showed commitment to co-finance related activities.

Cameroon has a draft National Slum Upgrading Strategy. In Cabo Verde, 22 City Urban Profiles and the National Urban Profile of Cabo Verde were completed. Cabo Verde is the only Country with urban profiling of all its Municipalities.

In **Burkina Faso**, based on the Citywide Slum Upgrading Strategy, a pilot project in Bissighin village has improved sanitation for about 6,115 households with a population of 30,575 inhabitants affected by floods.

Risk Reduction and Rehabilitation

There is evidence of progress made towards the planned results. All indicator targets for 2015 were met while two were exceeded. Special attention has been paid to urban aspects, settlements recovery and reconstruction interventions in the unfolding crisis in Syria. UN-Habitat also supported the assessment and response in the Ebola crisis in West Africa and the Nepal earthquake.

Through the *City Resilience Profiling Programme* partner cities, various tools have been developed for measuring and increasing resilience to multi-hazard impacts. There are now 33 cities in 12 countries directly participating in the *City Resilience Profiling Programme*, many having risk reduction and resilience building policies, strategies and programming in place.

In **the Philippines**, 660 Haiyan affected families received resilient houses through 54 community infrastructure projects in 28 communities.

UN-Habitat interventions have contributed to the provision of 524 permanent housing units to the most vulnerable IDP households in 8 settlements, benefiting 4,530 persons previously living in emergency shelters in **Sri Lanka**.

In **Iraq**, 900 families displaced from Sinjar were settled in a camp. 524 permanent housing units were provided to the most vulnerable IDP households in eight (8) settlements, benefiting 4,530 persons previously living in emergency shelters in Somalia.

In Latin America and the Caribbean, the agency responded to more than 40 emergencies mainly precipitated by the effects of El Niño.

Urban Research and Capacity Building

Progress was made towards the planned results (expected accomplishments). All the indicator targets, except one, were exceeded.

The capacity for local and global monitoring of urban conditions and trends has improved through the enhanced City Prosperity Initiative, development of new spatial indicators and methods and scaling up of the development of city prosperity index in **Mexico, Colombia, Brazil, Peru, Ecuador, Panama, Venezuela, Argentina, Tunisia, Egypt, Ethiopia, and Saudi Arabia**.

More than 400 cities are implementing the City Prosperity initiative. At the global level, efforts are being made to connect the City Prosperity Initiative framework to SDG Goal 11 indicators.

Global Urban Observatories increased from 288 in 2014 to 303 by end of 2015, while National Statistical Offices in 39 countries have used UN-Habitat methodology to produce, for the first time, consistent and reliable data on inequalities at city level.

The number of local and national governments that used UN-Habitat flagship publications and best practice databases for policy formulation rose from 200 in 2014 to 350 by end of 2015, contributing to improved knowledge on sustainable urbanization. In Latin America and the Caribbean, the success of the City Prosperity Index (CPI) in Colombia and Mexico has triggered others to collect data and develop CPI indicators in Brazil, Cuba, Ecuador, Panama and Peru.

Mexico produced 136 city reports based on UN-Habitat's three-pronged approach on urban planning, legislation and local economy.

The national Government also adopted the recommendations from the CPI-based studies from the 136 city reports demonstrating the power of data and knowledge in policy formulation. The State of Afghan Cities 2014/15 Report, a well-informed and action-oriented analysis of the state of urbanization of all 33 Provincial Municipalities and the capital Kabul, was launched in 2015. In Colombia, the consolidation of the city prosperity index for 23 cities provided the basis for the State of Colombian Cities Report launched in 2015.

The Global Urban Lecture Series has become UN-Habitat's most successful and far-reaching capacity building initiative to date, having reached 50,000 viewers by the end of 2015, and being voted the world's second best Massive Open Online Courses on cities.

The lectures are being used by the 187 members of UN-Habitat Partner Universities Initiative (Habitat UNI) in regular curricular activities and have expanded the accessibility to knowledge of the aspects of sustainable urbanization.

Executive Direction and Management

The main roles of this office are to lead and guide effective implementation of UN-Habitat mandates; to ensure compliance with United Nations policies and procedures in the implementation of the strategic plan for 2014–2019, through the biennial work programme and budget, and in the management of human and financial

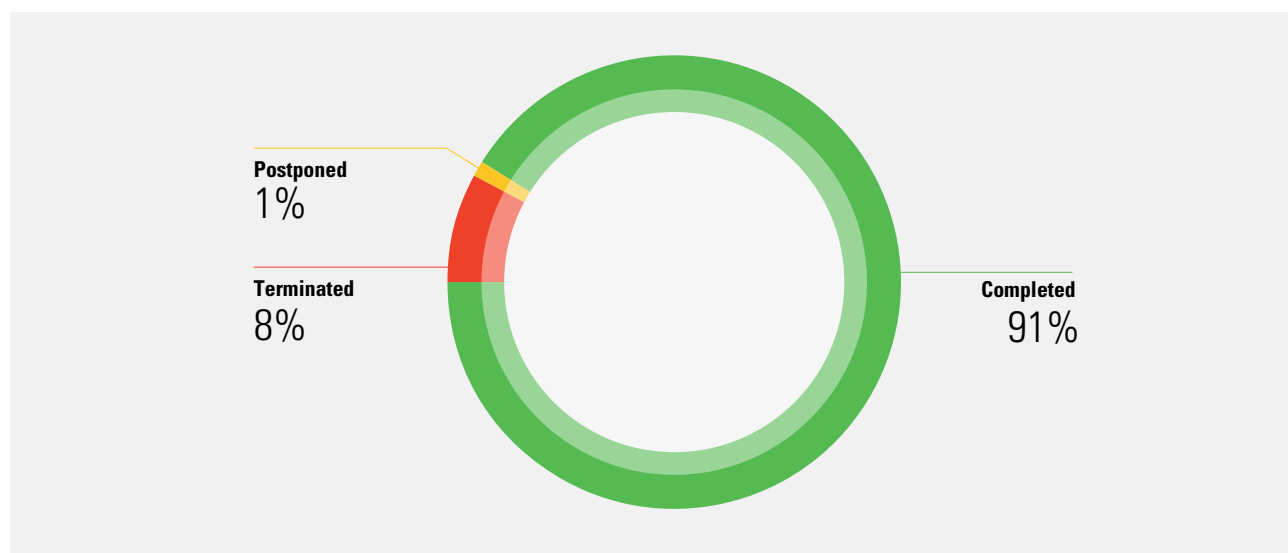
resources; to raise global awareness of sustainable urban development issues; and broaden support for the participation of Habitat Agenda partners. Figure 4 below shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015.

DEMONSTRATING RESULTS

- For the first time there is a stand-alone Sustainable Development Goal (SDG), Goal 11, Make cities and human settlements inclusive, safe, resilient and sustainable, adopted by the General Assembly, partly due to advocacy efforts of UN-Habitat and partners.
- The probability of UN-Habitat being sued due to risks and liabilities fell from 2% to less than 0.5% in 2015.
- Improved use of evaluation for programme and organizational development, e.g. the recommendations from the PSUP evaluation informed the design of the new PSUP III.
- More effective and efficient advocacy, outreach and communication of the preparatory activities for Habitat III at national, regional and global levels
- The Open UN-Habitat (under the IATA Initiative), the corporate website, and the anti-corruption risk assessment efforts are boosting accountability and transparency, as well as improving the organization's relationship with all partners, including donors.
- Enhanced engagement with partners - 180 agreements signed with 172 partners to cooperate on normative and operational initiatives; 24 UN agencies collaborated on High Level Committee of Programmes paper entitled the new 'UN Urban Agenda', and 25 UN agencies are involved in Habitat III preparations

Figure 6 shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015. About 91 per cent of outputs were completed, 8 per cent were terminated and 1 per cent were postponed.

Figure 6: Programme implementation for 2014-2015



Financial analysis

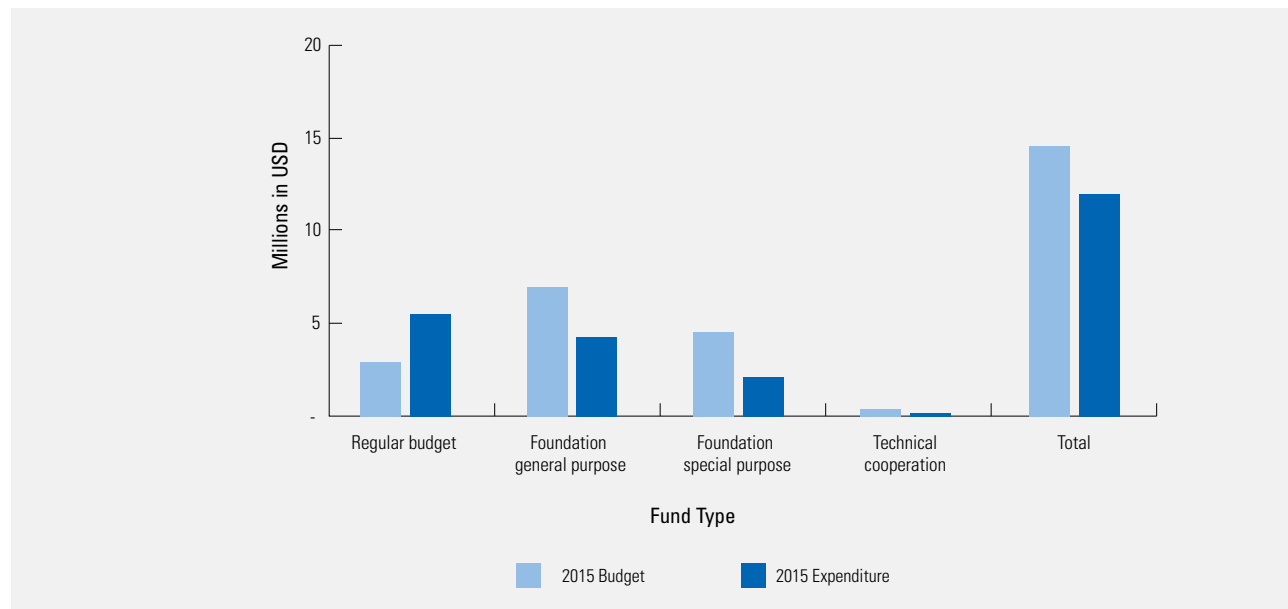
Table 3 and figure 7 present the planned budget and expenditure for 2015 from the different sources of funding. The initial budget for the year was \$14.5 million comprising of \$6.9 million foundation general purpose fund, \$2.8 million regular budget, \$4.5 million foundation special purpose and \$0.3 million technical cooperation.

Total expenditure for 2015 amounted to \$11.9 million of which \$4.3 million related to foundation general purpose, \$5.5 million to regular budget and \$2.1 million to foundation special purpose. The functions relating to executive coordination, policy, legal and evaluation work and servicing of governing bodies are funded largely by the regular budget and the foundation general purpose fund.

Table 3: Planned budget and expenditure for executive direction and management (USD millions)

Executive direction and management			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	13,776	6,888	4,256
Regular budget			
Subtotal	5,687	2,843	5,522
Foundation special purpose			
Subtotal	9,028	4,514	2,088
Technical cooperation			
Subtotal	605	302	61
Total by category			
Total	29,095	14,548	11,927

Figure 7: Planned budget and expenditure for executive direction and management



Analysis shows that satisfactory progress was made towards planned results, with 10 out of 12 indicator targets met and 1 indicator EA (a) was slightly below target and one on core income, EA (f) was well below target. Table 4 shows the planned results (expected accomplishments) which Executive Direction and Management is supposed to achieve and the related indicators of achievement and performance measures.

Table 4: Progress made towards indicator targets for Executive Direction and Management

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA a): Enhanced policy coherence in the management of human settlements activities in the UN system					
Number of reports by the Secretary- General to the General Assembly, the Economic and Social Council, and other key United Nations system- wide documents integrating UN-Habitat inputs	40	44	45	51	●
EA b): Improved use of performance information from evaluations to influence decision- making and performance					
Percentage of accepted evaluation recommendations implemented within planned time	60%	72%	80%	77%	●
Percentage of programme and project managers reporting improved performance at project level as a results of evaluation findings and recommendations	50%	55%	65%	71%	●
EA c): Reduced exposure of UN-Habitat to risks, legal liabilities and claims					
Percentage of agreements and legal instruments which expose UN-Habitat to unnecessary risks and liabilities	5%	2%	0%	<0.5%	●
EA d): Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development					
Number of new agreements signed with various Habitat Agenda partners, including World Urban Campaign Partners	305	457	335	637	●
Number of evidence- based initiatives of the other UN agencies or contributing to the promotion of sustainable urban development	30	47	50	71	●
Number of partners actively contributing to and participating in the preparatory formal process for Habitat III	50	223	250	283	●

EA e): Enhanced awareness and mobilization of the public and the media on sustainable urban development					
Number of media articles and electronic debates on sustainable urbanization, UN-Habitat and its platforms and events, and on Habitat III	42,000	44,300	45,000	45220	●
Number of hits on and downloads from UN-Habitat websites	2,400,000 downloads; 600,000 reads	2,700,000 downloads; 800,000 reads	2,800,000 downloads; 1,000,000 reads	4,000,000 downloads; 1,600,000 reads	●
Percentage of updated information on UN-Habitat Websites, including the portfolio of the organization	50%	95%	90%	100%	●
Number of key partner countries that undertake awareness-raising activities to promote sustainable urban development	90	50	100	180	●
EA f): Increased core income of UN-Habitat					
Amount of core income received by UN-Habitat (Foundation general purpose)*	15.3 million	USD 5.8 Million	USD 46 Million	USD 8.3 Million	●

*The figures have been changed to reflect biennial rather than annual figures as the target is cumulative. The baseline 2013 is the actual Foundation general purpose income received for the biennium 2012-2013. Actual 2014 is the actual income received in 2014 for Foundation general purpose. Target 2015 is what was approved by both the GA and GC in the work programme and budget (Foundation general purpose) for the biennium 2014-2015. Actual for 2014-2015 is the cumulative income received (foundation general purpose) for the period 2014-2015 as per the interim financial statements.

(a) Enhancing policy coherence in the management of human settlements activities in the United Nations system

The year 2015 witnessed increased policy coherence in the management of human settlements activities in the UN system, as well as increased recognition by Member States and other partners of the contribution of urbanization to sustainable development. This is demonstrated by the increased number of reports by the Secretary-General to the General Assembly, the Economic and Social Council, and other key UN system-wide documents integrating human settlements issues. These increased from 44 in 2014 to 51 by end of 2015.

The most important achievement was the inclusion of Sustainable Development Goal (SDG) 11, *Make cities and human settlements inclusive, safe, resilient and sustainable*, in the Sustainable Development 2030 Agenda. During the UN Summit for Sustainable Development, held in September 2015, the UN General Assembly formally adopted a new global agenda for development titled *Transforming Our World: the 2030 Agenda for Sustainable Development*, along with a set of 17 SDGs and 169 targets. For the first time, there is stand-alone goal on sustainable urbanization. The 2030 Agenda for Sustainable Development also contains other SDGs relevant to UN-Habitat's work, including: Goal 6, *Ensure availability and sustainable management of water and sanitation for all*;

Goal 9, *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*; Goal 12, *Ensure sustainable consumption and production patterns*; and Goal 13, *Take urgent action to combat climate change and its impacts*.

The Chief Executives Board for Coordination's (CEB's) High Level Committee on Programmes' Working Group on A New United Nations Urban Agenda (HLCP Working Group), established in 2014 prepared a paper entitled *Urbanization and Sustainable Development: A UN System Input to New Urban Agenda*. The paper will make recommendations on urbanization and sustainable development for consideration and adoption by the CEB in April 2016, as an input of the UN system organizations to the Habitat III Conference. Two reports prepared by UN-Habitat for the Secretary-General were adopted. In December 2015 the General Assembly adopted resolution 70/473 in support of sustainable development and the implementation of the New Urban Agenda, the outcome document from Habitat III.

(b) Improving the use of performance information from evaluations to influence decision-making and performance

UN-Habitat's evaluations have increasingly influenced management decision-making and performance improvement. The most significant change in the use of evalua-

tions in 2015 was the growing commitment by management to strengthen the evaluation function and increase coverage while ensuring the high quality and credibility of evaluation reports. In a survey conducted in December 2015, 75% of project managers claimed increased use of UN-Habitat evaluation findings, lessons and recommendations to influence their decision-making. Other responses included improved accountability (50%); contribution to programme or organizational improvement (85%); and for organizational learning (65%). The actual indicator of achievement 1 (76%) in 2015 is slightly below the target of 80%.

There is evidence to confirm the use of evaluation for programme and organizational change. An action plan was developed following the review of the recommendations of the mid-term evaluation of the Participatory Slum Upgrading Programme (PSUP) II by the Steering Committee of the PSUP. Recommendations, including a stronger emphasis on documentation, were immediately implemented. Further, the recommendations have been considered for the design of the new PSUP III as well as other programmes.

UN-Habitat periodically informed senior management, and Member States, of the progress made towards implementing the recommendations by the Office of Internal Oversight Services (OIOS). These include development of a UN-Habitat accountability framework; Knowledge Management Strategy; the Regional Strategic Plans; and finalization of a Resource Mobilization Action Plan. To strengthen evaluation, the UN-Habitat Management Board approved a revised evaluation framework on 9th September 2015. The senior management strategic planning retreat held in November took steps to further strengthen programme strategies and project management and other operational functions in the organization.

The recommendations from the evaluation of UN-Habitat's Role in Joint Programming for the Delivery of Millennium Development Goals in Latin America and the Caribbean were reflected in the development of the new regional strategic plan for this region.

(c) Reducing the exposure of UN-Habitat to risks, legal liabilities and claims

UN-Habitat continued to experience a steady reduction of exposure to loss associated with claims and liabilities against the organization. The percentage of agreements and legal instruments exposing the agency to risks and liabilities fell from 2% to less than 0.5% in 2015.

During the biennium, the Legal Unit continued to provide legal support, advice and guidance in the implementation of UN-Habitat operational activities and the realization of UN-Habitat mandate. Staff were guided on the review and drafting of legal agreements needed to facilitate cooperation and collaboration with partners. Advice was also provided on privileges and immunities and the interpretation of basic agreements with host countries, contributing to the reduction in risks and liabilities to the organization.

(d) Enhancing engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development

There was progress in the engagement of all Habitat Agenda partners and the UN system in sustainable urban development with the number of new agreements signed with various Habitat Agenda partners, including with World Urban Campaign Partners increasing from 457 to 637 in 2015. The agency signed 180 agreements with 172 partners on a range of normative and operational initiatives. Within the UN system relationships with 24 sister entities were strengthened through the High Level Committee of Programmes (HLCP) Working Group on the new 'UN Urban Agenda'. Through this Group UN-Habitat is mainstreaming sustainable urban development principles across the UN system, to ensure the urban agenda forms a critical component of the work of UN agencies. About 25 UN Agencies are further involved in Habitat III preparations through the Habitat III Task Team, with most portfolios overlapping with the HLCP Working Group. There was increased engagement at the regional level with inputs made to Regional Coordination Mechanisms in Africa and Asia/Pacific regions including a contribution to the UN-AU Partnership for Integrated Development. Significant progress was made in internal systems and the strategy for the management of partnerships to enable more effective collaboration with partners in pursuit of shared urban development goals.

Some progress was made in fundraising with the private sector. The third and last conference series "Future of Places" was led by UN-Habitat, PPS and Ax:son Johnson Foundation, in partnership with the Urban Thinkers Campus, under the World Urban Campaign. The Ax:son Johnson Foundation contributed about 2 million USD in addition to an annual contribution of USD 100,000. Used as a Participatory Urban Planning tool, Minecraft (the game developed by Mojang AB) has yielded an addition-

al USD 653,805 for 2015. The partnership with Mojang raised USD2.5 million. In addition, UN-Habitat and Mojang raised USD 60,000 through a crowd fundraising platform 'Humble Bundle'.

The UN Advisory Committee for Local Authorities (UN-ACLA) Secretariat redefined the role of UNACLA, making it more relevant for the ongoing political processes towards Habitat III. A review of the UNACLA structure led to a revision of the Rules of Procedure on reporting and membership.

UN-Habitat, through the Africa Urban Agenda Programme, provided financial and technical assistance to African countries, especially Least Developed Countries to prepare National Habitat III reports in an inclusive and participatory manner as provided for in the guidelines for preparation of national Habitat III reports. By December 2015, 88% of countries had completed their National Habitat III reports, which informed the preparation of the Africa Regional Report on Habitat III.

Enhanced engagement with Habitat Agenda partners, the UN System and Member States is demonstrated by the growth of the World Urban Campaign (WUC), a global advocacy platform on sustainable urbanization, now engaging 136 non-governmental and private sector organizations. About 65 new partners joined the Campaign in 2015 as a commitment to the global coalition towards the Habitat III Conference and the urban focus of the 2030 Development Agenda. The outcome was a document - *The Future We Want - The City We Need* - for Habitat III, developed in consultation with all partners based on a series of 28 Urban Thinkers Campuses organized in Asia Pacific (8), Latin America (3), Europe (7), Africa (4) and North America (3). So far, over 4000 participants have been engaged in the Campuses, demonstrating the strong interest generated by the process. Also, the WUC launched the Habitat III General Assembly of Partners at PrepCom 2 in April 2015, designed as a deliberative assembly of partners for the Conference in order to further negotiate *The City We Need* position through an open process.

In 2015 National Urban Campaigns were launched in India, Egypt, Iran, Mexico, Saudi Arabia, and other campaigns are under preparation for 2016. National Urban Campaigns are designed to promote stakeholders' engagement towards Habitat III and beyond to address the implementation of the urban focus of the 2030 Agenda for Sustainable Development. The private sector (Arcadis, Siemens, Lafarge, Veolia, Engie, Axa, and IMCC) confirmed commitment to the WUC through extended and new partnerships, as well as UN-Habitat's operational and normative activities in urban infrastructure, planning and

resilience work. The new WUC website developed in 2015 on the basis of a new interactive architecture anchored on four pillars (Join, Think, Share and Act) coupled with active social media, has improved the capacity of WUC partners to interact and share information in order to facilitate the global dialogue towards Habitat III.

(e) Enhancing awareness and mobilization of the public and the media on sustainable urban development

There was increased awareness and mobilization of the public and the media on sustainable urban development. Effective and efficient advocacy, outreach and communications of the preparatory activities for Habitat III at national, regional and global levels have been achieved through social media, the conference website, and periodic newsletters, among other means. Official and non-official documents were disseminated through the website, in addition to other supporting information, knowledge products and a monthly Habitat III newsletter launched in March 2015.

In order to streamline information and knowledge-sharing, the Habitat III Secretariat launched a new online platform "Urban dialogues", providing space for those interested in staying informed and engaged in the preparatory process of the conference and the anticipated adoption of the New Urban Agenda. The Dialogues build an inclusive, diverse, and consultative e-platform by bringing together all Member States, partners and key stakeholders to share and exchange knowledge, information and discussions. In addition, media and communications professionals have been crucial to expanding the level of consciousness of the wider audience of stakeholders. Habitat III has promoted the Urban Journalism Academy, a pioneering initiative to train journalists and media professionals who are already interested or involved in urban development, with reference to the social, economic and economic issues facing cities in the twenty first century. To-date, the Urban Journalism Academy has been conducted in Barcelona, Nairobi, Montreal and Brussels.

UN-Habitat launched a new Web Portal in April 2015 featuring the wealth of city data based on its extensive research into the most pressing urban trends of recent decades. The portal allows users to explore data from a number of cities and regions, and compare indicators, such as slum prevalence and information emerging from the City Prosperity Initiative. For the first time, urban data

was also available for use under an open license agreement. The data is published by UN-Habitat's Global Urban Observatory to support governments, local authorities, and civil society organizations to develop urban indicators, information, and statistics. The project is funded by the Swedish International Development Cooperation.

In 2015, UN-Habitat launched its global website in French alongside two new social media channels -Twitter and Facebook – dedicated to UN-Habitat's Agenda. The website is part of the organization's efforts to provide global information on urban themes in the UN working languages, initiated in 2012. UN-Habitat launched, in October 2015, the integration of its transparency web portal Open.unhabitat.org into its corporate website as part of the organization's reporting to the International Aid Transparency Initiative (IATI). IATI brings together donor and recipient countries, civil society organizations, and other experts in aid information, committed to working together to increase the transparency and openness of aid. The web portal contains a wealth of data related to UN-Habitat's ongoing projects and Programmes, and allows users to explore the data, including information on donors, budget of projects, their status of implementation and participating organizations. The web portal has made UN-Habitat a more open and transparent organization. The project is funded by the Swedish International Development Cooperation.

In the area of advocacy, UN-Habitat organized and participated in a number of high-level international events. In March 2015, at the fifty-ninth session of the Commission on the Status of Women, it organized two side events on the themes of "Habitat III, Beijing+20 and the city we need" and "Public space: opportunities and challenges for empowering women and public space". A gender forum entitled "Engendering sustainable cities" was also organized during the twenty-fifth session of the Governing Council in April 2015.

(f) Increased core income of UN-Habitat

The core income of UN-Habitat is represented by the Regular Budget, Foundation Non Earmarked resources and Programme Support Costs revenue. The Regular Budget for 2015 was USD12.5 million, while the Foundation Non Earmarked is estimated at USD2.5 million. Interim results indicate that Programme Support Cost is estimated at about USD10.9 million. Programme Support Cost revenue is derived from the implemented portfolio. The year-end amount reported depends on the number of projects implemented. In the year 2015, the organization experienced cuts in voluntary non-earmarked contribu-

tions by the traditional contributors, resulting in reduced Foundation non-earmarked resources. On the other hand, emerging donor countries and other non-traditional donor countries have increased their contributions. UN-Habitat implemented the following strategies/initiatives to **enhance contributions** to core funds:

- *Strengthen Resource Mobilization coordination at the corporate level.* Following the recommendation of the OIOS report, the organization approved a detailed definition on Roles and Responsibilities of main offices involved in the corporate Resource Mobilization and a Resource Mobilization action plan for 2015 was developed. Coordination in Resource Mobilization has been strengthened by the creation of a steering committee.
- *Intensifying regular and targeted appeal to Member States* to expand donor base and ensure timely core resources. This has been developed at the bilateral level, through joint consultations with groups of donors, within the CPR and through targeted appeal letters.
- *UN-Habitat has made extensive effort to re-engage with former traditional core donors* on progress made in response to previous donor assessments of the Agency's performance. UN-Habitat is re-opening a dialogue with these donors to facilitate their resumption of support to UN-Habitat's core mandate.

Challenge and lesson learned

The lack of an agency partners' strategy to guide on identification, recruitment and engagement of partners at policy and programme level remains a challenge as a number of partners are not conversant with how to get involved with UN-Habitat programmes, including Habitat III. Although information is available on the website, there are many organizations that are not fully engaged.

The progressive recognition, at the global level, of the crucial importance of local governments as key stakeholders to implement development agenda, reduce poverty and provide services to citizen is a clear opportunity for UN-Habitat to deliver on its mandate and programme. Building on the Rio+20 declaration "the Future we want", and partnering with the Global Task Force for local and regional governments for the post-2015 agenda has resulted in an extraordinary advocacy work that promotes more confident discussion about the role of local governments in delivering sustainable urban development.

Focus area 1: Urban Legislation, Land and Governance

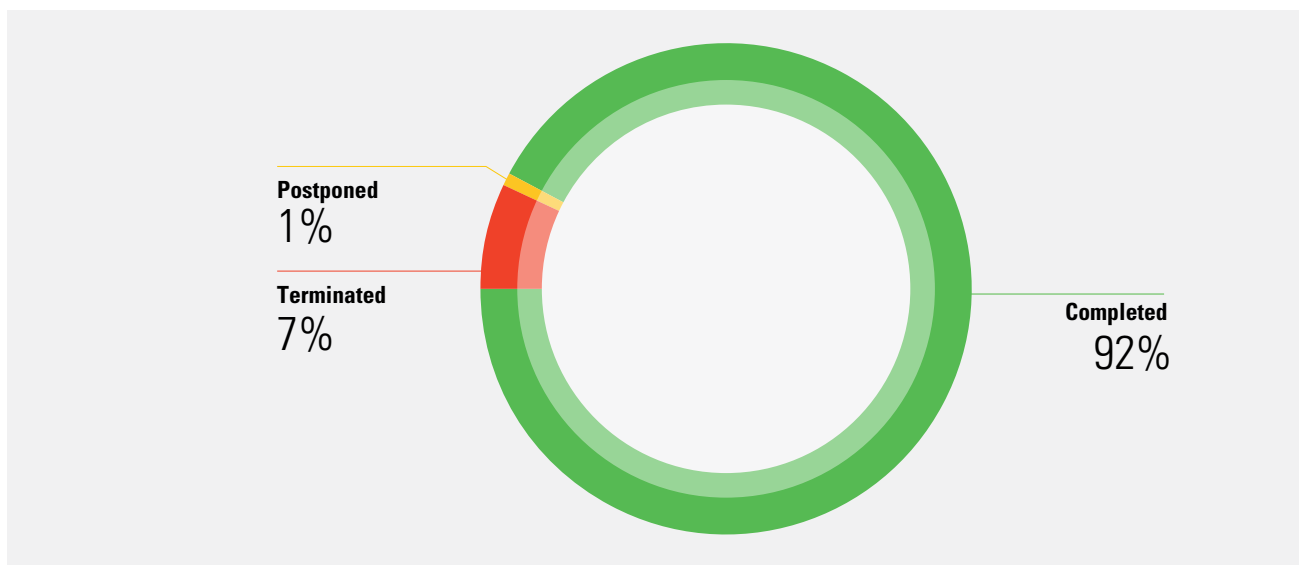


DEMONSTRATING RESULTS

- The advocacy and technical inputs from the Global Land Indicators Initiative, successfully contributed to the inclusion of land in the 2030 Agenda Sustainable Development Goals and their targets.
- The **Myanmar** government is developing its first National Urban and Regional Development Planning Law, with an emphasis on human rights and the rights of residents in informal settlements.
- In **Vanuatu** and **Tuvalu**, a revised Urban Planning Scheme of Tuvalu and the Honiara City Council was issued by the Ministry of Lands, Housing and Survey.
- In **DRC**, land rights were documented and certificates of residency for resettlement were issued to over 600 households in Luhonga community, generated using the STDM tool developed by GLTN and partners.
- In **Kenya**, the Mnazi Moja community in Mombasa comprising 840 households signed an agreement with Mombasa County to protect them from further threats of eviction by private developers.

Figure 8 shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015. About 92 per cent of outputs were completed, 7 per cent were terminated and 1 per cent were postponed.

Figure 8: Programme implementation for 2014-2015 for Urban Legislation, Land and Governance



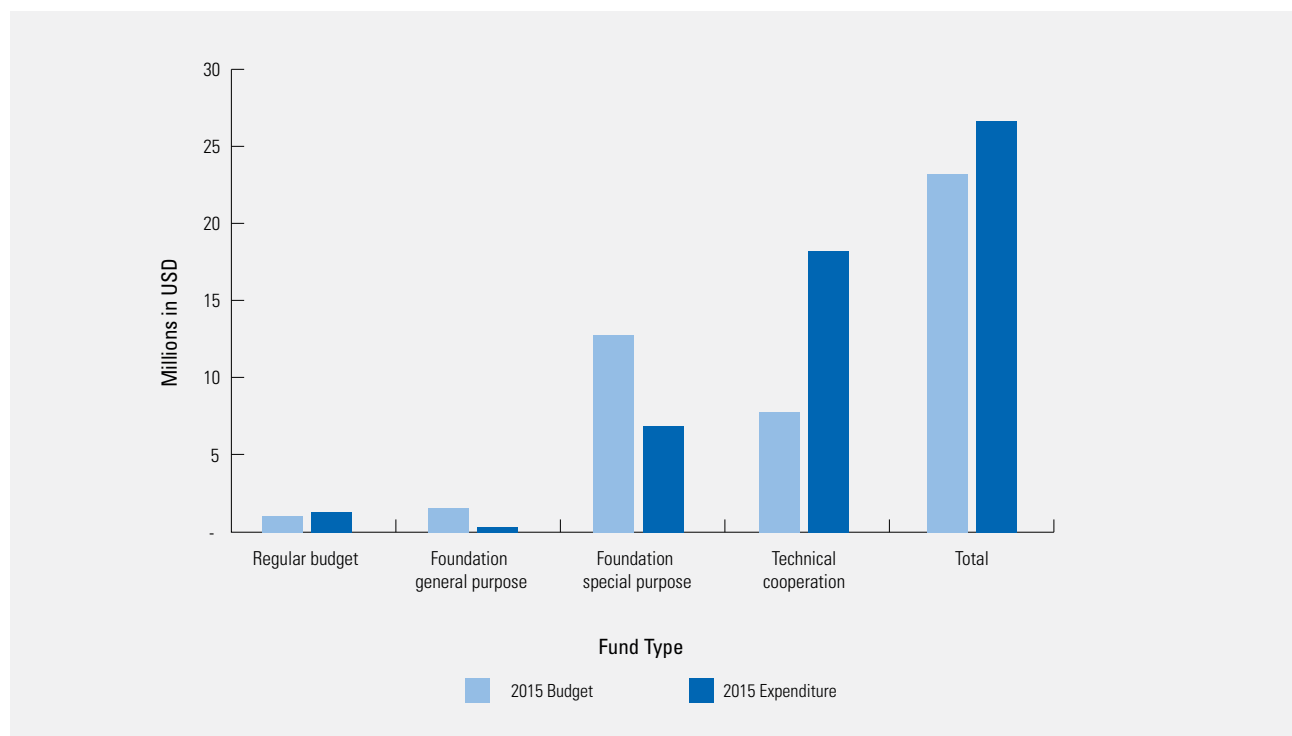
Financial analysis

Table 5 and Figure 9 present the planned budget and expenditure for 2015. From the budget of \$23.3 million in 2015, the final total expenditure was \$26.7 million. The budget comprised of \$1.5 million foundation general purpose, \$1.1 million regular budget, \$12.9 million foundation special purpose and \$7.8 million technical cooperation. Foundation general purpose expenditure amounted to \$0.3 million while regular budget expenditure was \$1.3 million. Foundation special purpose and technical cooperation expenditures amounted to \$6.9 million and \$18.2 million respectively. Technical cooperation and foundation special purpose represented the biggest sources of funding for focus area 1 in the year 2015.

Table 5: Planned budget and expenditure for focus area 1 (USD millions)

Subprogramme 1: Urban legislation, land and governance			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	3,113	1,557	267
Regular budget			
Subtotal	2,139	1,069	1,326
Foundation Special purpose			
Subtotal	25,721	12,860	6,907
Technical Cooperation			
Subtotal	15,531	7,766	18,213
Total	46,504	23,252	26,713

Figure 9: Planned budget and expenditure for focus area 1



Progress was made towards the planned results with 8 indicator targets met and the ninth slightly below target. Table 6 below presents the three planned results (expected accomplishments), to which UN-Habitat and partners contributed during the six year period and the corresponding indicator targets for the biennium.

Table 6: Progress made towards indicator targets for Focus Area 1

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EXPECTED ACCOMPLISHMENT (EA)					
EA1.1: Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance					
Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance	12	21	23	25	●
EA1.2: Increased capacity of local and national governments and other Habitat Agenda partners to implement Programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities					
Number of Programmes to improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities implemented by partner local and national governments and other Habitat Agenda Partners (HAPs)	Local: 1	Local: 3	Local: 5	Local: 5	●
	National : 2	National: 4	National: 6	National: 5	●
	HAPs: 5	HAPs: 6	HAPs: 7	HAPs: 7	●
EA1.3: Local and national governments and other Habitat Agenda partners improved policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety					
Number of partner local and national authorities and other Habitat Agenda partners that have adopted guidelines on decentralization and access to basic services for all	Local: 30	Local: 37	Local: 40	Local: 40	●
	National : 12	National : 15	National : 18	National : 18	●
	HAPs: 16	HAPs: 25	HAPs: 31	HAPs: 31	●
Number of partner local and national authorities that have adopted crime prevention strategies	Local: 77	Local: 90	Local: 90	Local: 90	●
	National : 4	National : 7	National : 7	National : 7	●

Increasing the capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance

Progress was made towards increasing the capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, planning and finance.

Global Achievements

The creation of an Urban Law database (UrbanLex) has increased awareness and access to information on urban legislation. The database features 572 laws from 68 countries on seven areas critical to sustainable urbanization and partnerships for the expansion of UrbanLex. The Urban Law Day celebration events for 2015 held at the University of London contributed to increased visibility of the role of effective functioning legal frameworks for sustainable urban development, among stakeholders in urban legislation. UN-Habitat's testing of the legislative work in

five ASUD countries (Egypt, Rwanda, Mozambique, Philippines, and Colombia) provided empirical evidence for development of global legal tools. UN-Habitat developed the Legal Assessment Framework, a diagnostic tool to help national and local authorities assess the urban laws needed to implement the three-pronged approach envisaged for a New Urban Agenda.

Regional and Country Achievements

In **Arab States**, the Expert Group Meeting (EGM) on Urban Planning Laws in Arab States enhanced knowledge of the participants and stimulated innovations in urban planning law to address the regional challenges linked to rapid urbanization. A range of urban policies were reviewed in **Latin America and the Caribbean, including in: Brazil**, under the development of urban low emission strategies, and settlement regularization, slum upgrading and municipal management; **Colombia**, through the Housing subsidies, Stratification Project; and **Cuba** through the Housing Reform Project. As a result, the capacities of networks and their associations were enhanced through local and territorial governance and legislation.

The capacity of local and national governments to implement enabling legislation for urban extension, densification, planning and finance notably improved in 2015. In **Egypt**, a review of the national legal framework and the identification of urban redevelopment and densification best practices created the need for change in the legal systems. An important element of the engagement was the dialogues that enabled lawmakers at national and local levels to work together. In **Saudi Arabia**, there is an on-going formulation of primary legislation and regulatory instruments, extending from national level strategic spatial planning frameworks down to the implementation of pilot projects at neighbourhood level. The year 2015 also saw the development of the first national urban planning system, involving the Ministry of Municipalities and Rural Affairs, Municipalities and Universities.

The **Myanmar** government is developing its first National Urban and Regional Development Planning Law, with an emphasis on human rights and the rights of residents in informal settlements. Meanwhile, UN-Habitat has signed a Memorandum of Understanding with Colegio Nacional de Jurisprudencia Urbanística (**Mexico**), and is closely working the Mexican parliamentary commission to draft a new Urban Development Law that consolidates all urban development regulations.

In **Nigeria**, the capacity of the Federal and State Governments to implement enabling legislation for urban extension, densification, planning and finance has improved. In **Kenya** about 70 decision-makers benefited from skills enhancement on Integrated Urban Planning and Informal Settlements Improvement for Local Governments and Community Leadership. **Mozambique** has seen enhanced capacities of local and national institutions for planned extension and territorial planning for the development of planned city extension of Nacala. This has contributed to the completion of Phase II of the ASUD city extension, with the finalizing of a baseline study and a review of implementation options for the extension of Nacala. In **Iraq**, a road-map on improved urban planning through land policy reform has been endorsed by the Ministers Cabinet. **Angola** has improved the capacity of inhabitants (especially women) in the Huambo Province for land titling. In **Rwanda**, the City of Kigali is piloting alternative regulatory tools for the implementation of its Master Plan as a follow-up to the ASUD and Participatory and Inclusive Land Readjustment (PILaR) experiences.

In **Brazil**, an impact assessment of “regulation and compensation on enhancing the delivery of socio-economic objectives in the urban environment” is underway. The **Ecuador** national government is reviewing its overall

legal framework for urbanisation to align it with the emerging New Urban Agenda. In the **Philippines**, a review of national and local planning laws is informing the development of municipal regulations and the review of national policies. In the **State of Palestine**, the first legal assessment and mapping of planning regulations and processes in Gaza was completed. The findings will facilitate spatial planning for reconstruction and contribute to UN-Habitat’s effort in six municipalities. In **Afghanistan**, through the Community-Based Municipal Support Programme, the property registration processes on land property tax (Safayai tax) have improved while land property tax has enhanced the tax base of the four Municipalities of the programme. In **Lebanon**, land and property issues and rights for adoption by international NGOs working in the shelter sector for Syrian refugees have been identified. **Vietnam** is sharing experiences on how to integrate the disaster risk management at regional planning. In **Kenya**, The *Rapid Planning Studio*, based on UN-Habitat’s *three-pronged methodology*, has been used in various towns (Machakos, Thika, Embu, Naivasha, Nakuru and Nyeri) to support national planning and review processes.

Increasing the capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities

The Global Land Tool Network (GLTN) made significant progress towards equipping partners with skills and knowledge for policy formulation on tenure issues through its innovative programmes, methodologies, tools, and approaches. The number of programmes for improving security of tenure for vulnerable groups implemented by partner local and national governments and other Habitat Agenda Partners increased to 17 by end of 2015 up from 13 at the end of 2014. New initiatives were introduced in Nigeria and Mauritius, among other countries.

Global Achievements

Through the advocacy and technical inputs from the Global Land Indicators Initiative, land was successfully included in the 2030 Agenda for Sustainable Development Goals and their targets. The Outcome document adopted at the UN Summit in September 2015 includes land in four of the 17 goals (1:4; 2:3; 5a and 15:1&3). Land also contributes to three other goals (11:1 & a; 14:1 and 16:6,

7 & 10). Further progress was made towards developing a common agenda and approach among key actors to address land issues in the context of conflict prevention, peace agreements and peacebuilding, humanitarian and development efforts. In 2015, a coalition established to address land and conflict issues attracted 40 organisations from both humanitarian and development sectors. Capacity building efforts on land, natural resources and tenure security reached over 400 potential agents of change, existing champions, representatives of grassroots organizations, technical experts, government representatives, and youth groups (40% women and 60% men), using the Social Tenure Domain Model and open source geo-spatial technologies, and Gender Evaluation Criteria. A new participatory, inclusive and financially viable approach to land readjustment was launched with the City of Kigali in **Rwanda**.

Regional and Country Achievements

Africa saw increased momentum in 2015, towards the implementation of the 2009 Declaration on Land Issues and Challenges through the Land Policy Initiative Consortium (African Union, African Development Bank and United Nations Economic Commission for Africa). UN-Habitat supported the Framework and Guidelines for Land Policy in Africa, and validation of the Land Policy Initiative's Gender Strategy. Regional actors in the Habitat III process contributed to strengthening the capacity of land experts from different countries in the **Arab States** through dissemination of innovative land administration approaches. The crisis-affected countries in the region (**Lebanon, Iraq, Jordan, Syria** and **Sudan**) have taken active steps to develop an issues-based coalition on land, housing and property at country level and to address tensions between customary land rights and formal legal systems, forced displacement and accelerated migration. In **Asia-Pacific**, there has been improved knowledge on a range of tenure options that can work for all inhabitants, enabling the poor to use their rights to live with dignity and without fear of being excluded from the gains of development. A report entitled '*Land Tenure in Asia and the Pacific: Challenges, Opportunities and Way Forward*' based on country studies – **Pakistan, Papua New Guinea, Timor-Leste** and **Lao PDR** will be disseminated in 2016.

UN-Habitat/GLTN catalysed land related programmes implemented in **Uganda, DRC, Kenya, Zambia, Namibia**, and **Mozambique**. In **Uganda**, The Ministry of Lands Housing and Urban Development (MLHUD), has aligned the land sector, strengthening the implementation of the National Land Policy. A National Land Policy implementation unit and a multi-stakeholders' platform comprising

the European Union, World Bank, DFID, GIZ, Ford Foundation, Dutch Relief Agency, UNDP, and FAO were established under MLHUD leadership. In addition, 83 settlements have been mapped across 19 towns/cities using the Social Tenure Domain Model (STDM), supported by Slum Dwellers International/ ACTogether and government authorities. Data management and learning centres have been established in Masaka, Mbale, Entebbe, and Tororo municipalities. About 50 households have improved tenure security after being issued with certificates (for 20 women, 25 men and five were shared among men and women). Skills strengthening efforts on women land rights and community economic development reached 202 women advocates and 169 male champions.

In the **Democratic Republic of Congo**, land rights have been documented and certificates of residency for resettlement of over 600 households in Luhonga community generated using the STDM. The Provincial Land Ministry of North Kivu has developed a draft land use plan for the Luhonga community. In addition, notable improvements were made in the coordination between the national and provincial levels for the land reform process. 67 civil society organizations and platforms in Goma and Bukavu committed to work in a coordinated manner, while 24 organizations at national level committed to promoting peace through the prevention and resolution of land disputes, improved land conditions for the return of IDPs and refugees, and support to the land reform process. The programme has mainstreamed youth issues through dialogue, conferences and open days.

In **Kenya**, Pamoja Trust is piloting STDM in informal settlements in Nairobi and Mombasa Counties. In Mashimoni (Nairobi), a community of 1,600 households has engaged the authority to formalise their occupation of land. Mnazi Moja community in Mombasa comprising 840 households signed an agreement with Mombasa County to protect them from further threats of eviction by private developers. In **Colombia**, Habitat for Humanity used STDM to improve tenure security and to identify infrastructural priorities for settlement improvements in the Municipality of Soacha. In **Jordan**, UNHCR has imported Zaatar refugee camp mapping and enumerations data into STDM. In **Namibia**, UN-Habitat/GLTN supported the Government's implementation of the Flexible Land Tenure Act (Act No 4 of 2012 – FLTA), which embodies key principles of good land governance, as well as the continuum of land rights. FLTA Regulations have been drafted and Shack Dwellers International (through their affiliate Namibian Housing Action Group) and GIZ started piloting the STDM process in Gobabis. In **Zambia**, grassroots women are piloting the STDM to capture the social

tenure relationships of women over land, housing and natural resources within the customary areas in Mungule Chiefdom in Chibombo District in the periphery of Lusaka, covering 50 villages.

In **Egypt**, the capacity of stakeholders to implement security of tenure was improved following a continuum mapping of the degree of tenure security prepared for the Egyptian context, along with training in the STDM. Staff from the Municipality of Baghdad in **Iraq** improved their capacity on security of tenure for vulnerable groups and minorities following participation in the 'Rehabilitation and Regularization of Informal Settlements and Internally Displaced Persons Areas' project. The Rapid Urban Sector Profiling for Sustainability Methodology was deployed in **Nigeria** to build the capacity of State and Local Government agencies in Kogi State to implement programmes for improved security of tenure for vulnerable groups and minorities. The Methodology integrates gender, climate change and Local Economic Development with a focus on youth employment. Capacity improvement efforts in planning shelter recovery, targeting security and safety of families in high risk zones were undertaken in the **Philippines** involving local government authorities in Tacloban and Ormoc cities, and the Municipality of Guiuan. **Somalia** saw improved capacity of grassroots groups to implement security of tenure in six Districts in Somaliland and three Districts in Puntland. In **Lebanon**, security of tenure of Syrian and host communities in Beirut, Tripoli, Saida and Tyre cities has improved, with shelter and infrastructure upgrading to increase capacities of actors under the "capacity of local and national governments programme."

In **Brazil**, UN-Habitat and the State of Ceara signed an agreement on urban social and environmental development to pilot an urban planning methodology using "purposive social and environmental development." In **Mexico**, UN-Habitat is collaborating with the Ministry of Interior on the Architectural Guidelines for Women's Justice Centre with the National Commission to Prevent and Eradicate Violence against Women during the next two years. Assessments of land tenure were carried out in two informal settlements in Port Moresby in **Papua New Guinea**, the results of which are now being used to formulate Community-Based Action Plans. The Office of Urbanization is implementing Affordable Land and Housing Programme and developing new sub-divisions to provide land titles and housing loans. In **Myanmar**, the Land Administration and Management Programme has introduced new processes for making cadastral maps to update land records, which are being used in Myingyan and Thayarwaddy townships.

Improving policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety

The capacity of national, territorial and local governments to develop policies and strategies for inclusive and participatory urban governance, fostering transparent local governments has been strengthened. All the indicator targets were met.

Global Achievements

A decentralized governance approach in cities and municipalities was widely promoted in 2015. Support to local governments' voice in global agenda discussions led to several joint processes, such as continuous advocacy for the localization of the 2030 Agenda and recognition of local level actors' role in the Habitat III preparatory process (GA resolution 70/473). As part of the strategy to advocate for the role of local and regional governments in the 2030 Agenda and the financing of sustainable urban development, UN-Habitat jointly with the Global Taskforce, facilitated the participation of the Mayors' delegation in the 3rd Conference on Financing for Development in Addis Ababa. UN-Habitat used its experience within the International Development Partners Working Group on Decentralization and Local governance to mainstream urban governance in the work of the group of donors. This has contributed to improved understanding of decentralized governance through urban governance mapping.

The International Guidelines on Decentralization and Basic Services for All¹ have been used in decentralization reforms in **Jamaica, Solomon Islands, Kenya, Cape Verde and Uganda** to take stock of existing policies, and to inform consultations on regulatory frameworks reforms. Improved inclusion of citizens in the process has helped enhance municipalities' levels of transparency and accountability. UN-Habitat prioritized **awareness raising and outreach** among local governments during international events, such as 16th International Anti-Corruption Conference and Africities. Tools developed together with **Transparency International** were used to bridge local governments' perspectives and concerns over **accountability and transparency issues**. Local governance and urban management were further improved through the use of smart technologies.

¹ This is the document with agreed general principles on decentralization, and strengthening capacities within government levels through dialogue processes aimed at national understanding and common roadmap.

Pilot projects in **Kenya** showcased the role of ICT in inclusive urban management. Within the Future Policy Modeling research consortium, an e-participation tool developed in Mtwapa (**Kenya**) has improved interaction between community leaders, national stakeholders, and Kilifi County officials. The model has helped bridge the gap between tech savvy urban youth and county governments grappling with devolution. The e-participation tool has also generated a global database on models of urban governance for public dissemination, comparative policy, and research analysis. The database covers new and innovative ways of communicating and mapping urban governance on the 'data challenge'. The UN Guidelines on integrated approach to safer cities, including elements from the White Paper on Peace Building, were developed during the 3rd Global Network on Safer Cities Advisory Group meeting of February, 2015. The *Future of Places* joined the World Urban Campaign, further strengthening the opportunity to prioritize urban safety within the global urban agenda. The Future of Places is a multi-stakeholder forum with over 500 organizations and more than 1,500 leading global thinkers, decision makers, practitioners, civil society and private sector representatives concerned with the transformative impact public space can have on a city.

Regional and Country Achievements

In **Asia-Pacific**, the concept of building inclusive, healthy, safe, connected, integrated and productive cities was approved during the Mayors' Conference on "Public Space and the New Urban Agenda", held in Manila (**Philippines**). The regional preparatory meeting finalized the UN guidelines on safer cities, including a training programme roadmap. The League of Arab States Ministerial Council for Housing and Construction Executive Bureau Forum held in May 2015 endorsed the high-level Bahrain Declaration on Peace, Security and Stability for Sustainable Urban Development in the **Arab region**. In **Latin America and Caribbean**, the Safer Cities projects have created different demands, particularly for specialized tools and methodologies. **Mexico** has advanced towards implementation of new initiatives, such as the Justice centres for women, while Colombia's focus is on resiliency and post-conflicts. In addition, the **partnership of cities** in **Colombia** and **El Salvador** has enhanced the exchange of experience in methodologies, indicators and technology, including a platform for the Observatory of the Metropolitan Area of San Salvador city.

A number of countries made progress in improving urban governance and urban safety. **Panamá** established the foundation for the Spatial Land Management Plans, incorporating approaches from the New Urban Agenda for sustainable urban development. An agreement was signed with the State of Rio de Janeiro (in **Brazil**) to promote governance on urban and metropolitan issues, and to systematize and disseminate good practices. In **Somalia**, the Ministry of Interior of Somaliland and Legal Action Worldwide co-organized a skills training for handling Land Dispute Tribunals established in response to disputes over urban land and land grabbing over the last decade. The establishment of market by-laws improved market management policies, plans and strategies in the Benadir Regional Administration. This has led to better and more inclusive urban management, with youth benefitting in all 17 districts of Mogadishu through a youth participation process. 335 people (228 male and 107 female staff at local government, line ministries, civil society organizations and contractors) participated in skills training in local governance and service delivery, including urban planning, municipal finance, solid waste management, local leadership, conflict management and gender mainstreaming.

In Myanmar, the Government committed to decentralizing planning powers to local government, and creating 75 new urban planners at local-government level. Egypt improved three policy areas of decentralization, including finalization of a detailed plan under the pilot project on Land Readjustment in Banha. In Vietnam, the capacity for planning and management of Danang, Quy Nhon and Tam Ky cities has improved. In Rwanda, a new urban lay-out has improved urban safety in Rubavu city. A delegation from the Committee of Permanent Representatives got first-hand experience of UN-Habitat's contribution to sustainable urbanization in Rwanda. A revised Urban Planning Scheme has been issued by the Ministry of Lands, Housing and Survey of the Solomon Islands and the Honiara City Council. Afghanistan has strengthened the delivery of urban safety and social inclusion services, targeting women and youth. Colombia's focus on safer cities has included resiliency and post conflict management. In Iraq, the "Safer Cities Programme in Suleimaniyah" project is developing a crime prevention plan for the city. In Papua New Guinea, the capacity of officers of the National Capital District Commission in urban safety has benefited from programmes on markets and selected public spaces being implemented jointly with UN-Women.

Mainstreaming Cross-cutting issues

Mainstreaming of cross cutting issues in urban legislation and land and governance was strengthened throughout all programmes. In Medellin, **Colombia**, new projects on planning systems were initiated focussing on the needs of women, and women-headed households. **Egypt and Rwanda** pursued rights-based considerations to improve the efficiency and transparency of decision-making structures. **Colombia and the Philippines** reviewed the impacts of differentiated regulation by projected income group.

Climate change related work, particularly that in **Mozambique**, has concentrated on resilience and adaptation regulation and the way in which risk-based regulation interacts with socio-economic impact. The Participatory Slum Upgrading Programme in **Mauritius** has addressed gender, human rights and youth issues.

Challenges and Lessons Learned

Meeting the growing demand for the GLTN tools by various countries and partners requires more resources in order to provide support to all actors who would like to implement the tools.

There is a continuing perception that the challenge of ineffective law is one of implementation. Critical are political will and whether the legal system is designed for the local context and based on realistic capacity and resource projections.

The progressive recognition at the global level of the crucial importance of local governments as key stakeholders to implement the development agenda, reduce poverty, and provide services to citizens is a clear opportunity for UN-Habitat to deliver on its mandate and programme. Building on the Rio+20 declaration “the Future we want”, and partnering with the Global Task Force for local and regional governments for the 2030 Agenda has resulted in an extraordinary advocacy work that promotes more confident discussion about the role of local governments in delivering sustainable urban development.

Focus area 2: Urban planning and design



Well designed and managed public spaces and streets enhance safety and make a city more attractive. © UN-Habitat



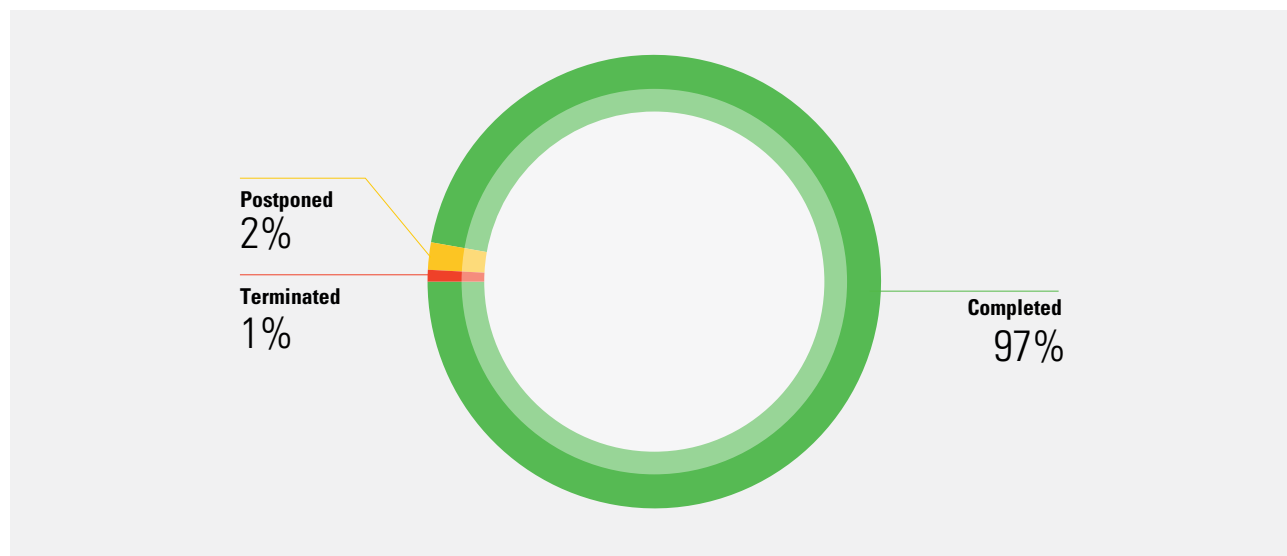
Public space: youth play an informal football match in Marseille, France. © UN-Habitat

DEMONSTRATING RESULTS

- **Rwanda** and **Colombia** have completed development of their national urban policies. In **Colombia**, the national urban policy for economic, social and environmental development was submitted to the National Government for approval.
- In **South Africa**, the Strategic Development Framework for the city of Johannesburg entitled Johannesburg 2040 was finalized through a participatory process. The Mayor of Johannesburg City Council approved the framework for the city.
- Ten new local outline spatial plans (two in Hebron; three in Bethlehem; two in Qalqilya; two in Jenin; and one in Salfit – **State of Palestine**) targeting 16,000 people have been prepared.
- Honiara (**Solomon Islands**) has developed a climate action plan anchored in city-wide and sector priorities. In Port Vila, **Vanuatu**, the government used the vulnerability assessment to develop early recovery actions after Typhoon Pam.
- In Asia-Pacific, a growing number of countries are revising their National Urban Policies (**Philippines** and **Nepal**) or pursuing new ones (**Mongolia, Solomon Islands** and **Myanmar**)

The box above shows some of the main results realised in 2015. Figure 10 below shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015. About 97 per cent of outputs were completed, 1 per cent were terminated and 2 per cent were postponed.

Figure 10: Programme implementation for 2014-2015 for Urban Planning and design



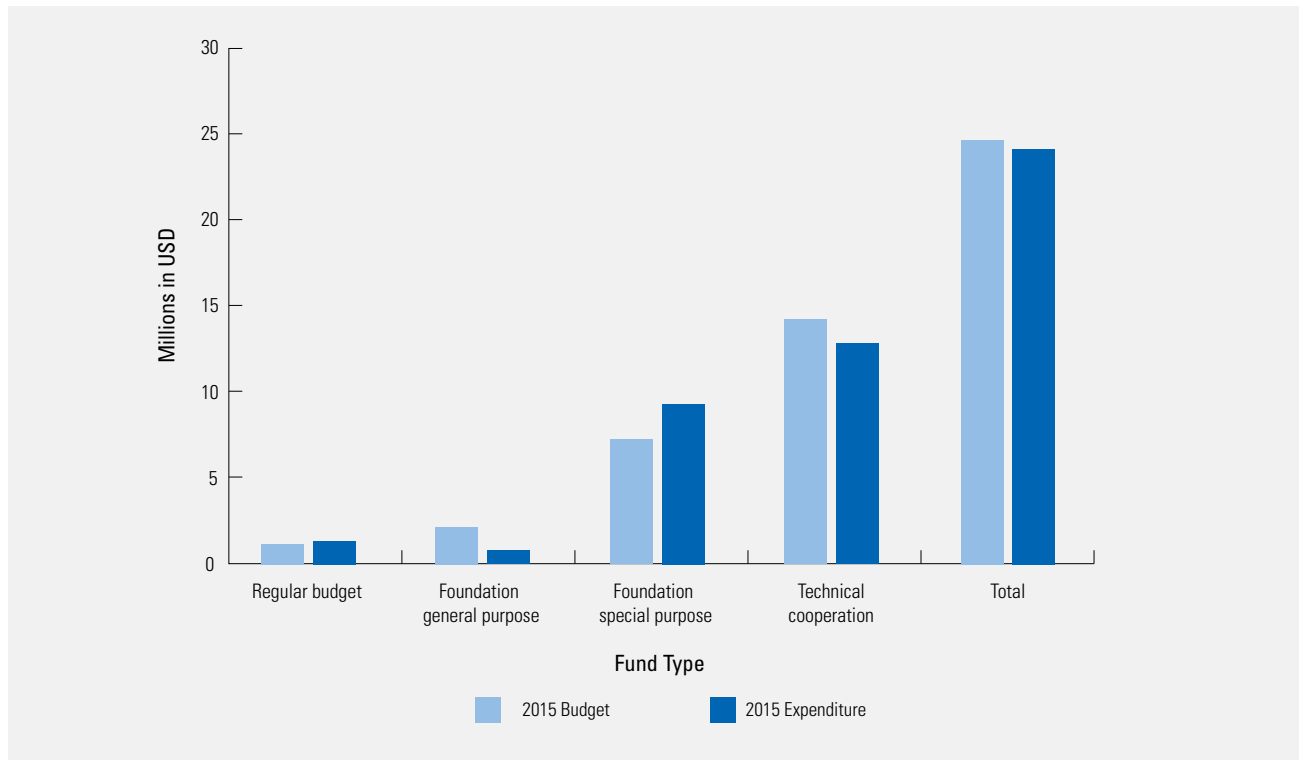
Financial analysis

Table 7 and Figure 11 present the planned budget and expenditure for 2015 under the different sources of funding. The budget for 2015 was \$24.7 million while final expenditure amounted to \$24.1 million. The budget comprised of \$2.1 million foundation general purpose, \$1.1 million regular budget, \$7.2 million foundation special purpose and \$14.3 million technical cooperation. Total expenditure of \$24.1 million represents \$0.7 million foundation general purpose, \$1.3 million regular budget, \$9.2 million foundation special purpose and \$12.9 million technical cooperation. Technical cooperation and foundation special purpose funds were the main sources of funding for focus area 2 in 2015.

Table 7: Planned budget and expenditure for focus area 2 (USD millions)

Subprogramme 2: Urban planning and design			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	4,237	2,118	748
Regular budget		-	
Subtotal	2,259	1,129	1,339
Foundation special purpose			
Subtotal	14,362	7,181	9,203
Technical cooperation			
Subtotal	28,516	14,258	12,833
Total	49,374	24,687	24,123

Figure 11: Planned budget and expenditure for focus area 2



Progress was made towards the planned results and all seven indicator targets were met or exceeded. Table 8 below shows the three planned results (expected accomplishments) that UN-Habitat and partners contributing towards during the six-year period. Considerable efforts were made towards mainstreaming of cross-cutting issues during programme implementation.

Table 8: Progress made towards indicator targets for Focus Area 2

EXPECTED ACCOMPLISHMENT (EA)

Indicator of achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA 2.1: Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities					
Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities	Metropolitan: 0	Metropolitan: 1	Metropolitan: 1	Metropolitan: 2	●
	Regional: 0	Regional: 0	Regional: 1	Regional: 1	●
	National: 4	National: 5	National: 6	National: 6	●
EA 2.2: Improved policies, plans and designs for compact integrated and connected cities and neighbourhood adopted by partner cities					
Number of partner cities that have adopted policies, plans and design for compact, integrated and connected cities and neighbourhoods	10	25	30	30	●
E.A 2.3: Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities					
Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation	City: 8	City: 10	City: 14	City: 15	●
	Regional: 1	Regional: 2	Regional: 2	Regional: 3	●
	National: 6	National: 7	National: 8	National: 8	●

Improving national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities

A growing number of metropolitan, regional and national authorities developed or elaborated their urban policies and spatial frameworks. The number of partner metropolitan, regional and national authorities that adopted urban policies or spatial frameworks to support compact integrated and connected cities increased to nine by the end of 2015, up from six at the end of 2014.

Global Achievements

A global exchange platform on National Urban Policies established in collaboration with partners became an important knowledge management platform for peer-to-peer learning on the National Urban Policy development and implementation process. The International Guidelines on Urban and *Territorial Planning* approved for implementation by the Governing Council in 2013 constitute a global framework for improving policies, plans, designs and implementation processes for more compact, socially inclusive, better integrated and connected cities and territories that foster sustainable urban development. Additionally, UN-Habitat's Board approved the *Climate Change Strategy* (2014-2019), an update to the Agency's first Strategy (2010-2013). The Agency's also developed Climate Change Markers to monitor climate considerations in project development.

Regional and Country Achievements

In **Latin America** and **the Caribbean**, UN-Habitat signed an agreement with the government of Michoacán State, **Mexico** to pilot territorial planning, metropolitan governance, urban development, sustainable mobility, slum upgrading and regeneration and housing policies. Awareness on the significance of compact cities has improved in both **Colombia** and **Mexico** following events hosted on regional integration and metropolitan governance. In **Asia-Pacific**, interest in the development of National Urban Policies (NUPs) has increased as demonstrated by the growing number of countries revising existing policies (**Philippines and Nepal**) or pursuing new policies (**Mongolia, Solomon Islands and Myanmar**). In the **Arab States**, there has been improved knowledge of the importance of NUPs following an Assessment Report on National Urban Policies for five countries (**Egypt, Jordan, Kingdom of Saudi Arabia, Morocco, and Sudan**). The process involves a team of experts working with the na-

tional and local governments. Funding has been secured to strengthen implementation of NUPs in **Jordan, Morocco and Sudan**.

In **Sudan**, the Regional Spatial Planning strategy for the Blue Nile state was validated, while the urban physical plans developed for Famaka and Ed Damazin cities offer opportunities for connecting the two cities during future extensions and enhance access to basic services and land use. **Ethiopia** strengthened the capacity of 35 city leaders and 26 city administrations to plan for compact, integrated and connected cities. In **Rwanda**, the government approved the National Urbanization Policy and the national framework for urban management and planning has been improved, allowing proper coordination across the sectors and harmonization of the planning instruments at different levels of spatial aggregation. In **the State of Palestine**, the development of a Spatial Planning Framework is in progress and the Ministry of Local Government is formulating plans for Bethlehem, Tubas and Qalqilyia cities. **Mozambique** introduced improved methodologies and tools for sustainable and equitable regional development with an integrated focus in the Nacala corridor. Policy frameworks and governance systems for promoting urban sector reform through mechanisms for incremental analysis and dialogue on urban development issues were strengthened.

Saudi Arabia is developing a national integrated urban strategy for enhancing synergies with economic policies and trends while safeguarding the importance of achieving balance in resources allocated between regions. Mainstreaming of gender and youth issues is part of the changes being realized through innovative mechanisms. The Government of **Cabo Verde** has proposed funding for the implementation of the National Programme for Urban Development and Empowerment of Cities. The country established a new institutional arrangement for the implementation of the programme and approved the capacity development and resource mobilization strategies. In **Mexico**, *A Guideline on Metropolitan Planning* is being drafted. In **Angola**, the government is elaborating the first NUP, developed according to UN-Habitat's three-pronged approach, in which municipal finance plays a central role. **Egypt** is drafting the National Urban Policy linking spatial, economic and infrastructure planning. A policy diagnostic undertaken in **Cameroon** has informed the formulation of a NUP. In **Colombia**, the Association of Colombian Capital Cities endorsed the NUP for economic, social and environmental development, which was submitted to the National Government for approval. **Liberia's** President Ellen Johnson-Sirleaf attended the launch of the development of the country's National Urban Policy in October, 2015.

In **Mongolia**, the Government has committed to fully finance the development of a national urban policy and UN-Habitat has played a key role in facilitating the rapid assessment for the formulation of the policy.

In **Kenya**, the draft National Urban Development Policy was validated through a series of workshops with the 47 county governments led by the Ministry of Lands, Housing and Urban Development. UN-Habitat also partnered with the Tana and Athi Rivers Development Authority to prepare, implement and monitor an Integrated and Participatory Regional Development Plan that seeks to enhance efficiency and equity within the region. In **Myanmar**, the Government is formulating the National Urban Development Strategy, while **Mexico** is drafting A Guideline on Metropolitan Planning. In **Iraq**, the staff of Kurdistan Ministry of Municipalities and Tourism improved their knowledge of the effect of the unsustainable urban sprawl of its cities, non-inclusive urban development trends, and land fragmentation. UN-Habitat is collaborating with the Kurdistan Ministry of Planning, Kurdistan Ministry of Municipalities and Tourism, Municipality 1, Kurdistan Department of Water Supply and Erbil Governorate.

Improving the policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities

By the end of 2015, five partner cities had adopted policies, plans and designs for more compact, integrated, connected and socially inclusive cities and neighbourhoods. The indicator target was met.

Global Achievements

At the global level, UN-Habitat continued to play a leading role in providing technical support to partner cities for the development of policies, plans and designs for compact, integrated and connected cities and neighbourhoods. International platforms were utilized for dialogue on sustainable urbanization, including a global Urban Thinkers Campus co-organized with the Future of Places (UN-Habitat, Project for Public Spaces and Ax:son Johnson Foundation), which discussed public space in preparation for the Habitat III Conference. A total of 438 individuals from 76 countries participated in various dialogues on Habitat III by end of 2015. Further awareness-raising efforts reached 100 decision makers, community members, planners and other professionals from 23 countries in Asia and Latin America. The *Urban Planning and Design Lab* was engaged in various city-wide strategies, planned

city extensions (and new towns), planned city in-fills, densifications, and renewals supporting the development of planning guidelines, capacity development, and technical advice, as well as climate change and urban planning. The *Global Network of Planning and Design Labs* established in 2015 is promoting collaboration between international and local experts preparing implementable urban plans. UN-Habitat facilitated the development of various tools supporting sustainable policies, plans, and designs.

Regional and Country Achievements

In **Arab States**, planned city extensions are being piloted in various countries in close collaboration with national, regional and local governments, as well as civil society and the private sector. In **Egypt**, planned city extensions are being piloted in Greater Cairo Region. **Iraq** is applying the principles of sustainable neighbourhoods in the form of planned as city extensions for refugee and internally displaced persons living in “camp-like situations”.

In **Asia-Pacific**, a regional planning workshop of 25 participants from 10 countries organized by Citynet and the Kuala Lumpur Regional Training Center (KLRTC) prepared profiles of participating cities, covering different planning issues. In the **Caribbean**, the capacity of the Caribbean Association of Planners was strengthened during the 2015 Caribbean Urban Forum. In Durban and in Blantyre practitioners and decision makers from 10 countries exchanged experiences and learnt about approaches to public space in an African cities context. In **Kenya**, the Jeevanjee Gardens (a historic public space in the City) was upgraded and the Nairobi City County committed to develop 60 additional public spaces. Further, eight counties and nine cities/towns under the *Kenya Municipal Programme*, have improved their capacity through skills gained in Integrated Strategic Urban Development Planning. Capacity building workshops held in 2015 have benefited 230 participants, including Members of County Assemblies. In **Ethiopia**, 50 mayors improved their capacity for urban planning following training on *Urban Planning for City Leaders*.

In **South Africa**, the Strategic Development Framework for the city of Johannesburg entitled *Johannesburg 2040* was finalized through a participatory process. The Mayor of Johannesburg City Council approved the framework for the city. In **Ghana**, a concept plan on Ningo Prampram was approved by the District Board as part of the wider strategy for Greater Accra. The planned city extension of Ningo Prampram has received support from the National Development Planning Commission, the Ministry of Environment, the Ministry of Housing, the Ministry of Finance, and the Ministry of Tourism, Culture

and Creative Arts, and Presidential national priority project support. In **Mozambique**, the City of Nacala and multiple stakeholders developed a concept plan for a planned city extension approved by the city. Nacala-porto city, Nacala-velha and Nacala-porto District have achieved the territorial model for the special economic zone. In **Nigeria**, Lokoja, Kaaba, Okene, and Dekina cities in Kogi State are in the process of adopting structure plans to guide their development for the period 2014-2033.

The Government of **Mauritius** invited suggestions for amendments of the local government act in view of the new Town and Country Act. In **Uganda**, government authorities and donors such as the World Bank are considering support for public infrastructure development in Gulu and Arua following completion of the towns' first physical plans. The **State of Palestine** prepared outlines for 10 new local spatial plans (two in Hebron; three in Bethlehem; two in Qalqilya; two in Jenin; and one in Salfit – **State of Palestine**), targeting 16,000 people. The plans have enhanced social cohesion among communities in Area C and allowed for spatially sound infrastructure investment driven by local priorities, with a focus on women and girls. In **Myanmar**, the Ministry of Construction began developing a needs-based training strategy for local planning capacity. Guidelines for improving township plans for secondary towns based on sustainable urban planning principles and approaches are being translated for dissemination to planning professionals. In **Haiti**, the Place de la Paix, a small park in **Les Cayes**, was upgraded through installation of lighting, and repair of broken play equipment, concrete benches and open drainage. The site has become popular with youth. The project inspired municipality to rehabilitate a second site – La Touterelle – as part of an integrated urban waterfront development through a community partnership. UN-Habitat is supporting the city-wide extension plan in Canaan (**Port au Prince**), a post-disaster intervention.

In **Saudi Arabia**, the cities of Riyadh, Jeddah, Dammam and Bureidah are revising their strategies and plans to become compact, integrated and connected cities. The new plan for Jeddah focuses on decreasing the dependence on cars and takes into account flood protection elements. In **Colombia**, the Strategic Habitat Plan to improve urban extension, densification, planning and finance of the city of Cali has been designed, with the guiding principles of the proposed New Urban Agenda at the core of this plan. In **India**, the planning and design lab has developed two concept notes, one on 100 Smart Cities in India, and one for planning vulnerable cities, and is preparing a proposal for a city-wide river front development for Delhi. In **Samoa**, the Planning and Urban Man-

agement Authority completed the Development Strategy of Apia City. In the **Solomon Islands**, the Ministry of Lands, Housing and Survey and the Honiara City Council devised an Urban Planning Scheme for the city.

In **Bangladesh**, Khulna City Corporation completed a public space inventory in early 2015. Building on the inventory, Solar Park was selected for upgrading and UN-Habitat assisted Khulna City Corporation and Khulna University to prepare the design for the improvement of the Park. In **Kosovo**, the Municipal Spatial Planning Support Programme (MuSPP) team and partners celebrated an event dubbed '**Decade of Making Better Cities Together**'. A "Sustainability Toolbox" for the implementation of the MuSPP was rolled-out in 2015. The design for the former Market Place" in Bregu i Diellit/Sunny Hill neighbourhood is being implemented. In **Mexico**, experiences and deliberations on urban renewal in the Federal District of Mexico have been shared through the Expert Group Meeting. In addition, UN-Habitat signed an urban regeneration agreement with *Asociación Mexicana de Institutos Municipales de Planeación*.

Improving the policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities

Progress was made in promoting integrated policies, plans and strategies that contribute to mitigation and adaptation to climate change in cities through national level comprehensive approaches, as well partnerships with cities. The number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation increased by five and one respectively at city level; from seven to eight at national level; and from two to three at regional level.

Global Achievements

UN-Habitat continued to increase entry points for involvement of local authorities, including engaging in the intergovernmental processes and in several climate change initiatives relevant to urban development. The Expert Group Meeting on Guidelines for City Climate Action Plans served as a solid drafting process for the launching of 'version 1.0' at the UN Climate Change Conference (COP-21), held in Paris in December 2015. The guidelines will help cities to more effectively play their role in reducing greenhouse gas emissions and building climate resil-

ience. By the end of 2015, 25 countries had endorsed the guidelines. There was an overall improvement in knowledge of climate-related issues in 2015. Over 45 partner organizations and seven cities endorsed the *Guiding Principles for City Climate Action Planning*. More than 25,600 readers downloaded the *Guidebook on Integrating Climate Change into City Development Strategies* published in 2015 from the UN-Habitat website. In December 2014, **Recife**, Brazil, approved the Green Roof Law, which requires new buildings with more than four floors to have their roofs covered with native vegetation. KwaDukuza Municipality (**South Africa**) has provided 500 households with insulated passive cookers aimed at reducing energy consumption, food wastage and fire hazards.

Regional and Country Achievements

UN-Habitat's Cities and Climate Change Initiative (CCCI) led climate vulnerability assessments in cities and towns across the Pacific Region, resulting in increased resilience to the impacts of climate change. In Port Vila, **Vanuatu**, government officials used the CCCI climate change vulnerability assessment to develop early recovery actions after Typhoon Pam (March 2015). In Honiara, **Solomon Islands**, the Climate Resilience Plan informed the development of the Honiara Planning Scheme, and the Settlements Upgrading Strategy. Different cities in the Pacific region were at different stages of developing climate action plans last year. Honiara (**Solomon Islands**) has undertaken a comprehensive participatory process resulting in a climate action plan anchored in city-wide and sector priorities, which contributed to its grant application to the 100 Resilient Cities Initiative. **Apia (Samoa)** developed a "City Development Strategy – Planning for Resilience", while **Cagayan De Oro** and **Iloilo cities (the Philippines)** incorporated the Climate Change Vulnerability Assessments and resilience strategies in planned city extensions.

In **Africa**, a workshop attended by 25 mayors from 8 African cities on *Planning for Greener Cities and South-South Cooperation in Africa* approved the implementation of pilot projects on greener city planning. In **Arab States**, in response to human migration triggered by climate change, droughts and civil conflicts, several regional processes on urban resilience, in the (post)conflict context and mitigation and adaptation to climate change were initiated, including the development of the *Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015*. UN-Habitat contributed to the preparations for the *Sendai Framework for Disaster Risk Reduction 2015-2030* and the review of the *Arab Strategy for Disaster Risk Reduction 2020*, in

order to align with the Sendai Framework.

Progress was made towards improved policies, plans and strategies on mitigation and adaptation to climate change at country level. In **Colombia**, the National Urban Strategy project in Bogota has improved the country's ability to cope with climate change, drawing on indicators from the city's Environmental Observatory. In addition, Bogota implemented a set of indicators for climate change mitigation and adaptation. In **Myanmar**, the initial vision 'climate resilient, low-carbon, resource efficient development' was approved during the first workshop for the formulation of the Myanmar National Climate Change Strategy, Action Plan and Policy. In addition, the workshop helped to establish Myanmar's Intended Nationally Determined Contributions (INDC) to report on progress on goals and plans for addressing climate change. Myanmar's INDC has been incorporated into the UN Framework Convention on Climate Change.

In **Nepal**, three municipalities adopted new policies, plans and strategies. The Green Homes project continued to promote sustainable housing systems. In **Vietnam**, the newly developed Green growth City Strategy focused on sustainability, and promoting the hub-city model within the metropolitan region. Building on UN-Habitat's experience, Rwanda developed a legal framework to contribute to climate change mitigation and adaptation. Separately, the Cabinet adopted a National Housing Policy and Rwanda Building Code. A data benchmark of energy consumption in buildings in secondary cities is being established in partnership with University of Rwanda. Data for Rubavu and Musanze are already available. In **Brazil**, Rio de Janeiro became the first fully compliant city with the Compact of Mayors launched by UN-Habitat in September 2014. As of November 2015, 322 cities around the world have announced their intentions to comply with the Compact's requirements for target-setting and climate action planning. In **Pakistan**, a publication on '*Climate Change Vulnerability Assessment for Islamabad and Islamabad Capital Territory*' was launched during the 2015 World Environment Day. The report provides city authorities and planners with a replicable model for city-level climate change assessment, adaptive planning, and institutional response to climate challenges.

Mainstreaming Cross-cutting Issues

A framework with a checklist for assessing the mainstreaming of cross-cutting issues continued to guide the development of National Urban Policies. The diagnosis stage puts an emphasis on UN-Habitat's four cross-cutting issues of gender, youth, human rights and climate change. Youth were engaged where Minecraft software was used to redesign urban public space.

All training undertaken has taken cognizance of gender issues and ensured fair representation of men and women. UN-Habitat launched a Climate Change Marker which aims to monitor inclusion of climate change considerations during the project design phase and ensure consistent efforts to mainstream climate change across the Agency.

Challenges and Lessons Learned

The demand and recognition of National Urban Policy as key for delivery of the UN-Habitat mandate at country level has not been matched with requisite resources. To address the challenge, UN-Habitat continued to leverage countries' contributions to advance its normative and operational work in this area.

The integration of different Branches and expertise in the delivery of concrete projects through the three-pronged approach was a key challenge for the Urban Planning and Design LAB. It is necessary to strengthen internal collaboration in order to promptly respond to governments' requests for assistance by deploying an integrated planning approach.

Becoming accredited to multilateral climate facilities remains an ongoing challenge: UN-Habitat is not yet accredited to the Global Environment Facility (application submitted), or the Green Climate Fund (GCF; application under development). However, the 2015 success with accreditation to the Adaptation Fund offers encouragement and some insights. For the GCF application, sustained engagement at both the political and substantive levels appears wise.

A promising practice to engender robust ownership by partners in a new normative product should involve not only engaging partners during development, but also obtaining their official endorsements prior to the launch, and then engaging with key partners on subsequent steps immediately thereafter. This sequence is being followed in the development of the *Guiding Principles for City Climate Action Planning*.

Focus area 3: Urban Economy



Well designed and managed public spaces and streets enhance safety and make a city more attractive. © UN-Habitat



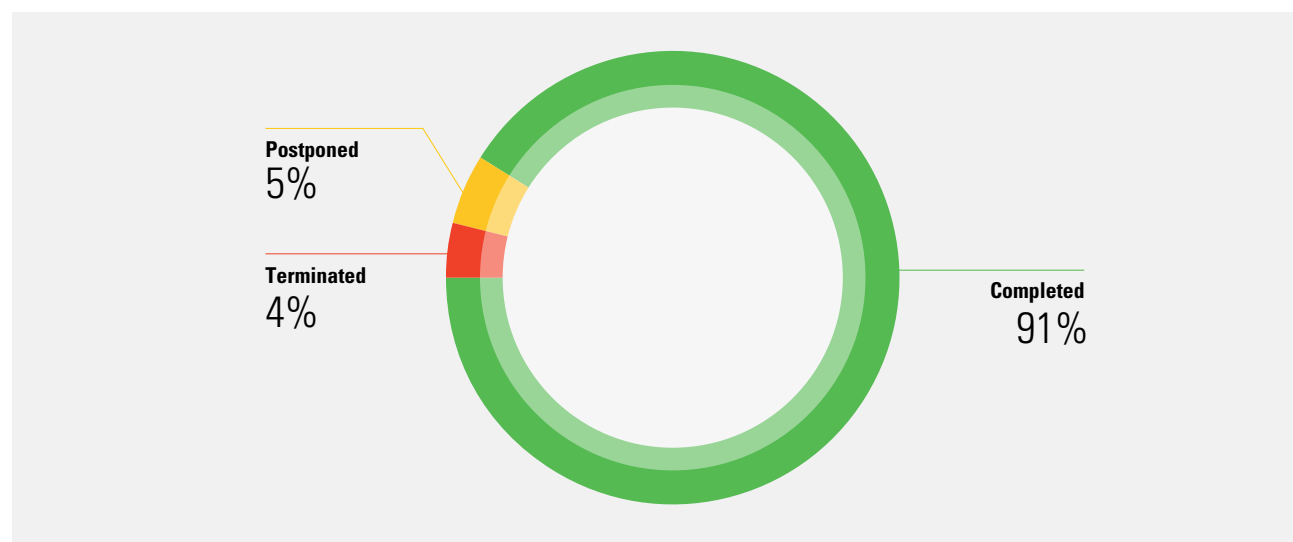
Youth empowerment programme in Rwanda. © UN-Habitat

DEMONSTRATING RESULTS

- In **Colombia**, over 70 entrepreneurs had their capacity in business legalization strengthened and another 330 participated in various business events. Ten groups secured funds and over 100 new designs of leather and footwear products were introduced to the market.
- In Asia-Pacific, the first ever Urban Youth Assembly launched in Jakarta offered space for the region's emerging young leaders to debate on the urban agenda in preparation towards the Habitat III Conference.
- In **the Philippines**, through the ASUD, Cagayan de Oro, Iloilo, and Silay cities finalized their financial models for planned city extensions initiated in 2014.
- In **Somalia**, through a UN Joint Programme, an automated municipal finance system established in 15 districts has improved transparency, accountability, and financial procedures of local governments.
- In **Afghanistan**, improved methods of land surveying, land registration, tax invoicing and collection and spending of tax revenues for the provision of urban services have resulted in a 15% revenue increase in the cities of Herat, Mazar-e-Sharif, Jalalabad, and Kandahar.

Figure 12 shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015. About 91 per cent of outputs were completed, 4 per cent were terminated and 5 per cent were postponed largely due to financial constraints. The implementation rate of 91 per cent is slightly lower than the average rate of 92 per cent.

Figure 12: Programme implementation for 2014-2015 for Urban Economy



Financial analysis

Table 9 and Figure 13 present the planned budget and expenditure for 2015 under the different sources of funding. The budget for 2015 amounted to \$19.0 million while final expenditure stood at \$8.9 million. The budget comprised of \$1.7 million foundation general purpose, \$1.5 million regular budget, \$3.2 million foundation special purpose and \$12.4 million of technical cooperation. Total expenditure comprises of \$0.1 million foundation general purpose, \$2.2 million regular budget, \$3.6 million foundation special purpose and \$3.0 million technical cooperation. This focus area was mostly funded by earmarked funds.

Table 9: Planned budget and expenditure for focus area 3 (USD millions)

Subprogramme 3: Urban economy			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	3,349	1,674	35
Regular budget			
Subtotal	2,973	1,486	1,940
Foundation Special purpose			
Subtotal	6,472	3,236	3,640
Technical Cooperation			
Subtotal	25,243	12,621	2,984
Total	38,036	19,018	8,599

Figure 13: Planned budget and expenditure for focus area 3

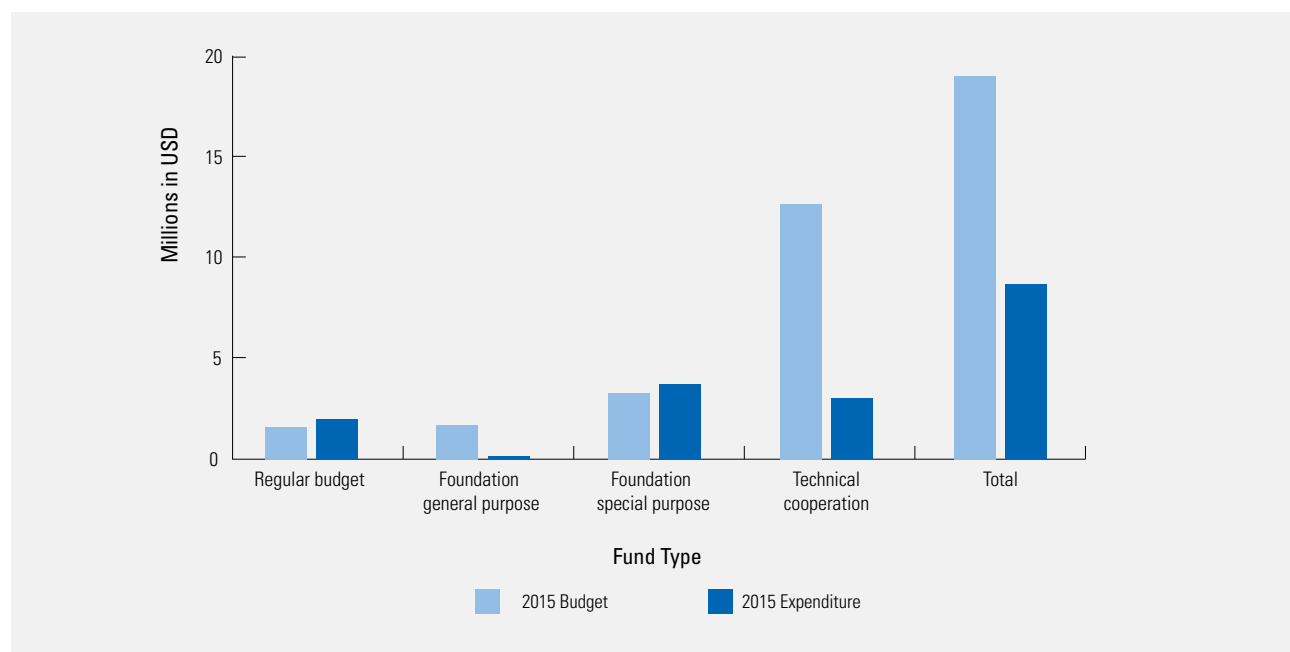


Table 10 below presents the three expected accomplishments which UN-Habitat and partners are contributing towards during the six year period. With all of the indicator targets green, it shows that good progress was made towards the planned results.

Table 10: Progress made towards indicator targets for Focus Area 3

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA 3.1: Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth					
Number of partner cities that have prepared local economic development plans	0	3	6	7	●
Number of partner cities that have prepared set priorities based on local economic assessment	0	4	7	7	●
EA 3.2: Improved capacity of partner cities to adopt urban policies and programs supportive of increased employment, livelihoods and opportunities and with focus on urban youth and women					
Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with focus on urban youth and women	7	16	25	26	●
EA 3.3: Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance					
Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance	8	14	12	19	●

Improving the capacity of partner cities to adopt strategies supportive of inclusive economic growth

Global achievements

UN-Habitat's interventions increased the capacities of partner cities to adopt urban strategies supportive of inclusive economic growth. The number of partner cities that prepared set priorities based on local economic assessment rose to seven up from four in 2014. Seven partner cities (Bogota in **Colombia**, Silay City and Cagayan de Oro in the **Philippines**, Akure in **Nigeria**, Kisumu in **Kenya**, El Alamein in **Egypt** and Nampula in **Mozambique**) prepared local economic development plans. In addition, Cagayan de Oro and Nampula combined local economic development plans with planned city extensions. Participants in the ASUD programme, benefited from improved capacities to develop plans and strategies to support local economic development. ASUD aims to increase economic competitiveness of a city through productive chains that benefit small and medium-scale businesses. ASUD projects in **Egypt, Mozambique, the Philippines** and **Rwanda** focused on spatial planning to promote economic development for urban and municipal growth.

Regional and Country Achievements

In **Africa**, over 200 senior government officials, and experts from academic and international organizations and the private sector shared preliminary findings of the African Development Bank (AfDB)-led study on Africa's 'Housing market dynamics', discussed during workshops held in Morocco, Addis Ababa and Dakar. The workshops co-organized by the AfDB and UN-Habitat, emphasized strategies for improving access to affordable housing.

In **Colombia**, 26 small-and medium-scale enterprises developed business plans for workers in the leather and footwear industry in Bogota, while 48 entrepreneurs were trained in the design of leather and footwear products. Over 70 entrepreneurs were trained in business legalization and another 330 participated in various business events. Ten groups secured funds, while 14 groups are in the process of refining their business plans. In addition, over 100 new designs of leather and footwear products were introduced to the market. In **Rwanda**, the new National Urban Strategy developed through the ASUD programme focuses on the country's economic development with improved productivity through urban economic activities, as one of its pillars. It includes policies and institutional frameworks for urban economic development and has been shared with the national government. **Egypt**

completed the preliminary economic assessment for the new city of El Alamein. Various economic scenarios for the new city have been ranked based on challenges and opportunities of target economic sectors and strategies to ensure the viability of the whole city. The Strategic Plan for Luxor city on local economic development was finalized, taking into account the role of women in the local economy.

In the **Philippines**, UN-Habitat partners have undertaken economic assessments based on integrated economic and spatial planning for the cities of Silay and Cagayan de Oro. Cagayan de Oro city is transforming an unused military airport into a productive civic and commercial area in a new mixed-use neighbourhood. The local economic development strategy and action plan for Silay have been finalized and presented to Silay City authority for implementation. In addition, the cities of Butuan and Zamboanga improved their capacity to support inclusive economic growth. The cities formulated economic visions, goals and strategies, and identified priority economic sectors to positively impact poor and vulnerable households, youth and women.

Improving the capacity of targeted cities to adopt urban policies and programmes supportive of increased employment, livelihoods and opportunities and with focus on urban youth and women

There was progress made towards improving the capacity of partner cities for adoption of urban policies and programmes supportive of increased employment, livelihoods and opportunities. The number of partner cities that adopted programmes supporting increased employment opportunities and livelihoods, with focus on urban youth and women increased from 16 to 26 in 2015. The new partner cities include Goma (**DRC**), Mogadishu (**Somalia**), Lokoja (**Nigeria**), Manderla (**Kenya**), Sao, Paulo (**Brazil**), Harare (**Zimbabwe**), Sanaa (**Yemen**), Mandeville (**Jamaica**), Cairo (**Egypt**), Raipur (**India**), and Akure, (**Nigeria**).

Global Achievements

Twenty-two cities globally have improved their capacity to adopt urban policies and programmes supportive of urban young men and women through engaging in UN-Habitat's Youth-Led Development programme.

Youth and Livelihoods: The *Urban Youth Fund* and the *sister funds, the India Youth Fund* and *Lotte Youth Fund*, are the anchor projects under this theme. Since its inception in 2009, the Urban Youth fund has supported 277 youth groups in 70 developing countries and 172 cities. The India Youth Fund, supported by the Narotam Sekhsaria Foundation, funded 5 youth-led groups in 2015 in the areas of environment, women's rights and entrepreneurship. The Lotte Youth Fund, supported by a multi-year agreement with Lotte Ltd and established in 2015, has funded 10 youth-led groups on culture and peace in the Asia-Pacific region. The youth fund e-learning pilot project, operated from February 2014 to May 2015, had a course completion rate of over 50%. This percentage is far above the average (of less than 10%) completion rate of online courses (The Economist, 2014). In September 2015 the project was scaled up to a new phase with funding from Samsung, supporting four social enterprise and four business courses.

Youth and Public Space: The One Stop Youth Resource Centres are the flagship Youth and Public Space programme. Building from its initial base of four youth centres in East Africa, the One Stop Centre model is being scaled up, with new post-conflict One Stop centres established in Goma and Mogadishu. Working with youth in the slums, new programme models on how to create public space in urban slums are being developed.

Youth and Post Conflict: UN-Habitat worked closely with other UN agencies, civil society and the Secretary-General's Youth Envoy to support the passage of Security Council Resolution 2250 on Youth and Peace Building.

Youth and Governance: The Youth Marketplace programme, part of the Innovate Kenya programme, supported jointly by Ericsson and Samsung C&T, sought to promote the innovation of Kenyan youth through a "hackathon" to solve local government issues related to public transport, space, and housing.

Regional and Country Achievements

In **Africa**, a strategy for "youth centers in search for peace" has been developed together with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, as well as MONUSCO and International Conference on the Great Lakes Region Youth Forum. It integrates youth into the economic and social life of the cities in the region, building on the Peace, Security and Cooperation Framework's Regional Plan of Action endorsed by the Heads of the East African Community member States. A key outcome in 2015 was the development of the implementation plan for the Goma Youth Centre for Peace.

In **Asia-Pacific**, the first ever Urban Youth Assembly launched in Jakarta offered space for the region's emerging young leaders to debate urbanization and the urban agenda. Youth injected fresh perspectives into the ongoing articulation of Asia-Pacific's inputs for the 6th Asia-Pacific Urban Forum, Habitat III and the New Urban Agenda. In **Latin America** and the **Caribbean**, the Urban Thinkers Campus in Recife, Brazil, debated the theme Inclusive Cities: youth and open technologies in the urban space. The outcomes included innovative solutions towards youth inclusion in public spaces and new open source technologies as catalysts of opportunities, and highlighted cities as networks of learning spaces.

In **Arab States**, as a key member of the UNDG Inter-Agency Task Team Youth Programme, UN-Habitat contributed to the *Arab Regional Strategy on Youth*. In addition, as part of the UNDG Regional Gender Theme Group, the agency continued to engage in engendering the Sustainable Development Goals (SDG) in the Arab region, particularly Goal 11. Gender specific indicators were elaborated during the Arab Women in the Sustainable Development Agenda 2015-2030.

In **Somalia**, 34 young people (17 women and 17 men) from the 17 Districts of the Banadir region improved their capacity for identifying development priorities. As a follow-up, UN-Habitat hosted training workshops for youth facilitators in community mapping and mobilization for the establishment of the first One Stop Youth Centre in Warta Nabada, Yaqshid and Bondhere Districts. In **Kenya**, ICT centers for selected schools were renovated in partnership with Samsung under the Innovate Kenya Project. The centers are accessing e-learning modules developed by UN-Habitat and the Canadian University of Fraser Valley. In **Rwanda**, UN-Habitat strengthened the capacity of youth in entrepreneurship, ICT and vocational Skills. The National Youth Policy has been reviewed to take into consideration the SDGs, with clear targets and indicators. In the **Philippines**, the cities of Silay, Zamboanga and Butuan improved their capacities for formulating local economic development policies and plans, while UN-Habitat supported Tacloban City and the Municipality of Guiuan in piloting livelihood projects for women and youth groups. Key outcomes in 2015 included increased income for 184 women and their families.

In **Nigeria**, Ondo State government designed local economic development strategies under the Youth Inclusive Planning and Urban Space project. Using the One-Stop Centre model, this project is intended to empower young people to effectively engage in urban issues. In addition, UN-Habitat supported transformation of the Lokoja Preparanda Square into a One Stop Youth Centre/Public Open Space Project. In **Vietnam**, the national government began implementation of the Vietnam City Development Strategies in the cities of Hai Duong, Hung Yen, Viet Tri, Ha Tinh and Ben, with support of UN-Habitat and Cities Alliance. In **the State of Palestine**, the spirit of volunteerism and civic engagement was strengthened following an open day event for youth and children in Hebron city. The event was co-organized by UN-Habitat and Hebron Municipality with the Saudi Committee for the Palestinian People Relief. In **China**, the 'State of Urban Youth report 2014/2015' shows how the economic and social structures in China have impacted the youth, and calls for a renewed focus on equity and the prosperity of cities within a framework of legislation, financial planning and urban design.

Improving the capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance

The capacities of partner cities to adopt policies, plans and strategies to improve financing of services and infrastructure have been strengthened, partly due to integrated normative and operational initiatives. The number of partner cities that adopted programmes and strategies for improved urban and municipal finance, increased from 15 to 19 in 2015, the variation being the four cities in **Afghanistan** (Herat, Mazar-e-Sharif, Jalalabad, and Kandahar) that have adopted strategies for enhancing their revenue-generating capacities.

Global Achievements

Under the ASUD programme, various local authorities have prepared city extension plans, taking into account the impacts on future revenue generation, as well as current and future capital and maintenance expenditure needs. These considerations are intended to help cities to better budget for capital expenditures, operation and maintenance, and debt servicing. In the **Philippines**, local authorities in Cagayan de Oro, Silay and Iliolo underwent training on financing options for city extension plans, supporting development of financial plans for implementation.

The Participatory and Inclusive Land Readjustment (PILaR), methodology is being piloted jointly with community participation, including vulnerable populations in low-income neighbourhood in La Candelaria in Medellin, **Colombia**. The spatial and legal plans for La Candelaria have integrated a financial model showing the financial implications of each spatial and legal scenario. The financial model for PILaR was completed and the methodology documented with recommendations forwarded to the government. In addition, training in municipal finance, governance and capacity development co-organized with Barcelona City Council, reviewed the Barcelona City Council's Land-Based Finance Training Package.

Regional and Country Achievements

Partner cities in **Asia-Pacific** improved their capacity to identify potential options to finance city extension plans. The proposed options (land registration, tax invoicing and collection) are based on a training manual on the use of land-based financing instruments prepared through a participatory process led by UN-Habitat in line with the objective of the ASUD programme.

In **Latin America and the Caribbean**, a complementary course on the analysis of land markets, among other themes, was held in Buenos Aires, **Argentina** in December 2015. The course contributed to enhanced knowledge and skills in urban financing of Latin American professionals working in the public sector, NGOs, and consultants, as well as members of the executive, legislative and judicial powers and academia.

Different partner cities have improved their capacities for adopting policies, plans and strategies for improving urban and municipal financing. In **Colombia**, the Strategic Habitat Plan for the City of Cali, made recommendations on how to improve the capacity of the '*City of Cali Housing Administration*' to finance housing projects as part of a joint project with Secretaria de Vivienda Social. In **Somalia**, financial management systems were established in 15 Districts under the UN Joint Programme on Local Governance and Decentralized Service Delivery. An Automated Municipal Finance system has improved transparency, accountability, revenue generation and financial management procedures of local governments. The process for establishing property taxation system in Mogadishu and basic public financial management system in Beled Weyne, Baidoa, Merka and Jowhar is underway. In addition, a GIS-based property survey in six Districts was completed. The increased municipal revenue realized has led to investments in the construction and rehabilitation of key infrastructural projects in both Somaliland and Puntland, improving trust between the people and local councils.

In **Mozambique**, under the ASUD programme, UN-Habitat continued to assist the municipalities of Nacala Porto and Nacala Velha to develop financial models for city extension plans. Budget assessments were completed for both cities. In **Rwanda**, under the ASUD programme, the agency supported an assessment of the financial status of the planned city extension, including projected capital expenditures and the operational budget. Local leaders enhanced their capacity in financial planning following a revenue enhancement workshop held in Rubavu. A national draft financial strategy for implementing planned city extensions was also developed. In the **Philippines**, through the ASUD programme, the cities of Cagayan de Oro, Iloilo, and Silay cities finalized their financial models for planned city extensions, initiated in 2014. The models outline sources of revenue and expenditures for different components, including land acquisition, road development, and development of other infrastructure in the three cities. These cities have assessed their financial capacities and revenue performance. Options and mechanisms on how to finance the first phase of planned city extension were developed.

In **Kenya**, the Revenue Enhancement project in Kiambu County has laid the foundation for municipal finance and for fostering inclusive economic development. Since the implementation of the fully automated revenue collection system, the county revenue has grown by 60%. The strategy for a long-term programme for sustainable infrastructure development has been formulated and considers existing gaps in infrastructure. Additionally, Members of the County Assemblies from Mombasa and Kilifi Counties benefited from a capacity development session held in May 2015. In **Egypt**, the assessment of the current financial management framework is completed, paving the way to improving the capacity of cities on urban and municipal finance, including training senior officials on different financial instruments. Discussions on a feasible roadmap for the implementation of the instruments have begun. An Expert Group Meeting held in Cairo on land-based finance in general and land value sharing in particular produced a policy brief to guide implementation of Egypt's financial reforms.

In **Afghanistan**, local government revenue has increased due to land and property taxation by Afghan cities. Although there are over 50 recognized sources of municipal revenue in the country, Safai (property taxation/sanitation fee) is the most effective source. UN-Habitat supported the implementation of improved methods of land surveying, land registration, tax invoicing and collection and spending of tax revenues for the provision of

urban services. These have resulted in 15% revenue increase in Herat, Mazar-e-Sharif, Jalalabad, and Kandahar cities using Safai. Over 85,000 properties have been registered and an improved property database in target cities is contributing to better urban planning and management and has fostered security of tenure, housing improvement, job creation and local economic development. In **Myanmar**, 14 States and Regions, the National Government, and two major cities have improved their capacity following training on municipal finance management.

Mainstreaming Cross-cutting Issues

In order to ensure that youth have a stake in all initiatives of the Agency and its partners, and raise awareness and focus on youth in sustainable urbanization, UN-Habitat developed the "Youth Marker," an accountability tool that measures the degree to which a proposed project addresses youth empowerment and supports youth-led development.

Challenges and Lessons Learned

There has been a growing recognition, among key partners, of the importance of youth engagement, capitalizing on the demographic youth bulge. However, inadequate knowledge on youth-led development, a lack of understanding on how to invest in, and benefit from, youth-led development, as well as inadequate funding for youth programmes, remain top challenges.

An important lesson learned from municipal finance projects in both Somalia and Afghanistan is that there is room for local governments in developing countries to improve the efficiency of generating revenue from their existing local sources of revenue using simple tools such as automation of municipal billing systems and adopting standard accounting and auditing practices. Implementation of these tools can be undertaken within their existing legal and institutional frameworks.

Focus area 4: Urban Basic Services



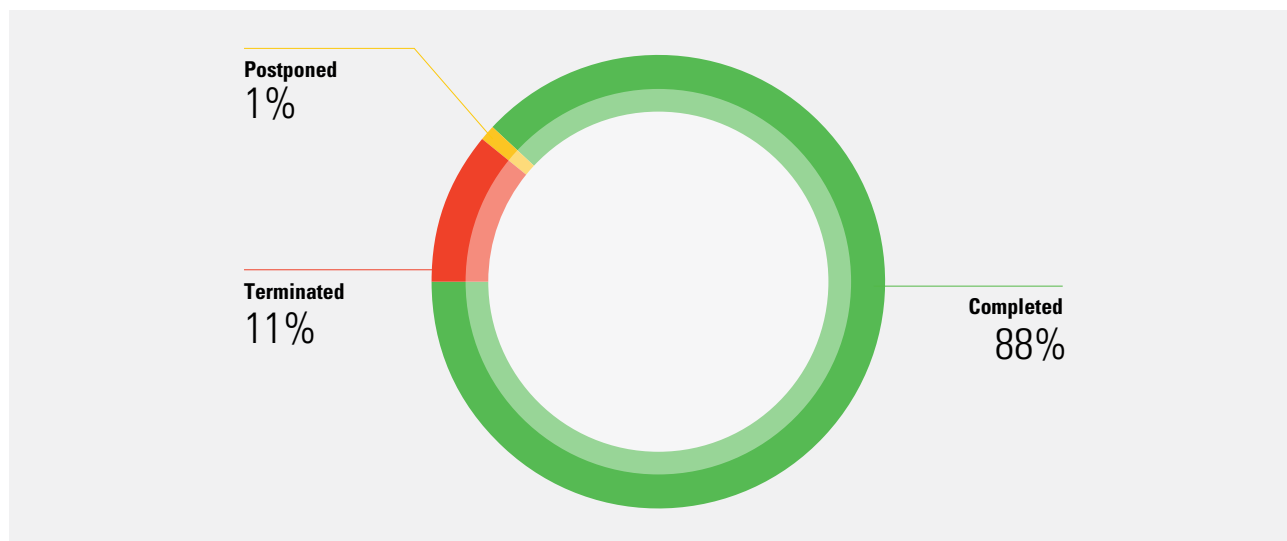
Syria - Community Initiative - Aleppo - Water Tanks for Domestic Use
Bus Rapid Transit (BRT), Guangzhou China

DEMONSTRATING RESULTS

- Over 200 water operators recorded improved efficiency within the utility or created enabling conditions for more sustainable and equitable service provision with support from GWOPA, ICLEI & UCLG, for example, in **Fiji, Australia, Morocco, France, Argentina** and **Brazil**.
- In **Cabo Verde**, the 'International Guidelines on Decentralization and Access to Basic Urban Services for All' have been adapted to fit the national context.
- In **Nepal**, significant behavior change observed on toilet use in 27 Districts; 2,025 Village Development Committees and 78 Municipalities had their sanitation coverage increased to 70% in 2015, up from 46% in 2011.
- In **Somalia**, the capacity to implement a programme addressing poor faecal sludge management in refugee camps in Mogadishu was improved. The Benadir Regional Administration issued a decree on regular testing of the quality of urban water and established Water Quality Testing and Construction material, testing Laboratories and trained its staff.
- In **Afghanistan**, investments have flowed into urban basic services infrastructure provision to the tune of USD30 million, impacting over 861,278 beneficiaries. In **Lao PDR**, Mixay and Phouxay villages of Sansay District benefited from the construction of Decentralized Wastewater Treatment Systems for 2,393 people and improved sanitation facilities for 60 poor households.
- Four Global Sanitation Fund programme Districts increased sanitation coverage to 98 %. Water and sanitation projects in **Lao PDR** provided safe drinking water and basic sanitation to about 30,000 people.

The box above shows some of the changes taking place at policy, institutional and beneficiary levels due to the intervention of UN-Habitat and partners. Figure 14 shows the rate of programme delivery in 2014-2015 by the end of December 2015. About 88 per cent of outputs were completed, 11 per cent were terminated and 1 per cent were postponed.

Figure 14: Programme implementation for 2014-2015 for Urban Basic Services



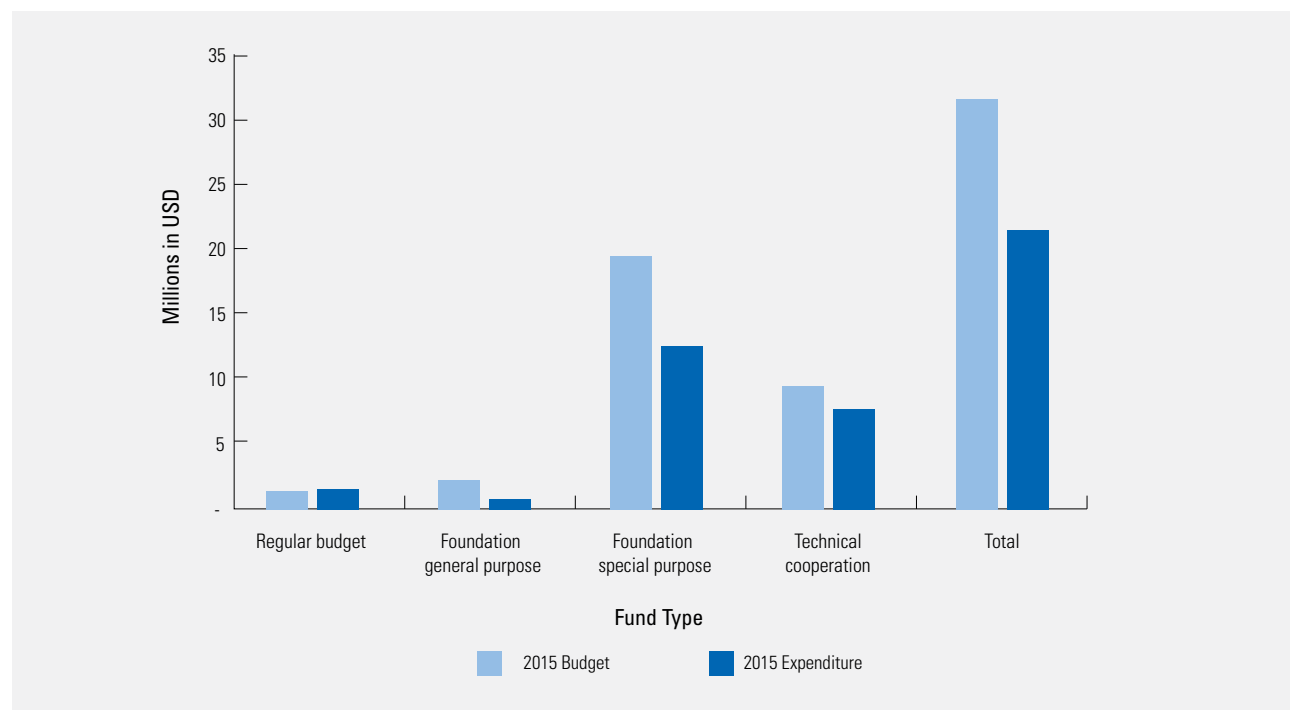
Financial analysis

Table 11 and Figure 15 present the planned budget and expenditure for 2015. The budget for 2015 amounted to \$31.7 million while final expenditure amounted to \$21.5 million. Total budget represents \$1.9 million foundation general purpose, \$1.1 million regular budget, \$19.5 million foundation special purpose and \$9.2 million technical cooperation. Total expenditure comprises of \$0.4 million foundation general purpose, \$1.2 million regular budget, \$12.4 million foundation special purpose and \$7.5 million technical cooperation. This focus area was funded mostly by earmarked funds.

Table 11: Planned budget and expenditure for focus area 4 (USD millions)

Subprogramme 4: Urban basic services			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	3,890	1,945	434
Regular budget			
Subtotal	2,096	1,048	1,195
Foundation special purpose			
Subtotal	38,986	19,493	12,375
Technical cooperation			
Subtotal	18,412	9,206	7,467
Total	63,384	31,692	21,471

Figure 15: Planned budget and expenditure for focus area 4



Good progress was made towards the three planned results with all seven indicator targets were achieved. Table 12 below presents the three expected accomplishments which UN-Habitat and partners are contributing towards during the six year period and the corresponding indicator targets.

Table 12: Progress made towards indicator targets for Focus Area 4

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
E.A 4.1: Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities					
Increased number of partner local, regional and national authorities implementing policies and the International guidelines on decentralization and access to basic services for all	Local: 165	Local: 188	Local: 170	Local: 189	●
	National: 27	National: 29	National: 30	National: 29	●
	Regional: 5	Regional: 6	Regional: 7	Regional: 7	●
E.A 4.2: Increased flow of investment into urban basic services catalyzed by UN-Habitat programmes in partner countries with a focus on the urban poor.					
Amount of investment in urban basic services catalyzed by UN-Habitat programmes in partner countries	USD 40 million	USD 53.5 million	USD 50 million	USD 53.5 million	●
E.A 4.3: Increase in the use of sustainable urban basic services in partner cities					
Percentage of consumers in partner cities with access to sustainable water and sanitation services	60%	65%	70%	70%	●
Percentage of households in partner cities using sustainable energy supply	45%	48%	50%	55%	●
Percentage of population in partner cities using sustainable modes of transport	55%	57%	60%	60%	●

Improving policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities

Progress was made towards the improvement of policies and guidelines on equitable access to sustainable urban basic services implemented at local, regional and national levels. About 189 local authorities are implementing policies and guidelines on equitable access to sustainable urban basic services by the end of 2015. The number of partner regional authorities implementing policies and the International Guidelines on Decentralization and Access to Basic Services rose to seven by the end of 2015.

Global Achievements

UN-Habitat contributed to the Post-2015 process in urban mobility in collaboration with the Secretary Generals High Level Advisory Group on Transport and gave input to the relevant SDG on transport. UN-Habitat collaborated with the European Cycling Federation in the “Velo-City 2015” Conference held in Nantes, France on cycling as a form of ‘Active Transport’ for improving urban mobility and human health.

Within the UN Water Initiative, UN-Habitat contributed to the paper on ‘post-2015 global goal for water, as well as the UN World Water Development Report 2015: Water for a Sustainable World. A toolkit supporting water utilities to assess and manage climate change risk was designed to help coastal and small island state utilities assess the impacts of climate change.

Through the Global Water Operators’ Partnerships Alliance (GWOPA), UN-Habitat contributed to the Daegu-Gyeongbuk Water Action for Sustainable Cities and Regions, which is being implemented by UCLG and ICLEI members and other partners. Since 2009, GWOPA has supported over 200 water operators’ partnerships, most of which have recorded improved efficiency within the utility or created enabling conditions for more sustainable and equitable service provision, for example, in **Fiji, Australia, Morocco, France, Argentina, and Brazil.**

Regional and Country Achievements

In **Asia-Pacific**, a Policy Guidance Manual on Wastewater Management and Decentralized Wastewater Treatment Systems (DEWATS) was developed in partnership with UNESCAP for the Mekong region. Further, UN-Habitat with the World Bank, the Pacific Regional Infrastructure Facility, UNICEF, and ADB supported a comprehen-

sive situation analysis and policy advocacy programmes in Melanesia (**Fiji, Papua-New-Guinea, Solomon Islands, and Vanuatu**), and jointly published a sub-regional report. In addition, a regional “Sanitation, Drinking-Water and Health in Pacific Island Countries” was published with WHO, UNICEF and the Pacific Community.

Seven Performance Improvement Manuals were developed for **Africa** to assist the utility sector with medium-term improvements, including increased efficiency and access, and more sustainable service provision. UN-Habitat substantively contributed to the uptake of energy efficiency and renewable energy used in urban areas in East Africa through awareness raising, capacity building, and lobbying on the importance of urban energy to decision makers. The Governments of **Uganda, Rwanda and Kenya** are allocating resources on an annual basis to promote renewable energy. In **the Arab States**, the 5th Executive Board Meeting of the Asian Mayors Forum held in Tehran (Iran) on traffic and transportation scenarios, as well as culture and urban tourism, included a focus on the core principles of sustainable urban mobility. In addition, under the Sustainable Transport in East African Cities project, UN-Habitat is responding to the request for assistance from the government of Addis Ababa to develop the transport elements of the city’s master plan.

In **Cabo Verde**, the ‘International Guidelines on Decentralization and Access to Basic Urban Services for All’ were adapted to fit the national context. In **Malawi**, the capacity for the management and operation of water and sanitation services in Mzuzu and Karonga cities were enhanced as a result of UN-Habitat-led training in Strategic Business Planning targeting the water utility sector, and the formation of a Multi-Stakeholder Forum. **Following similar training undertaken in Rwanda, the government committed to** efforts to increase the efficiency of energy, water, and waste management services, and evaluate synergies between the sectors. UN-Habitat conducted a review of the water supply tariff that has been in use since 2006. A new tariff came into operation in September 2015 and moves the utility towards full cost recovery and addresses the needs of the poor. To internalize the tariff reform process, 25 experts from the Water and Sanitation Corporation, the Rwanda Utilities Regulatory Authority (RURA) and the Ministry of Infrastructure were trained in financial model setting and water tariff estimation. As a result, RURA has undertaken in-house tariff review and adjustment. The UN-Habitat-led WASH project in Disaster-Prone Communities commenced in 265 communities across three Northern regions in **Ghana**. To date, the project has reached 87% of target beneficiaries, with profiling and needs assessment for resilient

water supply completed for 231 communities.

In Somalia, the capacity to implement a programme addressing poor faecal sludge management in refugee camps in Mogadishu was improved. The use of UN-Habitat Vacutug sludge exhauster by local communities has reduced the number of cases of polio reported. In Cape Verde, the adaptation of the “International Guidelines on Decentralization and Access to Basic Urban Services for All” to the local context has been completed, with UN-Habitat’s technical support. In Cameroon, Nigeria and Senegal, building regulations are under review to integrate energy efficiency and renewable energy measures, and build stakeholders’ capacities. This initiative has increased confidence among decision makers, the private sector and other interested parties to invest in energy efficiency and renewable energy.

In **Kenya**, the town of Lamu reached consensus on the areas to improve access to urban basic services, following consultations between UN-Habitat and Lamu County Government. Meanwhile, Kiambu County became the first settlement in Africa to pilot the implementation of a landfill, based on a method employed in Fukuoka, Japan. Participants at a UN-Habitat-led workshop endorsed the multi-stakeholder approach for the development of Kisumu’s Lakefront. Additionally, Ruiru town is piloting the Sustainable Urban Mobility Plan using a people-centered approach to transport planning. In Somalia, Benadir Regional Administration issued a decree on regular testing of the quality of urban water. The region has trained staff and established Water Quality Testing and Construction Material, testing Laboratories. Further, a service delivery model on solid and bio-medical waste management was designed for Berbera, Borama, Hargeisa, Qardo, Bosaso and Mogadishu. The local councils have adopted by-laws on solid and bio-medical waste management, and the capacity of sanitation departments and other partners has been enhanced through comprehensive training.

Tanzania established the Sanitation Task Force (STF) in Mwanza and the Multi-Stakeholder Forum in the satellite towns of Misungwi, Magu and Lamadi. Meanwhile, 50 youths benefited from hands-on training on energy efficiency, renewable energy technologies and green entrepreneurship. The youth involved developed individual, as well as group business plans in renewable energy technologies. **As part of the Vision 2030-2050**, Tam Ky City in **Vietnam endorsed** the implementation of green and smart development during a workshop on “Strengthening cooperation toward green and smart development strategy.” With support from the Government of Japan and USAID, **Myanmar** is implementing the “people’s

process” to improve facilities, supporting communities in seven remote townships to gain access to water, sanitation and improved access to markets, schools and other socio-economic infrastructure. In **Lao PDR**, UN-Habitat contributed to the development of the water sector strategy, focusing on the issue of emerging towns. In **Nepal**, the country has declared a “national priority for sanitation for all and all for sanitation” following the Gurkha earthquake. Significant changes observed include increased behavior change on open-defecation in 27 Districts and 2,025 Village Development Committees. Sanitation coverage increased in 78 municipalities to 70% in 2015, up from 46% in 2011.

In **Sri Lanka**, infrastructural facilities are being improved in 15 schools through a community-driven process led by UN-Habitat. With USD 4,201,541 donation by the Government of Japan the project targets over 10,000 IDPs and returnees, including 5,500 school children. In **Afghanistan**, based on 20 years of experience with the people’s process, a community development guideline for enhancing sustainable urban basic services is being developed in partnership with the Ministry of Urban Development and the Municipalities of Kabul, Herat, Mazar-e-Sharif, Kandahar, and Jalalabad. In **Mongolia**, the Ministry of Construction and Urban Development implemented the *Community Engagement Support to Public-Private Partnership in New Ger Area Re-development in Ulaanbaatar City* project, aimed at improving access to basic services in the informal areas of Ger and the Municipality of Ulaanbaatar. The project catalyzed additional resources from the government to UN-Habitat to continue upgrading basic services programmes in Ger-area using the people’s process.

Najaf Governorate in **Iraq** improved policies and guidelines on equitable access to sustainable urban basic services. The Water and Sewage Directorates implemented financial evaluation and rating of their operational efficiency, as well as organizational structure. Existing gaps were identified and recommendations made to improve service delivery. **Lebanon** improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities. UN-Habitat continues to play an integral role in Lebanon’s crisis response plan, working with the other UN agencies, international NGOs, and the government.

Increasing the flow of investment into urban basic services catalyzed by UN-Habitat programmes in partner countries with a focus on the urban poor

The level of investments made to urban basic services of USD53.5million slightly exceeded the target for 2015.

Global, Regional and Country Achievements

In **Africa**, UN-Habitat's work on urban mobility under the SUSTRAN project is supported by investments from the World Bank and the French Agency for Development Cooperation. In **Asia-Pacific**, UN-Habitat continued to facilitate the transfer of sustainable methods and affordable technologies from Japan in urban basic services, such as water, sanitation and waste. During the 5th Asia-Pacific Ministerial Conference on Housing and Urban Development, State Ministers committed to the implementation of the Seoul Action Plan.

In **Afghanistan**, investments in urban basic services infrastructure amounted to USD30 million by the end of 2015, impacting over 861,278 beneficiaries. In **Lao PDR**, Mixay and Phouxay villages of Sansay District benefited from the construction of Decentralized Wastewater Treatment Systems with capacity of 18m³/day treatment for 2,393 people and improved sanitation facilities for 60 poor households. In addition, sanitation for over 30,000 people improved following four water and sanitation projects implemented with UN-Habitat's support. In **Myanmar**, the community-based infrastructure programme increased the investment in urban basic services to about USD 15 million. In **Nepal**, the sanitation campaign leveraged direct financial resources amounting to USD 700,000. The increased leverage at Village Development Committee level ranges from USD 7,000 to USD 20,000. The funds will contribute to improved sanitation facilities for 20 local authorities and more than four million local residents.

In **Malawi**, UN-Habitat has directly mobilized EUR 923,005 and catalyzed a further EUR 1,146,809. The resources will fund water treatment works for the town of Karonga (50,000 people); extending pipelines to peri-urban areas and water kiosks in Mzuzu City and Karonga Town (10,000 people); and improving sanitation and building biogas plants for 15,000 pupils in selected schools in Mzuzu City and Karonga town. In **Egypt**, UN-Habitat mobilized USD 650,000 from the Ministry of Local Development to implement a community-based sanitation project

through a participatory process that has defined areas of interventions in Menya in partnership with UNIDO, UN-Women and ILO.

In **Mozambique**, there was increased flow of investment into urban basic services with USD 806,000 for PSUP in Nampula city and, USD 92,000 for renewable energy in Beira city. The respective interventions targeted about 55,000 people in Nampula (improved water supply, drainage and solid waste for the informal part of Muhala) and about 500 families in Beira, to benefit from construction of a multifunctional community centre for renewable energy, composed of public toilets, biogas system and community kitchen. In **Somalia**, installation works for the new 23 km water supply pipeline from Geed Deeble to Hargeisa was launched in 2015 and will increase water availability for Hargeisa city from 9 million to 14.5 million litres per day by 2017. The project is jointly funded by the European Union (EUR 15 million) and the Somaliland Development Fund (USD 8.6 million).

In **Ethiopia**, the Transport Research Laboratory (TRL, UK) is supporting the Feasibility and Operational Plan for the Bus Rapid Transit (BRT) demonstration corridor in Addis Ababa. In December 2014, the French Agency for Development Cooperation approved a "soft loan" of EUR 50 million for construction of the BRT demonstration corridor, followed by complementary financing from the African Development Bank (AfDB) in December 2015 amounting to EUR 35 million. In **Kenya**, the "Service Plan" of the first BRT demonstration corridor in Nairobi is informing the design of the construction to be financed by the World Bank. In **Uganda**, UN-Habitat's analysis of the design of the BRT demonstration corridor in Kampala City has been instrumental in the World Bank's decision to review the design.

Increasing the use of sustainable urban basic services in partner cities

The use of sustainable urban basic services in partner cities increased with the percentage with access rising from 65% (1.685 million people) in 2013 to 70% (1.815 million people) by the end of 2015. There was also a rise in the percentage of households in partner cities using sustainable energy supply from 48% to 55% by end of 2015, while the population in partner cities using sustainable modes of transport rose from 57% in 2013 to 60% by the end of 2015.

Global Achievements

The use of urban basic services increased in several partner cities. The Global Sanitation Fund programme is supporting sanitation coverage in Nepal. Four Global Sanitation Fund programme Districts increased sanitation coverage to 98%, whereas eight vulnerable Districts in Terai increased sanitation coverage by 40%, up from 13% in 2011. Water and sanitation projects in Lao PDR benefited about 30,000 people through improved access to safe drinking water and basic sanitation.

The Green Apple Day of Service was launched in Amman, Jordan. This is a global movement supporting schools to have clean and healthy air, where energy and resources are conserved, and where children are engaged in future planning.

Regional and Country Achievements

Advocacy for pilot non-motorized transport on a 3.5 km corridor in Kampala (**Uganda**) reached out widely to the public, with an estimated 60% of the target population becoming aware of the non-motorized transport. Similar initiatives were implemented in Ruiru town (**Kenya**) and Kathmandu (Nepal). In Medellin (**Colombia**), the cycling master plan increased by 270% to 1000% during rush hours along major cycling corridors.

Two villages in Attapeu Province, **Laos**, have access to sustainable water through construction of large-scale rainwater harvesting underground tanks, while four earthquake affected townships in Nepal have access to safe water following the distribution of water disinfection units.

Mainstreaming Cross-Cutting Issues

Cross-cutting issues of gender, human rights, climate change and youth have been mainstreamed the work carried out in urban basic services. In Ghana, the development of WASH facilities in flood prone areas was designed to be gender and disability friendly. For example, in the composition of the Water and Sanitation Management Teams women and people with disability are adequately represented. The biogas plants introduced in Malawi are intended to reduce the amount of wood used to cook school porridge for learners in schools, while school toilets have been designed and built to address gender issues and accessibility for the physically challenged.

Challenges and Lessons Learned

One of the key challenges in planning urban mobility solutions for better public transport has been the lack of travel demand data. When such data is available it tends to ignore travel by informal public transport, which is a major travel mode. To overcome this challenge, UN-Habitat has adapted an approach first demonstrated in Nairobi through a partnership with the Universities of Columbia and Nairobi popularly known as *Digital Matatus*, in Kampala. University students carried out Public Transport travel assessments using smartphones.

While recognizing the efforts to increase investments in basic services, it is important to simultaneously develop the capacity of those working at an operational level. Investments in hardware without the accompanying training can compromise sustainability. Greater effort is needed to explicitly mainstream human rights to ensure that financial expenditures benefit the poor.

Focus area 5: Housing and Slum Upgrading



Housing reconstruction in Pakistan



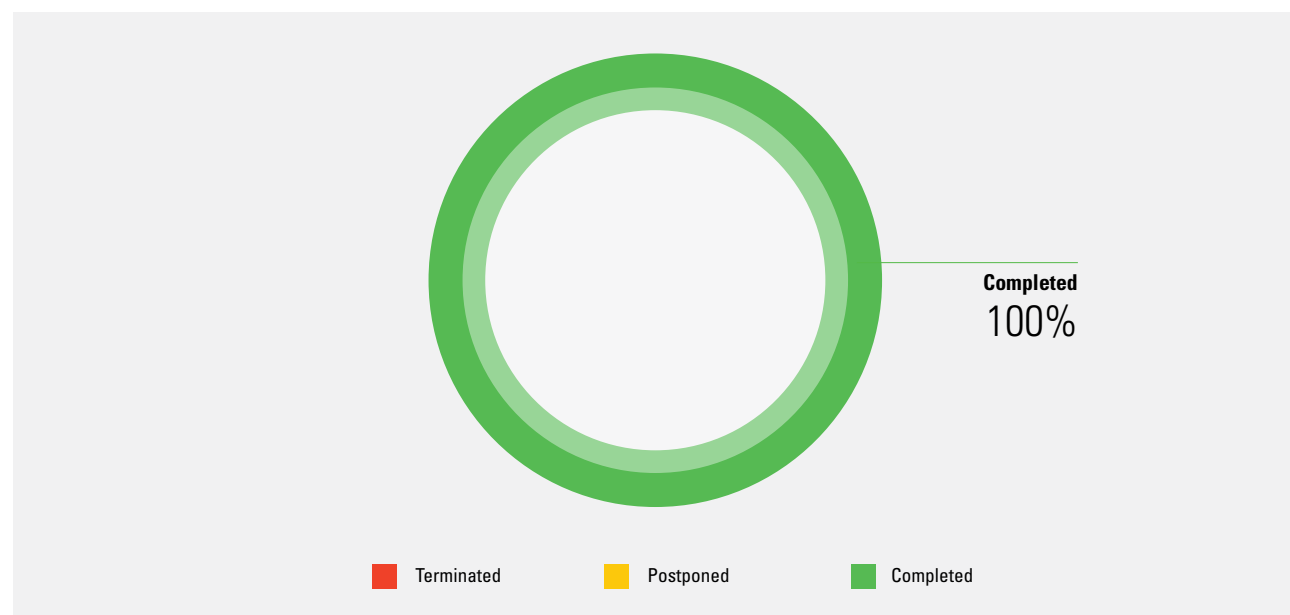
Reconstruction and Development Programming housing in South Africa

DEMONSTRATING RESULTS

- National housing profiles were completed in five countries in 2015, **Egypt, Liberia, Lesotho, Cuba** and **El Salvador**.
- In **Cabo Verde**, 22 City Urban Profiles and the National Urban Profile were completed. Cabo Verde is the only Country with urban profiling of all its municipalities.
- **Cameroon** drafted a National Slum Upgrading Strategy.
- The President of El Salvador, HE Salvador Sanchez Cerén, officially launched the National Housing and Habitat Policy during World Cities Day 2015.
- In **Burkina Faso**, a pilot project in Bissighin village has improved sanitation for about 6,115 households with a population of 30,575 affected by floods.

Figure 16 shows the rate of programme delivery for 2014-2015 by the end of December 2015. All the outputs were completed by the end of 2015.

Figure 16: Programme implementation for 2014-2015 for Housing and Slum Upgrading



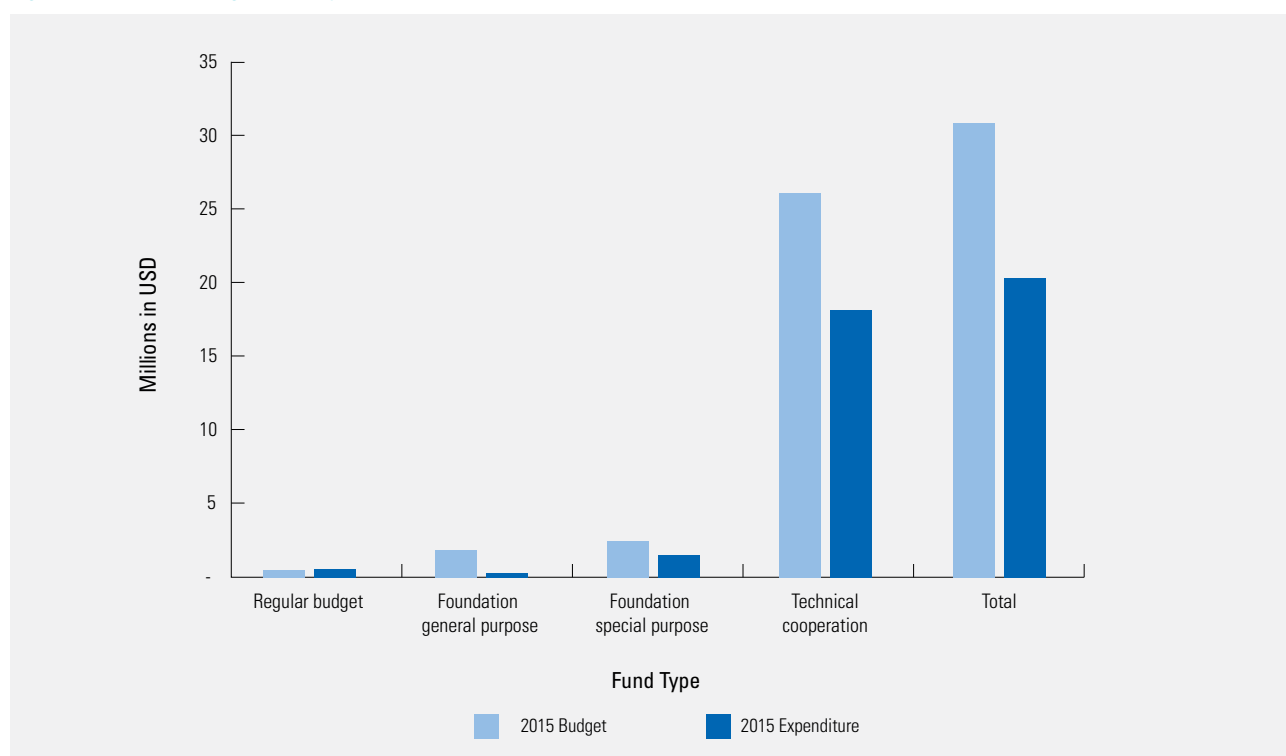
Financial analysis

Table 13 and Figure 17 present the planned budget and expenditure for 2015 under the different sources of funding. The total budget for the year 2015 amounted to \$30.9 million comprising of \$1.8 million foundation general purpose, \$0.4 million regular budget, \$2.5 million foundation special purpose and \$26.2 million for technical cooperation. Total expenditure amounted to \$20.3 million comprising of \$0.2 million foundation general purpose, \$0.5 million regular budget, \$1.4 million foundation special purpose and \$18.2 million technical cooperation. This focus area was mostly funded by technical cooperation funds.

Table 13: Planned budget and expenditure for focus area 5 (USD millions)

Subprogramme 5: Housing and slum upgrading			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	3,638	1,819	197
Regular budget			
Subtotal	841	420	532
Foundation special purpose			
Subtotal	4,945	2,472	1,434
Technical cooperation			
Subtotal	52,379	26,189	18,164
Total	61,801	30,901	20,326

Figure 17: Planned budget and expenditure for focus area 5



Progress was made towards the planned results and all six indicator targets were achieved. Table 14 below presents the three expected accomplishments which UN-Habitat and partners are contributing towards during the six year period as well as their indicator targets.

Table 14: Progress made towards indicator targets for Focus Area 5

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA 5.1: Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated					
Number of local, regional, national and supranational authorities and partners that have responded favorably to interventions within the context of the Global Housing Strategy	24	66	60	69	●
Number of partner countries that are working towards the progressive realization of the right to adequate housing as a component of the right to adequate standard of living, particularly the reduction of unlawful forced eviction	6	10	12	12	●
Numbers of countries that are implementing sustainable building codes and regulations	0	9	18	18	●
EA 5.2: National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented					
Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented	28	36	39	39	●
Increased number of partners national authorities commencing implementation of slum upgrading programmes	8	35	34	35	●
EA 5.3: National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community level					
Numbers of city and community development plans formulated and implemented based on the national housing, slum upgrading and prevention strategies and programmes	8	24	34	34	●

Formulating Global Housing Strategy for inclusive housing, slum upgrading and slum prevention

Partner countries made progress towards the formulation of the Global Housing Strategy² for inclusive housing, slum upgrading and slum prevention. All the indicator targets were met and the target for the first indicator was exceeded. The number of partner countries implementing sustainable building codes and regulations increased by nine in 2015, largely due to the successful establishment of the Global Network for Sustainable Housing.

Global Achievements

In 2015, UN-Habitat worked with its partners to re-think and reposition housing in the proposed New Urban Agenda, taking into account the challenges of providing adequate and sustainable housing and basic infrastructure for all. Efforts were made towards the progressive realization of the right to adequate housing through the adoption of UN-Habitat's "Housing at the Centre approach". This approach re-establishes the importance of housing in cities, placing people and human rights at the centre of sustainable urban development. Implementation of the National Housing Profiles is at different stages. National housing profiles have been completed in five countries in 2015, **Egypt, Liberia, Lesotho, Cuba and El Salvador**, while profiles are in progress in two countries, **Guyana and Djibouti**. The housing profiling methodology was reviewed and streamlined and an Impact Evaluation of 15 Housing Profiles was conducted. Eight countries comprising **Uganda, Ghana, Zambia, Senegal, El Salvador, Lesotho, Egypt and Tunisia**, are formulating their housing policies and/or pursuing reforms drawing on the results of the country profiles. Two countries, **Uganda and Senegal**, have requested UN-Habitat's assistance to formulate inclusive housing, slum upgrading and slum prevention strategies.

Six countries (**Lesotho, Ghana, Zambia, Mozambique, Myanmar and Djibouti**) are in the process of formulating and implementing the National Housing Strategy (NHS) guidelines. One (**Lesotho**) has requested UN-Habitat's support to draft its national housing strategy, while two countries (**Liberia and Guyana**) have shown interest for the NHS after the completion of the National Housing Profiles. Through its global partners and the Global Net-

work for Sustainable Housing, UN-Habitat coordinated the development of the Green Housing Rating Tool 'SHERPA' for measuring sustainability of housing construction projects on site. The rating tool is set to become an integral part of UNEP's 10-Year Framework of Programmes on sustainable consumption and production. To improve knowledge on alternative financing mechanisms and housing market challenges facing the most vulnerable populations, UN-Habitat, jointly with AfDB, undertook a study on housing market dynamics in Africa.

Political momentum to accelerate the development and adoption of more sustainable and locally appropriate building codes is being generated through the French Ministry of the Environment-led Global Alliance for Buildings and Construction (Global ABC). This initiative was launched during a 'Buildings Day' event held during the UN Climate Change Conference (COP-21) in Paris in December 2015. The event brought together multiple stakeholders to address the challenges facing the building sector. There was improved awareness on housing for all as winners of the 2015 World Habitat Awards (**Liter of Light, Philippines** and Housing First Project by Y- Foundation, **Finland**) demonstrated innovative approaches to housing and the impact of the approaches on people's lives. Liter of Light is an open source movement, which, through innovation, mobilized local resources and organizations to install more than 250,000 lights in the **Philippines**.

Regional and Country Achievements

In **Arab States**, improved capacity for addressing current and future housing and urban challenges followed the exchange of new Arab visions, innovative solutions and effective mechanisms during the first Arab Ministerial Forum for Housing and Urban Development (AMFHUD) co-organized with the League of Arab States. The forum promoted awareness on sustainable urban development, and strengthened regional cooperation. A joint committee formed by AMFHUD elaborated the strategy for housing and urban development in the region. UN-Habitat has supported the development and launch of the Arab Ministerial Forum on Housing and Urban Development, also being used for the preparation for the Habitat III Conference.

In **Asia-Pacific**, senior managers and decision makers have acquired new knowledge of the structure and functioning of the housing sector, following training on 'Housing Policy and Practice for Sustainable Urban Development'. The Fifth Asia-Pacific Ministerial Conference on Housing and Urban Development (APMCHUD) held in Seoul, **Korea** adopted the Seoul Implementation Plan of 2014. Consequently, the third meeting of the regional

² The UN Global Housing Strategy is a collaborative movement towards the realization of the right to adequate housing for all through the development of inclusive, sustainable and enabling national housing strategies and policies. It has created a global network of practice and knowledge sharing with respect to current global housing challenges vis-a-vis the formulation of the UN New Urban Agenda. Advisory services were provided to a number of countries.

slum upgrading working group, of APMCHUD, was held in Tehran in 2015, jointly organized by the Islamic Republic of Iran and UN-Habitat office in Tehran. In **Latin America and the Caribbean**, UN-Habitat contributed to the debate, revision and improvement of integrated national housing policies.

In **El Salvador**, the country's President, HE Salvador Sanchez Cerén, officially launched the National Housing and Habitat Policy during World Cities Day 2015. The policy seeks to promote access to decent housing for families and create opportunities for improving the quality of life in urban areas. In **Lesotho**, the National Housing Profile, concluded in October 2015, has triggered informed policy review and actions in other areas of the housing sector, namely improving land registration systems and access to urban infrastructure. In **Cabo Verde**, UN-Habitat and MAHOT initiated Phase II of the Participatory Slum Upgrading Programme (PSUP) on action planning and project formulation. In **Iraq**, the national Government and Erbil Governorate are working towards the reduction of unlawful forced evictions. In **Fiji**, the government is proactively promoting *in situ* settlements upgrading and the construction of low-income housing as part of the national Housing Policy and Constitution.

In **the State of Palestine**, Palestinian communities adopted a report entitled 'Right to Develop: Planning Palestinian Communities in East Jerusalem'. A city-region planning initiative for Qalqilyia, Tubas, and Bethlehem City-regions was launched. In **Namibia**, UN-Habitat is building the capacity for the use of sustainable building materials, and green and alternative cost-effective building materials and technologies. The engagement follows the logical progression from research to policy reform. Meanwhile, in **Nepal**, UN-Habitat and its partners contributed to the review of national building codes for sustainable housing.

National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented

Progress was made towards the formulation and implementation of national housing, slum upgrading and prevention strategies and programmes that integrate the Global Housing Strategy (GHS) vision and principles. The number of partner national authorities working towards implementation of slum upgrading programmes increased by three in 2015. New partners in **Guyana, Dji-**

bouti and State of Palestine implemented slum upgrading and prevention aligned to GHS vision and principles.

A total of 36 countries endorsed the GHS vision through the participatory slum upgrading programme principles, while 64 countries have requested UN-Habitat's technical support and/or showed commitment to co-finance related activities. By the end of 2015, the participatory slum upgrading programme, launched in 2008, had reached over 50 countries and 160 cities. The programme has markedly increased the visibility of slums on city maps, created national platforms for multi-stakeholder partnerships, and connected different platforms internationally for South-South learning.

Global Achievements

Nine African countries are implementing slum upgrading and prevention strategies, while 18 countries have prepared citywide strategies for slum upgrading and prevention. Additionally, nine countries have concluded national and city-wide analysis of their urban sectors, including slums.

Regional and Country Achievements

In the **Arab States**, a revised housing strategy was prepared by a Task Force of seven representatives from the Scientific Technical Committee of the AMCHC (**Jordan, Algeria, Saudi Arabia, Sudan, Iraq, Libya and Egypt**). In **Africa**, South-South cooperation under the participatory slum upgrading programme was strengthened following a workshop held in Yaoundé (**Cameroon**) in February 2015. About 40 people from six countries (**Burkina Faso, Cameroon, Ghana, Kenya, Niger and Senegal**) participated. In **Asia-Pacific**, the Pacific Urban Forum held in March 2015 endorsed key messages and recommendations for the New Urban Agenda outcome document, representing a major input towards the Habitat III Conference.

In **Myanmar**, the National Housing Policy incorporating GHS principles is being developed through joint efforts with the Urban Research Development Institute. The **Philippines** National Housing Authority developed the community-based shelter and livelihood programme as an alternative delivery mechanism for the authority, which is scheduled to commence in 2016. In **Afghanistan**, the government is working towards ensuring the right to adequate housing for all through Local Integration of Vulnerable, Excluded and Uprooted People Programme, that targets 1,000 vulnerable pre-urban returnees/IDPs with the consideration of inclusive cities to achieve social integration. Similarly, **Papua New Guinea** developed a National Settlements Upgrading Strategy intended to align

informal settlement programmes with higher order government policies and global goals.

Kenya has constituted a team to lead the joint implementation of a pilot project based on a City-wide Slum Upgrading and Prevention Strategy. The County Government of Kilifi is coordinating the implementation of a participatory slum upgrading programme at local level. Residents of Mtwapa have elected a Residents' Committee with representatives from women, youth and people living with disabilities to oversee project implementation. The Mathare community has benefitted from the participatory design, and committed to raising funds for a community hall designed by the University of Cambridge. In **Malawi**, the government led PSUP is being implemented in Mzuzu town. Through the programme, UN-Habitat has strengthened community management structures as shown by the establishment of the community-managed fund; improved household sanitation; and improved capacity for waste management and composting. **Cameroon** drafted a National Slum Upgrading Strategy in 2015. The Ministry of Urban Development and Housing is coordinating implementation of a participatory slum upgrading programme with the City Council of Yaoundé. The City Council is supervising implementation of the physical component, while national government is providing co-financing to operationalize the strategy in a pilot city.

In **Mauritius**, PSUP Phase II was finalized as the slum upgrading strategy and presented to the Government and private partners for implementation of pilot slum upgrading projects in 2016. The government policy has supported regularization of squatters on state land, wherever possible. In **Niger**, implementation of PSUP Phase III is being undertaken in Niameys' Saga and Gamkallé neighborhoods, to benefit 72,724 inhabitants in over 12,000 households. With contribution of USD 4.37 million, Niger is the biggest contributor in PSUP co-financing, so far, illustrating the political will to scaling up the upgrading initiatives. In **Rwanda**, most cities have Master Plans proposed for urban planning and slums upgrading. In 2015 the following was undertaken: a detailed study on infrastructure development was completed in Agatare zone; the urban profiles of Muhanga, Musanze and the City of Kigali were done; draft legislative frameworks analysis and innovative practices for slum upgrading have been formulated; and a citywide informal settlement strategy for Kigali is being developed.

In **Egypt**, the government has developed the national housing profile and national housing strategy, aligned with GHS concepts. In **Lebanon**, the programme on City and Neighbourhood Profiling is underway in Naba'a, particularly in poor neighbourhoods. The initiative seeks

to improve the living conditions of Syrian refugees and host communities through adopting holistic neighbourhood upgrading strategies. In **Burkina Faso**, the 2008 'National Housing Policy and Sustainable Development' was revised to take sufficient account of the problems of improving spontaneous buildings. In **Mexico**, an Expert Group Meeting organized by UN-Habitat made recommendations on the Urban Regeneration processes of the City of Mexico. The meeting drew on the experiences of New York, Sao Paulo, Bogota, Cordoba, Quito, Bilbao and Barcelona in the areas of urban renewal and regeneration. In **Nigeria**, the National Police partnered with UN-Habitat on a homeownership scheme for low and middle-income officers whose ownership potential is challenged by the high cost of real estate and an underdeveloped mortgage system. Programme partners include Shelter Afrique and Power China Kunming, the core contractor.

National housing, slum upgrading and prevention strategies and programmes integrating Global Housing Strategy vision and principles are mainstreamed and implemented at city and community levels

Progress was made towards the achievement of this expected accomplishment with the number of city and community development plans formulated and/or implemented increasing from 24 to 34 by the end of 2015.

Global and Regional Achievements

There is increased awareness and mainstreaming of the Participatory Slum Upgrading Programme (PSUP) principles at city and local levels, as demonstrated by the winning videos from **Burkina Faso, Cameroon and Nigeria** that received their Awards during the 25th Session of the Governing Council. The themes were 'documenting change towards improving living conditions in slums and integrating slums into the formal city' and 'Transforming slums – documenting change in cities in Africa, Caribbean and the Pacific', respectively.

In **Asia-Pacific**, PSUP partnerships were strengthened with national and local governments and community organizations representing slum dwellers in different countries (**Fiji, Papua New Guinea, Solomon Islands, Tuvalu and Vanuatu**). **Papua New Guinea** developed a National settlement upgrading strategy, while **Fiji** enshrined housing rights in its constitution. **Tuvalu** held its first consultation on informal settlements in 2015. **Vanuatu** reviewed the challenges facing informal settlers in a post-disaster

context with a view to building community resilience. In **Latin America and the Caribbean**, the 'Rio+Social' Initiative implemented with UN-Habitat support was awarded an international prize, in the category Excellence in City Transformation. The security-focused initiative has gradually developed into an integrated community development policy, catalyzing joint investments from all levels of government.

In **Nigeria**, there was notable improvement in mainstreaming of the national housing, slum upgrading and prevention strategies and programmes integrating the GHS vision and principles. These include the PSUP and the commencement of Participatory Youth Mapping and Urban Planning Initiative, which is being implemented by the Federal Capital Territory Administration in Abuja. In **DRC**, PSUP Phase III is being implemented in the Matadi Slum of Masina municipality. Efforts include the mainstreaming of sanitation and security of tenure. Using the participatory approach, the Agency has partnered with over 100 different organizations and associations through two community managed funds.

In **Burkina Faso**, based on the City-wide Slum Upgrading Strategy, a pilot project in Bissighin village has improved sanitation to about 6,115 households with a population of 30,575 inhabitants affected by floods. The government is scaling up PSUP approaches with an additional USD 3 million committed to slum upgrading through the 'Cities without Slums' initiative. Further physical infrastructure projects were launched last year as part of Phase III of PSUP. Using a similar strategy, the Government of **Sénégal** and the city of Dakar are co-financing implementation of the pilot project in Arafat and Grand Medina neighbourhoods through a community managed fund, targeting 154,000 inhabitants.

Cabo Verde completed 22 City Urban Profiles, while The National Urban Profile of Cabo Verde was delivered to the President of the National Institute on Territorial Management to mark World Cities Day 2015. Cabo Verde is the only country with urban profiles for all its municipalities. Several advocacy items and articles on sustainable urbanization appeared on the Government's website, main online newspapers, and the UN Facebook and YouTube accounts.

In **Namibia**, over 30 government officials, policy makers, parliamentarians and councillors underwent training on alternatives ways to integrate residents into locally based housing solutions. In **Lesotho**, the 'Maseru Profiles Validation Workshop' generated information on the city and national urban profiles; advanced collective analysis of the information; and validated the profiles as operational tools for urban policy debate and slum upgrading action plans.

Mainstreaming Cross-Cutting Issues

Crosscutting issues were mainstreamed into all actions undertaken, especially after markers for all cross-cutting issues were launched in 2015. The UN-Habitat Human Rights Marker³ was launched as one of four cross-cutting UN-Habitat markers in 2015. The Marker was developed in line with the UN-Habitat Gender Equality Marker, the UN-Habitat Youth Marker, and the UN-Habitat Climate Change Marker in order to ensure that the marker system is coherent and that processes are streamlined.

Challenges and Lessons Learned

The issue of land tenure is one of the key challenges in the implementation of housing and slum upgrading strategies. Land tenure is also critical for sustainable development on individual and collective levels. Land tenure is beyond the current program framework of PSUP and pilot projects were limited to locations where the tenure situation is clear.

Early participation of all relevant urban stakeholders provides valuable insights into a variety of urban issues, and enriches the process for formulation of the citywide slum upgrading strategies. It also removes barriers between stakeholders and strengthens ownership of the strategies prepared, resulting in smooth implementation.

³ The Markers are mainstreaming tools that serve two main purposes: Quality assurance. The Markers assure the quality of projects at the level of the Project Advisory Group (PAG), and thus increase accountability and transparency through its monitoring function. Capacity-building. The Markers build the capacity of UN-Habitat to integrate cross-cutting issues in the project cycle by providing guidance and sharing knowledge, including through staff self-assessment.

Focus area 6: Risk Reduction and Rehabilitation



Haiti flooding after heavy rains, flooded streets, homes and fields



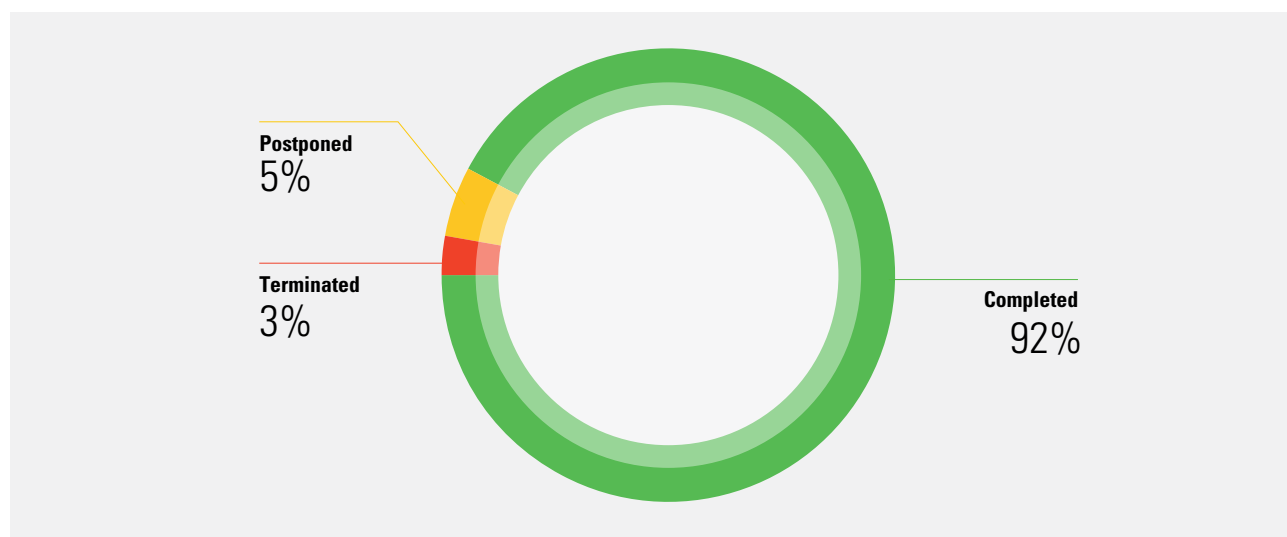
Raised Houses in Mozambique

DEMONSTRATING RESULTS

- About 33 cities in 12 countries participating in the City Resilience Profiling Programme have risk reduction and resilience building policies, strategies and programming in place.
- In **Sudan**, the Government adopted a neighbourhoods planning policy for greater resilience against floods in two neighbourhoods in Khartoum. This policy discourages construction of houses in high-risk areas and encourages the use of building codes and standards for construction materials.
- In **Iraq**, 900 families displaced due to conflict were settled in a camp with improved housing and basic services. About 665 housing units and associated infrastructure were rehabilitated and/or upgraded in Erbil City for Syrian Refugees and Hosting Communities, improving their living conditions and resilience.
- About 45 houses in **East Jerusalem** have been rehabilitated.
- About 524 permanent housing units were provided to the most vulnerable IDP households in eight settlements, benefiting 4,530 persons previously living in emergency shelters in **Somalia**.
- In **the Philippines**, 660 Haiyan affected families received resilient houses and 54 community infrastructure projects in 28 communities were implemented.

The box above shows some of the changes or results achieved during the period which had an impact at policy, institutional levels and in the lives of beneficiaries. Figure 18 shows the rate of programme implementation for 2014-2015 by the end of December 2015. About 92 per cent of outputs were completed, 3 per cent were terminated and 5 per cent were postponed.

Figure 18: Programme implementation for 2014-2015 for Risk Reduction and Rehabilitation



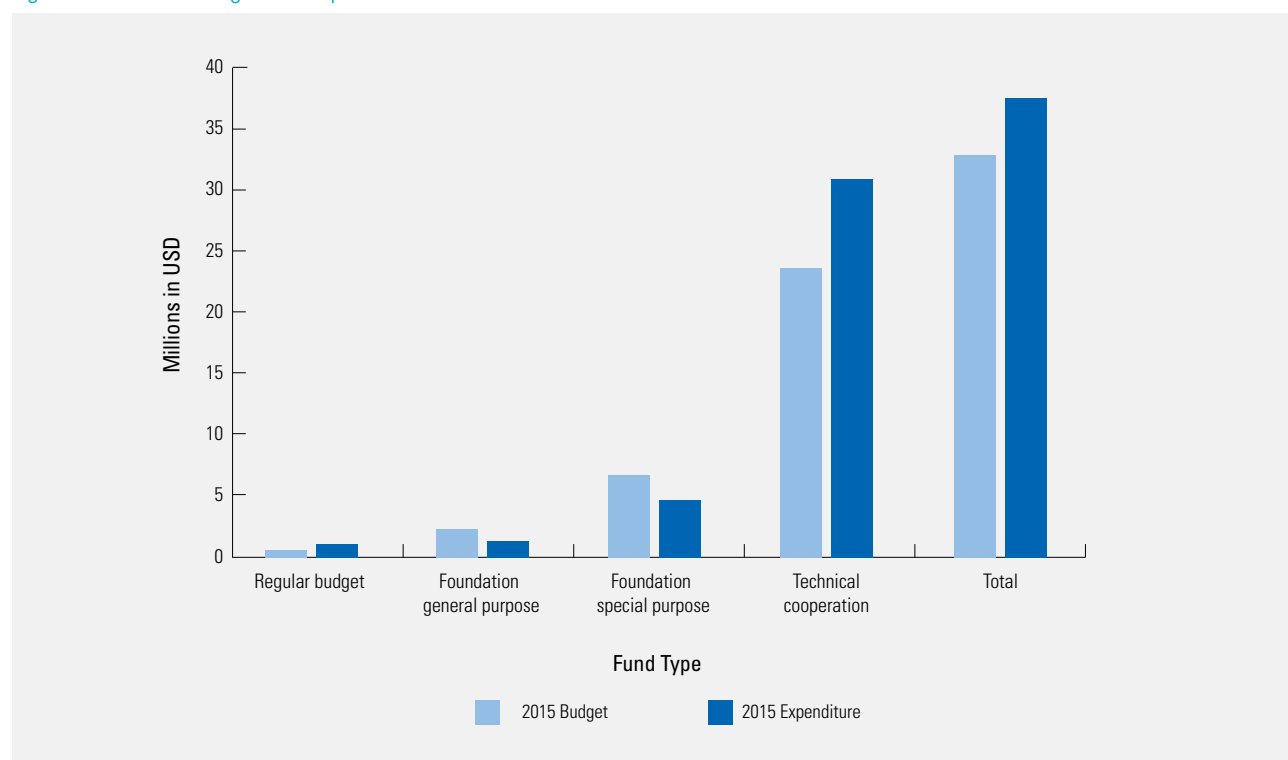
Financial analysis

Table 15 and Figure 19 present the planned budget and expenditure for 2015 under the different sources of funding. From the budget of \$32.9 million for 2015, the final expenditure stood at \$37.5 million. Foundation general purpose budget amounted to \$2.2 million while regular budget was \$0.4 million. The budgets for foundation special purpose and technical cooperation were \$6.6 million and \$23.7 million respectively. Regarding expenditures for 2015 the total represented \$1.1 million and \$0.9 million for foundation general purpose and regular budget respectively on the core funds. For earmarked funds, expenditures for foundation special purpose and technical cooperation amounted to \$4.5 million and \$31.0 million respectively. The main funding for focus area 6 came from earmarked funds.

Table 15: Planned budget and expenditure for focus area 6 (USD millions)

Subprogramme 6: Risk reduction and rehabilitation			
Category	2014-2015 Budget	2014 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	4,426	2,213	1,147
Regular budget			
Subtotal	907	453	898
Foundation Special purpose			
Subtotal	13,228	6,614	4,541
Technical Cooperation			
Subtotal	47,322	23,661	30,989
Total	65,882	32,941	37,574

Figure 19: Planned budget and expenditure for focus area 6



Progress was made towards the planned results and all the six indicator targets were met or exceeded as in the case of the first two indicators. Table 16 below presents the three expected accomplishments which UN-Habitat and partners are contributing towards during the six year period and their indicator targets.

Table 16: Progress made towards indicator targets for Focus Area 6

EXPECTED ACCOMPLISHMENT (EA)					
Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA 6.1: Improved urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements					
Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans	Local and Regional: 76	Local and Regional: 95	Local and Regional: 100	Local and Regional: 118	●
	National and Partner: 5	National and Partner: 17	National and Partner: 7	National and Partner: 31	●
EA 6.2: Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements					
Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction	60%	62%	65%	65%	●
Percentage of UN-Habitat emergency interventions, integrating long term development and risk reduction	80%	85%	90%	90%	●
EA 6.3: Shelter rehabilitation programmes in crisis response have contributed to sustainable and resilient cities and other human settlements					
Percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing	40%	42%	45%	45%	●
Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing	80%	85%	90%	90%	●

Improving urban risk reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements

Progress was made towards the adoption of urban risk reduction policies, strategies and programmes for greater resilience of cities and other human settlements, including disaster resilience plans, neighbourhood planning policies and institutionalization of risk management. The number of local, regional and national governments and other partners that have included urban risk reduction and management in their plans exceeded the biennium targets. This is largely attributed to the ongoing work under the City Resilience Profiling Programme (CRPP) and other initiatives.

Global Achievements

By engaging with the CRPP partner cities, UN-Habitat has made considerable progress in finalizing development of various tools for measuring and increasing resilience to multi-hazard impacts, including those associated with climate change. The global CRPP indicators were developed, which - together with UN-Habitat's role in coordinating the growing community of practice in urban resilience - represent a significant success for the programme. There are now 33 cities in 12 countries engaging directly with the CRPP, many having risk reduction and resilience building policies, strategies and programming in place. UN-Habitat and the International Federation of Red Cross and Red Crescent Societies signed an agreement to promote adequate shelter and settlements for all.

Through an agreement signed with the City of Bogota, (Colombia), and RESURBE4, an operational framework for inclusion of Bogota in the CRPP network of cities has been developed. Together with UN-Habitat, the CRPP is supporting the preparation of a national resilience programme anchored in on-going work in Puerto Vallarta (Mexico), later to be extended to 20 cities. The Federal Government has established a funding window, and set aside USD 1.7 million for this programme. UN-Habitat launched the Local Governments' Pocket to Resilience and online resilience tools portal during the COP-21 in December 2015. About 300 participants of the first Resilient Cities Conference held in Bangkok, attended by *Mayors and other representatives from local authorities*, committed to support resilience of their cities. The meeting *brought together over 300 participants, and contributed inputs to the World Conference on Disaster Risk Reduc-*

tion held in Sendai, Japan in March, 2015.

Regional and Country Achievements

In **Asia-Pacific**, several countries (**Myanmar, Afghanistan, Sri Lanka, Vietnam, Philippines, Indonesia and India**) have improved urban risk reduction policies. Working closely with Government agencies, city and local authorities and civil society, UN-Habitat is assisting the preparation of action plans and improved capacity to respond to disaster situations. In addition, 17 cities in the region are mainstreaming risk reduction and preparedness plans into city development strategies.

In **Arab States** Beirut and Tripoli cities have been selected to pilot the CRPP. The programme will develop an integrated urban planning and management approach for profiling and monitoring the resilience of the cities to all plausible hazards. In **Africa**, the Executive Board of the Center for Disaster Risk Management, Sustainability and Urban Resilience (DIMSUR) has approved the 10-year Strategic Plan as part of the crucial decisions for the future of the Centre, launched in 2008.

In **Colombia**, Bogota committed to the application of UN-Habitat's resilience profiling tools after signing a partnership agreement with the CRPP, jointly with the International Association Recycling Cities Network (RECNET), and the Institute for Risk Management and Climate Change (IDIGER). In **Lebanon**, UN-Habitat is supporting two Regional Technical Offices (RTOs) under the 'Enhancing the Role of Unions of Municipalities to Respond to Refugees and Host Communities' project. UN-Habitat has furthermore organized urban health and protection awareness raising campaigns and activities targeting 7,336 refugees and 7,936 host population aimed to reduce health problems through behavioural change. In **Mexico**, the Department of Agrarian, Land and Urban Development is drafting guidance on the implementation of the CRPP for 20 Mexican cities. In **Iran, the capacity of** professionals and managers working with vulnerable communities in old and dilapidated neighbourhoods has improved following the "Urban Resilience, Habitat Improvement and Disaster Risk Management -Built Environment" workshop. The Government of **Sudan** adopted a neighbourhoods planning policy for greater resilience against future floods in two neighbourhoods in Khartoum. The policy, supported by the Government of Japan, discourages construction of houses in high-risk areas and encourages the use of building codes, and standards for construction materials.

In **Myanmar**, a Seismic Hazard Assessment for Yangon City was launched in partnership with the Yangon Regional Government, the Yangon City Development Committee, the Relief and Resettlement Department and the Ministry of Social Welfare, Relief and Resettlement. The joint venture involved Myanmar Geo-Sciences Society and the Myanmar Earthquake Committee, the City Development Committee, universities and the private sector, and was supported with USD 5.3 million donated by the Government of Japan. In **Malawi**, following the 2015 national flood disaster, UN-Habitat supported the Post Disaster Needs Assessment and co-led the Housing Section of the assessment, which have informed the National Floods Emergency Recovery Programme. The City of Zomba has adopted a City Resilience Action Plan, while the National Disaster Risk Management Policy was approved in 2015. In **Nigeria**, the Kogi State officially recognized the need for the establishment of an inter-ministerial committee for the development of a Resilience Action Plan. In **Mozambique**, the City of Chokwe began to use the validated Resilience Action Plan on six priorities for building urban resilience. UN-Habitat is supporting building resilience of **Cabo Verde, Guinea-Bissau and São Tomé e Príncipe**. In **Cabo Verde**, the national strategy was approved with the participation of the Public University and the National Association of Municipalities. The CRPP is contributing to the development of disaster risk management and resilience plans in six cities across Africa - Dakar (**Senegal**), Ibadan (**Nigeria**), Karonga (**Malawi**), Mombasa and Nairobi (**Kenya**) and Niamey (**Niger**), with funding provided by the UK Department for International Development (DFID) and the Economic and Social Research Council.

Improving settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements

The capacity for long-term sustainability in cities and other human settlements in recovery and reconstruction has improved following increased adoption of UN-Habitat's recovery and rehabilitation strategies and approaches. The percentage of partner cities and other human settlements implementing sustainable urban reconstruction programmes, including risk reduction, increased from 62% at the end of 2014 to 65%, in 2015, meeting the biennium target. In addition, the percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction increased from 85% in 2014 to 90% in 2015.

Global Achievements

UN-Habitat continued to influence emergency response in cities and other human settlements through its membership in the Inter Agency Standing Committee (IASC) on Humanitarian Affairs, thereby strengthening global knowledge of post-crisis urban recovery. The agency hosted the first Principals Meeting of 2015 in Nairobi, where members committed to ensuring inclusion of urban dimensions in on-going and future humanitarian responses. UN-Habitat leads the Reference Group on 'Meeting Humanitarian Challenges in Urban Areas' as part of the IASC's efforts to increase knowledge, awareness and partnerships in challenging urban environments. The unfolding crisis in Syria is increasing attention to the urban aspects of humanitarian crises, including settlements recovery and reconstruction. UN-Habitat also contributed to the assessment and response of the Ebola crisis in West Africa and the Nepal earthquake.

Regional and Country Achievements

In **Arab States**, different initiatives organized in 2015 helped to raise awareness on the urban dimensions of the Syrian crisis and UN-Habitat's approaches, including a 'building back better' and 'rebuilding by design' perspectives. In **Africa**, the Ebola epidemic in West Africa highlighted the need for greater understanding of slums, urban-rural-urban migration patterns, and the complexity of urban environments. The deployment of UN-Habitat experts to support the UN Mission Emergency Ebola Response was appreciated and recognized by the broader UN system. The new 'Kilamba' centrality in Luanda was showcased as one of Angola's most successful urban projects.

In **Iraq**, 900 families displaced from Sinjar in August 2014 due to conflicts with Islamic State settled in a camp built through joint efforts with eight UN agencies in 2015. UN-Habitat planned the camp in line with urban planning principles. Under the project "Urban Shelter and Water, Sanitation and Health Support to Syrian Refugees and Hosting Communities," 665 housing units and associated infrastructure rehabilitated and/or upgraded in Erbil City have improved the living condition and resilience of target communities. UN-Habitat is assisting communities rescued from the Islamic State group to prioritize their needs for recovery and reconstruction. Meanwhile, the "Legal and Financial Frameworks to Address Solutions for Informal Settlements and Displacement Areas" workshop identified solutions to challenges of informal settlements. In **Syria**, City Profiles detailing the functionality and damage levels of a city in a crisis setting are being developed. UN-Habitat's technical support has contributed to improved knowledge of the government, donors and

other stakeholders of the complex patterns of activities within the city, and provided a basis for strategic planning of interventions in urban environments.

In the **State of Palestine**, UN-Habitat, working with the partners, has initiated the first Peacemaking *project* in the Israeli occupied Area C of the West Bank, and supported improvement of streets and the creation of public spaces in four pilot villages. In addition, 45 houses in East Jerusalem have been rehabilitated and women-headed households given technical and financial assistance to kick-start home-based businesses. The rehabilitation of Dar al Consul in the old city of East Jerusalem is on-going for 42 houses and four open spaces for youth activities, while eight houses and one open space have been completed. In the **Philippines**, following Typhoon Haiyan, UN-Habitat supported the shelter sector and the development of guidelines, and assisted in raising awareness on the 'build back better' approach and community engagement processes to ensure safe, sustainable settlements recovery. In **Somalia**, UN-Habitat interventions have provided 524 permanent housing units to the most vulnerable IDP households in eight settlements, benefiting 4,530 persons previously living in emergency shelters. Each family has secured land title deed, and is represented through the established community committees in each settlement, ensuring secure and permanent land tenure and ownership title to the housing unit and the settled land. UN-Habitat's intervention has seen Boroma, Burao, Berbera and Hargeisa towns allocate permanent land for resettlement within their jurisdictions.

In **Nepal**, in response to the 2015 earthquake, the capacity and resilience of affected families has been strengthened through the timely provision of humanitarian shelter assistance. Meanwhile, the Community Information Center at Sipapokhare Village Development Committee of Sindhupalchowk District was officially opened to the public. The center is providing technical assistance and guidance on building earthquake-resilient houses. Similar centres are being established in Dolakha, Kathmandu, Lalitpur and Bhaktapur Districts. In **Sri Lanka**, **UN-Habitat constructed 25 preschools** within the Rehabilitation of Community Infrastructure and Facilities project, funded by the Government of Japan. The project has benefited 180,000 returnees in over 120 villages in the Districts of Mullaitivu and Killinochchi.

Shelter rehabilitation programmes in crisis response contributing to sustainable and resilient cities and other human settlements

Shelter rehabilitation programmes in response to humanitarian crises have contributed to sustainable and resilient approaches being adopted in a wide range of countries. The percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing increased from 42% to 45% in 2015, meeting the biennium target. In addition, the shelter rehabilitation programmes contributing to disaster resilient permanent housing increased from 85% to 90% in 2015.

Global Achievements

UN-Habitat continues to be an influential member of the Strategic Advisory Group of the IASC Global Shelter Cluster, impacting on emergency shelter response, particularly in urban areas. Shelter sites and water, sanitation and hygiene (WASH) facilities have been provided for returnees and IDPs with a focus on vulnerable households in **Afghanistan, Iraq, Pakistan, Sri Lanka, Myanmar, Nepal and South Sudan**.

Regional and Country Achievements

In **Asia-Pacific**, UN-Habitat's project portfolio includes relevant mandated interventions in post-crisis (conflict and disaster) situations. UN-Habitat's track record of shelter cluster coordination in Asia and the Pacific region was acknowledged by OCHA's cluster evaluations in the period 2009-2014. In **Arab States**, UN-Habitat has made significant contributions to Regional Strategic Response Plans addressing the impacts of the Syrian refugee and IDP crisis, helping with the development of city and neighbourhood level profiles; documenting and analyzing trends and impacts of the conflict within an urban context; and providing crucial data for planning humanitarian and development activities. In **Latin America and the Caribbean**, in 2014-2015, the agency responded to more than 40 emergencies, mainly precipitated by the effects of El Nino. In Guatemala, UN-Habitat continued to 'backstop' government and shelter actors in contingency planning and in responding to floods, landslides and river contaminations, which resulted in displacement.

In **Jordan**, an inter-agency Shelter and Settlement Strategy was developed in 2015 in light of the transitioning of the Syrian refugee response towards a development and resilience approach. The crisis in Syria has created high demand for housing, estimated at over 91,300 housing units, and tension between refugees and host communities. UN-Habitat is supporting the government to adopt the strategy of applying a predominantly private sector funded solution to increase the resilience of the housing sector. In **Iraq**, with support from the Government of **Japan**, UN-Habitat is enhancing self-reliance and improving the living conditions of vulnerable groups through the provision of prefabricated durable shelters and basic services among IDPs in Baghdad, Dohuk and Kerbala Governorates. In **the Philippines**, 660 Haiyan affected families received resilient houses and 54 community infrastructure projects were implemented in 28 communities with USD 2.5 million in support from the Government of Japan and USD 946,000 from the Philippines' Department of Social Welfare and Development. UN-Habitat is providing technical support to relevant national institutions. In **Sri Lanka**, 18,000 houses have been constructed as part of post-conflict rehabilitation efforts, and 12,500 families have already received new units. The Government of India has donated USD 250 million towards this project since 2012 (including donations to three other agencies, and USD 80 million to UN-Habitat programme).

Mainstreaming Cross-cutting Issues

UN-Habitat's support for sustainable shelter solutions has treated IDPs and refugees with dignity and provided higher quality support solutions - **Iraq Lebanon, Sri Lanka, Philippines**. This has been achieved, including through renewed focus on the Pinheiro Principles as rights-based guidelines for shelter construction and resettlement of IDPs. Human rights are also being addressed through housing, land and property issues where security of tenure, including the right to return, restitution and compensation are included. Often IDPs and refugees lose all personal documentation and evidence of their rights and claims to land. UN-Habitat is working with local authorities and other institutions and service providers to re-establish the evidence and provide tenure security and an opportunity for stable recovery, free from the risk of eviction and further relocation.

UN-Habitat's approach of engaging communities in all stages of planning and implementation of projects has provided many opportunities to strengthen the role and decision making power of women within their communities (**Afghanistan, Sri Lanka, Philippines, and Iraq**). UN-Habitat's active involvement in the World Humanitarian Summit has ensured youth inclusion in the deliberations through meaningful participation. The cross-cutting markers have presented an opportunity for recovery and reconstruction intervention to further strengthen mainstreaming of respective issues. Aspects related to climate change are being integrated into recovery and reconstruction interventions through the 'build back better' approach to support sustainable urban development. Reconstruction and recovery interventions have also taken into account aspects of resilience to mitigate the potential impacts of future disasters.

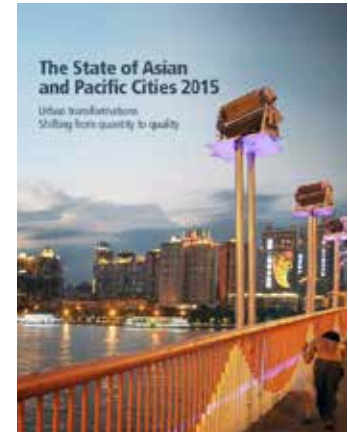
Challenges and Lessons Learned

- New insecurity and terrorism threats present the international community with increasing levels of danger, particularly around protracted conflicts, making safe access to urban areas and implementation of projects a constant challenge.
- The unpredictability of emergencies and adequate resources to respond remain a challenge for UN-Habitat's interventions.
- Moving spatial planning much earlier into the recovery efforts in post-conflict areas increases the coverage of the impact of interventions.
- UN-Habitat and its partners can deliver robust results by transferring knowledge and practices from development approaches to enhance emergency response and support sustainable recovery, and vice versa. It is important to deploy experienced substantive staff for a minimum of three months to support country teams and influence urban response policy and approaches.

Focus area 7: Research and Capacity Development



President Mohammad Ashraf Ghani launches the 'State of Afghan Cities Report, 2015



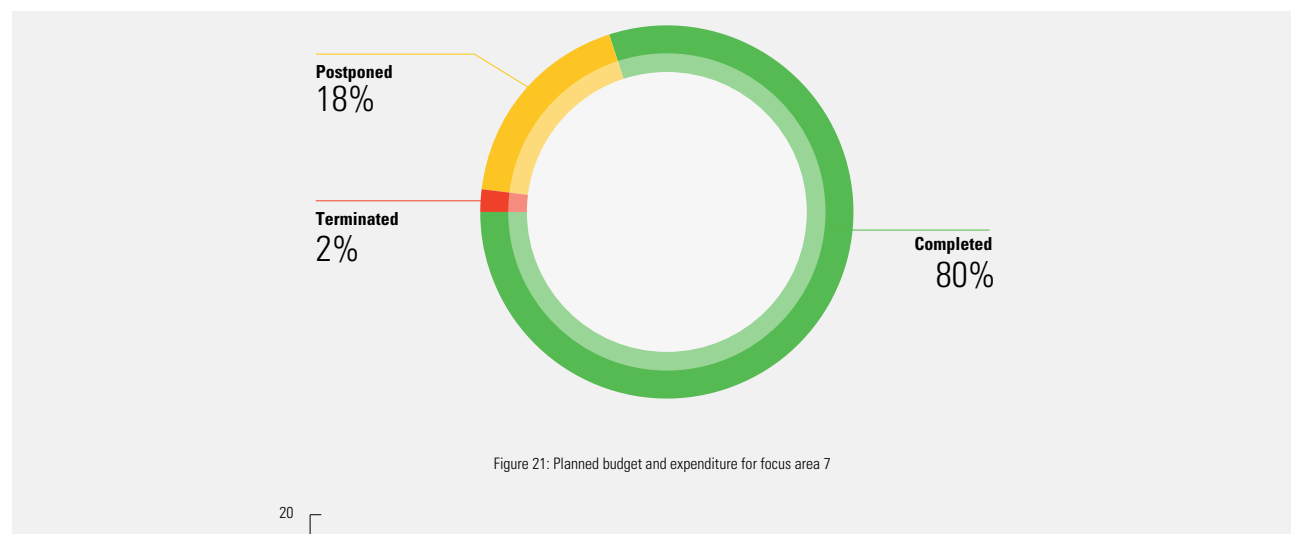
State of Asian and Pacific Cities 2015

DEMONSTRATING RESULTS

- In **Mexico**, 136 municipalities delivered draft documents on the City Prosperity Initiative (CPI) to INFONAFIT, the Institute of the National Housing Fund for Workers.
- Urban observatories increased from 288 to 303 by end of 2015 and National Statistical Offices in 39 countries used UN-Habitat's methodology to produce, for the first time, consistent and reliable data on inequalities at city level.
- **Nigeria**, Ondo and Kogi States established Local Urban Observatories, with UN-Habitat's support.
- 16 Local Urban Observatories were established in **Saudi Arabia**.

Figure 20 shows the rate of programme delivery in 2014-2015 as reflected in IMDIS by the end of December 2015. About 80 per cent of outputs were completed, 2 per cent were terminated and 18 per cent were postponed.

Figure 20: Programme implementation for 2014-2015 for Research and Capacity Development



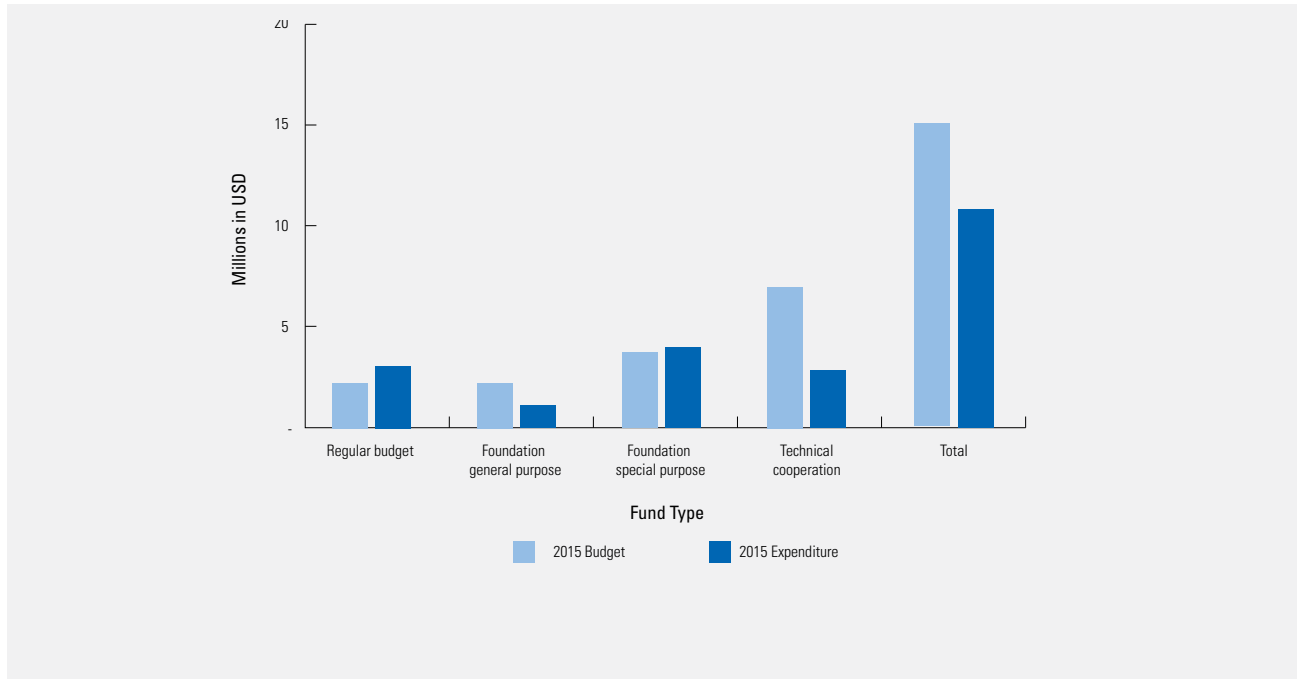
Financial analysis

Table 17 and Figure 21 present the planned budget and expenditure for 2015 under the different sources of funding. The total budget for 2015 amounted to \$15.1 million while the final expenditure amounted to \$10.7 million. The budget represented \$2.2 million foundation general purpose, \$2.2 million regular budget, \$3.7 million foundation special purpose and \$7.0 million technical cooperation. Total expenditure represented \$1.1 million foundation general purpose, 3.0 million regular budget, \$3.9 million foundation special purpose and \$2.7 million technical cooperation. Foundation special purpose and technical cooperation were the largest sources of funding for focus area 7.

Table 17: Planned budget and expenditure for focus area 7 (USD millions)

Subprogramme 7: Research and capacity development			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	4,453	2,227	1,101
Regular budget			
Subtotal	4,448	2,224	3,018
Foundation special purpose			
Subtotal	7,436	3,718	3,949
Technical cooperation			
Subtotal	13,896	6,948	2,730
Total	30,233	15,117	10,799

Figure 21: Planned budget and expenditure for focus area 7



Good progress was made towards the planned results (expected accomplishments) and five out of the six indicator targets exceeded. Table 18 below presents the three expected accomplishments which UN-Habitat and partners are contributing towards during the six year period, and their indicator targets.

Table 18: Progress made towards indicator targets for Focus Area 7

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
E.A 7.1: Improved monitoring of urban conditions and trends					
Number of urban observatories using UN-Habitat monitoring tools, methods and data	274	288	300	303	●
Number of partner national statistical offices producing urban data and indicators	15	19	25	40	●
E.A 7.2: Improved knowledge of sustainable urbanization issues at the local, national and global level					
Number of local and national governments that have used UN-Habitat flagship publications and best practice database for policy formulation	LGs: n/a.	LGs: 200	LGs: 300	LGs: 350	●
	NGs: n/a	NGs: 10	NGs: 10	NGs: 19	●
Number of partner countries producing national cities reports to enhance local and national policy planning	7	9	10	10	●
E.A 7.3: Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes					
Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes	10	100	15	158	●
Increase in the number of policies and programmes utilizing evidence- based information	10	20	15	38	●

Key: LGs - Local government NGs - National governments n/a - not applicable

Improving monitoring of urban conditions and trends

There was improvement in the monitoring of urban conditions and trends. The number of urban observatories using UN-Habitat monitoring tools, methods and data increased from 288 to 303 in 2015. In addition, the number of partner national statistical offices producing urban data and indicators, increased from 21 to 40, exceeding the biennium target of 25.

Global Achievements

UN-Habitat improved the monitoring of urban conditions and trends at global and local levels. It contributed to the development of the proposed indicators for the SDG 11 targets, thus enhancing its position and visibility, as well as ensuring that the Agency's priorities are reflected. Efforts are being made to connect the City Prosperity Initiative (CPI) framework to the Goal 11 indicators and other SDG indicators with an urban related perspective. More than 400 cities are implementing the CPI. Some indicators approved by the Inter-Agency and Expert Group of the SDGs included gender indicators (e.g. indicator on public spaces, 11.7.1). Likewise, the CPI has integrated new youth and gender indicators and proposed how to disaggregate information for other indicators. The achievements in gender indicators registered in local observatories in Latin America are being replicated in Asia and Africa.

UN-Habitat contributed towards improved capacities for local and global monitoring of urban conditions and trends by enhancing the CPI, developing new spatial indicators and methods and expanding the development of the City Prosperity Index in **Mexico, Colombia, Brazil, Peru, Ecuador, Panama, Venezuela, Argentina, Tunisia, Egypt** and **Saudi Arabia**. In response to the growing demand for CPI support, UN-Habitat is systematically providing access to tools, methods and data created in various domains such as slums, poverty and inequality. National Statistical Offices (NSO) in 39 countries used UN-Habitat's methodology to study income and consumption inequalities at city level. The NSO's adopted the methodology to produce, for the first time, consistent and reliable data on inequalities at urban/city level. This critical mass of information allows the NSOs and local authorities to better define the scope of urban policy interventions.

Regional and Country Achievements

In **Latin America and the Caribbean**, urban observatories in Quito, La Paz, Brasília, Rio De Janeiro, Mexico City, Panama City, Medellín, Managua, Guadalajara, El Alto, Lima and Buenos Aires are working with local governments to implement the recommendations and policy orientations originating from the UN-Habitat study on income and consumption inequalities. In addition, the CPI is being promoted for monitoring prosperity in Colombia and Mexico, and is under preparation in **Brazil**. In **Brazil**, UN-Habitat is supporting the Working Group to structure a governance model for the *Complexo Industrial e Portuário do Pecém* and cooperating with Government of the State of Ceará, different governmental institutions, and the Instituto Dialog to monitor urban trends. In **Arab States**, the Global Urban Observatory has been instrumental in the utilization of urban indicators across cities in the region through Local and National Urban Observatories. The focus is on monitoring trends and setting baseline information on SDG 11.

In **Mexico**, 136 municipalities delivered draft documents on CPI to INFONAFIT, the Institute of the National Housing Fund for Workers. Within the framework of the Cooperation Agreement with the State of Jalisco, the CPI is being implemented in eight municipalities of the Metro Area Guadalajara. The institutional capabilities of the metropolitan coordination system and its entities are being strengthened through the Cooperation Agreement with Centro de Investigación Docencia Económica, which includes the concept for the Office on Metropolitan Issues of the State of Jalisco. It will disseminate information about UN-Habitat's three-pronged approach to Mexican and regional metropolitan authorities, and strengthen the CPI for the implementation of the proposed New Urban Agenda. In **Nigeria**, Ondo and Kogi States have established Local Urban Observatories, with UN-Habitat's support. In **Angola**, UN-Habitat has influenced the Government to implement the CPI to assist cities in the monitoring and performance assessment. In **Ethiopia**, the CPI has been established in Addis Ababa and Mekelle, improving awareness of the concepts of the monitoring framework. **Egypt** completed the first national database of indicators of the CPI, including urban indicators. The database will be used to monitor urban trends, with an emphasis on gender equality, service provision, and environmental resilience.

In **Saudi Arabia**, UN-Habitat is working in close cooperation with the Ministry of Municipalities and Rural Affairs to strengthen Local Urban Observatories through the Future Saudi Cities Programme targeting 17 cities. Sixteen out of 17 Local Urban Observatories are already established in Saudi Arabia. On average, 40% of the 72 indicators that form the extended CPI were collected, with 20% using data from line ministries and other institutions. In the **State of Palestine**, 59 women graduated from the King Abdullah Bin Abdul Aziz Technical and Vocational Training Center, funded by the Saudi Committee for the Relief of Palestinian People. It also supports UN-Habitat's social housing scheme for women and aims to improve the economic conditions of underprivileged women and their families through vocational and urban entrepreneurship development.

Improving knowledge of sustainable urbanization issues at the local, national and global levels

There was a noticeable increase in the use of UN-Habitat's *State of Cities* reports and other flagship reports. The number of people with enhanced skills in urban development also reflects an improvement in the knowledge of sustainable urbanization in various parts of the world. The number of local and national governments that used flagship publications and best practice databases for policy formulation increased from 200 to 350 in 2015, exceeding the biennium target of 300.

Global and Regional Achievements

UN-Habitat and partners generated knowledge on different aspects of urbanization through flagship reports, regional and country reports, and other knowledge products that demonstrate the strategic importance of urbanization. The Government of Mexico, for instance, has adopted the recommendations from the CPI-based studies leading to housing being used to promote higher densities and create more compact cities; thus, demonstrating the power of data and knowledge in policy formulation. About 130 cities reports were produced in Mexico based on UN-Habitat's three-pronged approach on planning, legislation and local economy.

In **Latin America** and **the Caribbean**, Metropolitan Areas Network of the Americas continued to promote the exchange of knowledge of methodologies, such as the technological platform for the observatory of the metropolitan area of San Salvador. The success of the City Prosperity Index in Colombia and Mexico triggered others to collect data and develop indicators in **Brazil, Cuba,**

Ecuador, Panama and **Peru**. It has also encouraged CAF –Development Bank and the Bank for the Economic Integration of Central America to use the Index in the analysis and monitoring of urbanization. In **Arab States**, the 2015 Mayoral Conference on the CPI, held at the UN Office in Vienna, committed to expand the use of the CPI among World Assembly of Islamic Cities.

In **Mexico**, different cities are using the CPI toolkit to achieve a thriving urban future. Data has been collected and indicators developed for 130 cities. This is a joint initiative with the Ministry of Agricultural, Territorial and Urban Development, the National Institute of Statistics and Geography, and the National Council for Science and Technology. UN-Habitat has also supported the establishment of 36 local urban observatories. In **Ethiopia**, different flagship publications and best practices databases have been established, including:

Urban Solutions: the government requested UN-Habitat to support the implementation of the country's urbanization plan using the three-pronged approach.

Transformation: UN-Habitat's Urban Dimension and Condominium Housing reports in Ethiopia are among the publications that have influenced the current plan of the Ministry of Urban Development and Housing.

The State of Ethiopian Cities Report launched in 2015 covers the urbanization trends and demographic dynamics of 27 urban centres. The Report helps national, regional and city level governments to identify challenges, prioritize actions, and share best practices

In Egypt, UN-Habitat supported the preparation of the State of Egyptian Cities Report, the national urban observatory and calculations of the CPI for 230 cities. In Afghanistan, the State of Afghan Cities 2014/15 Report, a well-informed and action-oriented analysis of the state of urbanization of all 33 Provincial Municipalities and the capital Kabul was launched in the Municipality of Herat. In Colombia, the consolidation of the City Prosperity Index for 23 Colombian cities provided the basis for the State of Colombian Cities Report, launched in 2015. President HE Juan Manuel Santos endorsed the 10 policy recommendations in the report and called upon all parties to strengthen the system of cities proposed in the document. The report has been used to support the formulation of the integrated development plan of Bucaramanga city. A second report on the Current State of Urban Youth in Colombia has contributed to improved awareness on urban issues among decision makers at national and local levels.

Improving the capacity of national and local authorities and partners to formulate and implement informed policies and programmes

The number of institutions whose capacities were enhanced through UN-Habitat's capacity building and training activities increased significantly in 2015. The number of partner local and national authorities and stakeholders formulating and implementing informed policies and programmes increased from 100 to 158 by the end of 2015, exceeding the target for the biennium. The gains are attributable to the efforts undertaken by UN-Habitat in cooperation with several partners at global, regional and national levels to disseminate knowledge and training products, as well as support in-country training and capacity building activities undertaken by national/local institutions. The use of open source online resources also contributed to more individuals and institutions making use of UN-Habitat knowledge and capacity-building products, including the Global Urban Lectures series.

Global, Regional and Country Achievements

Through on-site training, workshops, courses, dialogues, forums and online lectures, a growing number of national and local authorities have improved their capacities to formulate and/or implement informed policies and programmes on sustainable urbanization. Through strategic partnerships, 2015 saw a wide range of capacity-building initiatives implemented at institutional and individual levels. These have contributed to an increased understanding of the challenges of sustainable urbanization, as well as enhanced knowledge of the skills and tools required to effectively address these challenges.

The Global Urban Lecture Series has become UN-Habitat's most successful and far-reaching capacity building initiative to date, having reached 50,000 viewers by the end of 2015, and being voted the world's second best Massive Open Online Courses on cities. The lectures, which are being used by the 187 members of UN-Habitat Partner Universities Initiative (Habitat UNI) in regular curricular activities, have greatly expanded the accessibility to knowledge about the aspects of sustainable urbanization. The online portal has enabled universities and 1,300 individual members to share knowledge and access knowledge products to strengthen individual and institutional capacities.

The regional programme for **Latin America** on informal settlement upgrading and informal land markets, executed in cooperation with the Lincoln Institute of Land Policy, has helped to strengthen the skills and knowledge of senior practitioners and policy makers from 13 different countries. As part of the partnership with the Institute for Housing and Urban Development Studies, UN-Habitat has built the capacity of 15 officials (from Tanzania, Bangladesh, Namibia, India, Nigeria, South Africa, United States, Uganda, and Indonesia) on its Climate Change Planning Guideline. In **Asia-Pacific**, 146 national and local authorities, as well as representatives from civil society organizations, improved their capacity to address the challenges of urbanization. UN-Habitat and the International Urban Training Centre (in South Korea) hosted six capacity development courses, including on the CPI, which attracted participants from Bangladesh, Bhutan, Cambodia, Fiji, India, Indonesia, Lao PDR, Malaysia, Mongolia, Philippines, Pakistan, Thailand, Samoa, Sri Lanka and Vietnam.

In **Namibia**, UN-Habitat organized capacity development activities and in-situ courses jointly with the Namibian Association of Local Authority Officers and the Polytechnic University of Namibia, drawing on the Quick Guides Series for Policy Makers on Housing the Poor in African Cities. Nearly 100 officials from central and local governments, and NGO and Community Based Organization representatives were trained. In **Cuba**, senior level workshops on housing policy and implementation were delivered as part of the Housing Profile of Cuba with the objective of enhancing skills and knowledge to manage the emerging housing market in the country. "Mini Municipal Information Centres" are being created as part of the outcomes from this project, which is implemented with financial support from the Swiss Agency for Development and Cooperation. In **Mexico**, within the *Aldea Digital* framework developed in cooperation with UNICEF, Telmex and Public Space Authority of Mexico City, UN-Habitat conducted trainings for 4,500 children and youth. In **Kenya**, the capacity of county governors and county officials in urban policies and management improved following an executive urban leadership programme developed in cooperation with the Swedish International Centre for Local Democracy.

Mainstreaming Cross-cutting Issues

Progress has been made in mainstreaming cross-cutting issues in knowledge products and management. The State of Colombian Cities Report and Report on the Current State of Urban Youth in Colombia mainstreamed youth and gender perspectives across the five prosperity dimensions. In the guidelines recently produced for the monitoring of SDG 11 indicators, UN-Habitat created metadata indicating how to disaggregate information based on gender, sex, social status and location. The flagship reports, including regional reports, have systematically attempted to cover cross-cutting issues. The CPI databases and reports, for instance, have disaggregated data and information by gender and age, and identified critical issues related to the data produced depending on demand. **In Saudi Arabia**, the work on indicators for the CPI has enabled UN-Habitat to engage in a constructive policy dialogue about the role of women and youth in urban management and planning.

Challenges

- Challenging structural and operational conditions inhibit UN-Habitat's ability to respond to growing demand from countries and cities to retrieve urban data, develop indicators, and be part of the CPI.
- Limited funding and staffing present considerable constraints to delivering the work programme and expanding it to more countries and cities.
- The establishment of external technical support teams and a decentralized form of work are insufficient to maintain a sustainable response to present and future demand. This affects the ability of UN-Habitat in scaling up the CPI to the level of a genuine global urban prosperity initiative.

Lessons learned

The development of new platforms and indicators requires an integrated approach to city data collection and the buy-in of specialized agencies and partners that can advocate for UN-Habitat's expertise in this area, bringing more legitimacy to the process and increasing levels of adoption of our tools and methods.

Sustainable urban development requires strong institutions and well-trained and informed staff, equipped with knowledge and skills, and know-how on urban management instruments in order to respond adequately to the challenges derived from urbanization and the demands of cities and its citizens.

Programme Division



Jerash, Jordan. Roman colonnaded streets gave order to city layout. ©WitR/Shutterstock



Sana'a, Yemen. The region's fastest growing city. © Robert Bremec/iStockphoto

DEMONSTRATING RESULTS

- The projects formulated in UN-Habitat are now fully contributing to the results of approved strategic plan and work programme due to the use of PAAS and the PAG.
- There is notable improvement in mainstreaming of gender, human rights, youth and climate change, especially since the launching of markers for the different cross-cutting issues to guide the process.
- There is an increase in the number of countries reflecting the urban agenda in their national planning policies as a result of the effort of the UNDAF processes.

The Programme Division is responsible for overseeing and coordinating all UN-Habitat's branches and regional offices, their project portfolio and its implementation and management processes. The office has overall responsibility for effective delivery of the programme of work. As shown in figure 22 below, 64 per cent of Programme Division's indicator targets were met by the end of 2015 and 36 per cent were slightly below target.

Figure 22: Progress on indicator targets for Programme Division

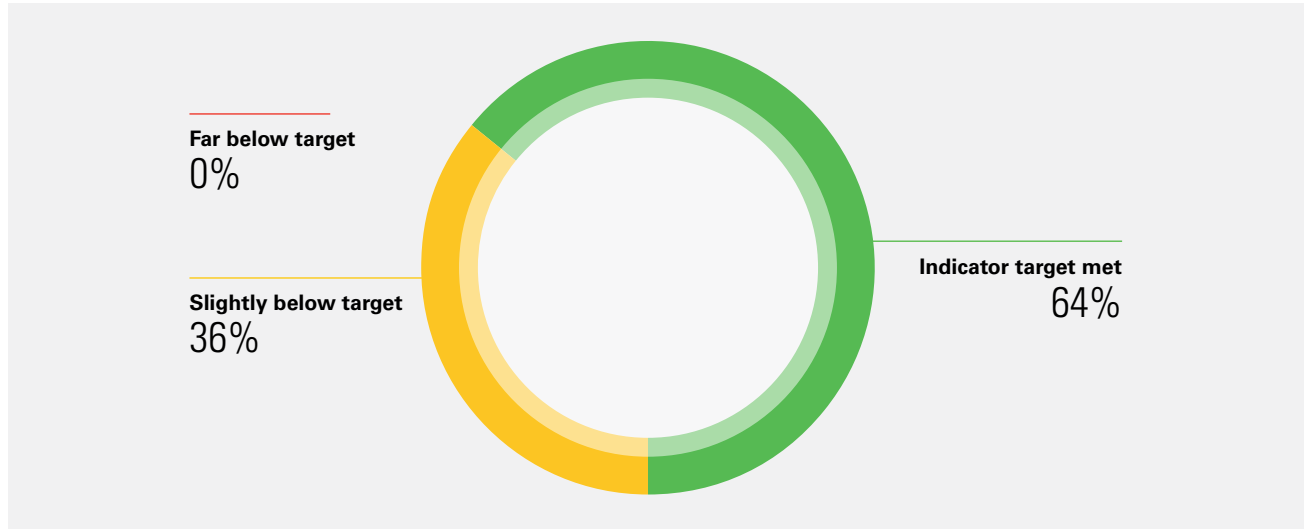


Table 19: Progress made towards indicator targets for Programme Division

EXPECTED ACCOMPLISHMENT (EA)

Indicator of Achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA a) Improved value and quality of UN-Habitat project portfolio					
Level of collaboration and coordination between organizational units	60% of projects/ programs developed jointly	80% projects/ programs developed jointly	100% projects/ programs developed jointly	90% of projects/ programs developed jointly	●
EA b) Improved gender sensitivity and the empowerment of women in UN-Habitat projects and programmes					
Increased financial value of human settlements programmes and projects under implementation**	USD 315 Million	USD 191.2 Million	USD 326 Million	USD 342.7 Million	●
Percentage of projects that deliver planned outputs and outcomes within the planned project period	80%	85%	100%	95%	●
Percentage of project documents that meet prescribed project at- entry quality standards	70%	80%	100%	90%	●
Percentage of projects and programmes that are contributing significantly to the focus area strategic results	98%	100%	99%	100%	●
Increased percentage of key strategic events that reflect gender sensitivity in line with the gender checklist	60%	75%	80%	84%	●
Increased percentage of human settlements programmes and projects reflecting gender and other cross- cutting issues	60%	65%	80%	81%	●
Increased number of partnerships promoting gender equality in sustainable urbanization issues as per gender checklist with assistance from UN-Habitat	30	36	40	41	●

EA c) Increased corporate resources					
Increased number of cooperation agreements providing funding to UN-Habitat	70	117	90	106	●
Increased amount of earmarked and non- earmarked funding raised***	USD 362 million	USD 197 million	USD 395 million	USD 351 million	●
EA d) Improved reflection of urban development issues in the UNDAF at country level					
Increased number of United Nations Development Assistance Frameworks incorporating urban development	7	12	14	19	●

** EA (a) The figures have been changed to reflect biennial rather than annual figures as the target is cumulative. The baseline 2013 is the actual amount of resources mobilised for programme and projects (excluding core resources) for the biennium 2012-2013. Actual 2014 is the amount of resources for programme and projects (excluding core resources). Target 2015 is the amount approved by both the GA and GC in the work programme and budget for programme and projects (excluding core resources). Actual 2015 is the cumulative income received for programme and projects (excluding core resources) for the period 2014-2015 as per the interim financial statements.

*** (EA (c) Figures include both earmarked and non-earmarked

Improving value and quality of UN-Habitat project portfolio

UN-Habitat made progress towards improving the quality of its portfolio of projects in 2015, partly due to regular meetings and retreats for joint programming, implementation and monitoring. These have enhanced collaboration between units as demonstrated by the percentage of projects/programmes developed jointly with partners, which increased from 80% to 82% by the end of 2015. Although most projects were on track by the end of 2015, there have been challenges in speeding up the delivery rate from 2014. This is mainly attributed to the delays in the deployment of Umoja. Progress on the delivery of outcomes has been difficult to establish in the absence of projects' indicator monitoring data.

Review of projects at entry has been strengthened as demonstrated by the percentage of project documents that meet prescribed project at-entry quality standards, which increased from 80% to 84% in 2015. Efforts to mainstream cross-cutting issues in the design of projects improved, while quality assurance remains a continuous improvement process, particularly in the face of staff turnover and changes. Additionally, the percentage of projects and programmes contributing to the focus area on strategic results increased from 98% to 100% by the end of the biennium. All approved projects indicated in their proposals what expected accomplishments and Work Programme outputs they were to deliver, ensuring their alignment and contribution towards planned strategic results.

Improving gender sensitivity and the empowerment of women in UN-Habitat projects and programmes

Gender sensitivity improved across the agency, as demonstrated by improved gender responsive strategies in project proposals submitted for review and, the inclusion of gender sensitive indicators. The percentage of key strategic events that reflect gender sensitivity in line with the gender checklist increased from 75% to 84% by end of 2015, exceeding the 80% biennium target. The Gender Policy and Plan (2014-2019), implemented in 2014, set the stage for gender mainstreaming in the organization. The Gender Equality Action Plan offered specific guidelines on how to mainstream gender, which continued to be applied in 2015. Capacity building through training and brown bag seminars also helped to entrench gender equality perspectives in the Agency.

Project managers used the Gender Marker to rate their projects' consideration of gender issues. The Marker formed the basis for training of UN-Habitat partners, held in Israel, on parameters and minimum gender equality inclusion in project formulation and design. Training on a number of Issue Guides (developed in early 2015) supported specific gender issues. There was improved awareness on gender in urban issues through advocacy and communications, including highlights in commemoration of Women's Month in March 2015; development of a gender webpage; and a social media trending campaign which included articles written by gender experts.

A voluntary sexual harassment survey increased awareness of this topic, as well as enabled gathering of pertinent information.

The proportion of human settlements programmes and projects reflecting gender and other cross-cutting issues increased from 65% to 81% by end of 2015. This change was partly attributed to change in the perception of UN-Habitat staff on gender equality and women's empowerment issues. Most staff have expressed a keen interest in gender equality issues, as reflected in high level of interest in the Gender Marker.

Increasing corporate resources

By end of 2015, total financial contributions stood at approximately USD 150 million up from USD 162.5 million in 2014. However, at the time producing this report, this figure was not final, as accounts for 2015 had not yet been closed. It is therefore difficult to make a comparison at this stage. UN-Habitat has surpassed the target in terms of number of cooperation agreements signed, with 106 new agreements in 2015.

Improving reflection of urban development issues in the United Nations Development Assistance Framework at country level

Progress was made in reflecting urban issues in National Urban Policies in 2015. The number of United Nations Development Assistance Frameworks (UNDAF) incorporating urban development increased from 12 to 19 by end of 2015. UN-Habitat continued to raise awareness of the Agency's 'three-pronged approach' to sustainable urban development among a wide range of governments, UN Agency partners, and other stakeholders. Countries active in UNDAF continued to develop the urban component in their national strategic policies in an effort to better position themselves for the outcomes from the Habitat III Conference.

As a result, UN-Habitat intensified efforts both with its technical cooperation activities, as well as advocacy and advisory services, to contribute towards this policy improvement. In this context, UN-Habitat continued to collaborate with the governments of **Kenya, Sudan, Uganda, Bangladesh, India, Ghana, Lesotho, Nepal, Cambodia, Sri Lanka, Philippines, Nigeria, Ruanda, Ethiopia, Cuba, Haiti, Colombia, Myanmar and Afghanistan.**

The increased understanding by Habitat Agenda partners of urbanization's potential to drive economic growth and development, has had a catalytic effect on the public urban discourse, leading to new practices and better reflection of urban development issues in national policies.

Challenges

The limited visibility of UN-Habitat at the country level continues to pose challenges and risks to the agency's engagement with UNDAF – even in priority countries, where small Agencies like UN-Habitat often have to double their efforts to be more visible. In preparation for the Habitat III Conference, efforts have been made to engage more with UN country teams on an issue-specific basis, advocating for a better reflection of urban development issues in national policy documents.

Monitoring of outcome indicators is weak due unavailability of performance data at project level in the Project Accrual and Accountability System (PAAS). This has made performance reporting of results challenging, and compromised effective capturing and demonstration of results. Management is working on strategies of addressing this issue.

Management and Operations Division



DEMONSTRATING RESULTS

- Umoja Enterprise Resource Planning System launched in June 2015 created an enabling environment for enhanced financial accountability and enhanced the efficiency of key business processes in a transformational way by defining new roles to support greater decentralization.
- UN-Habitat achieved full IPSAS compliance in 2014 with a clean audit opinion. Business processes to support IPSAS are streamlined and embedded in Umoja.
- The UN-Habitat launched its accountability framework and risk assessment policies in 2015.
- UN-Habitat is systematically collecting evidence of the results and performance reported as recommended by the OIOS and the UN Board of Auditors.

The Management and Operations Division met some key milestones during the period under review as shown in the box above. Progress was made towards planned results with five out of nine indicator targets met. As shown in Figure 23 below, 56 per cent of indicator targets were met by the end of 2015; 33 per cent were slightly below target and 11 per cent were well below the target. About 22% of the indicator targets EA(a) and EA (d) were slightly below target, due to delays in the development of some Umoja elements.

Figure 23: Progress on indicator targets for Management and Operations Division

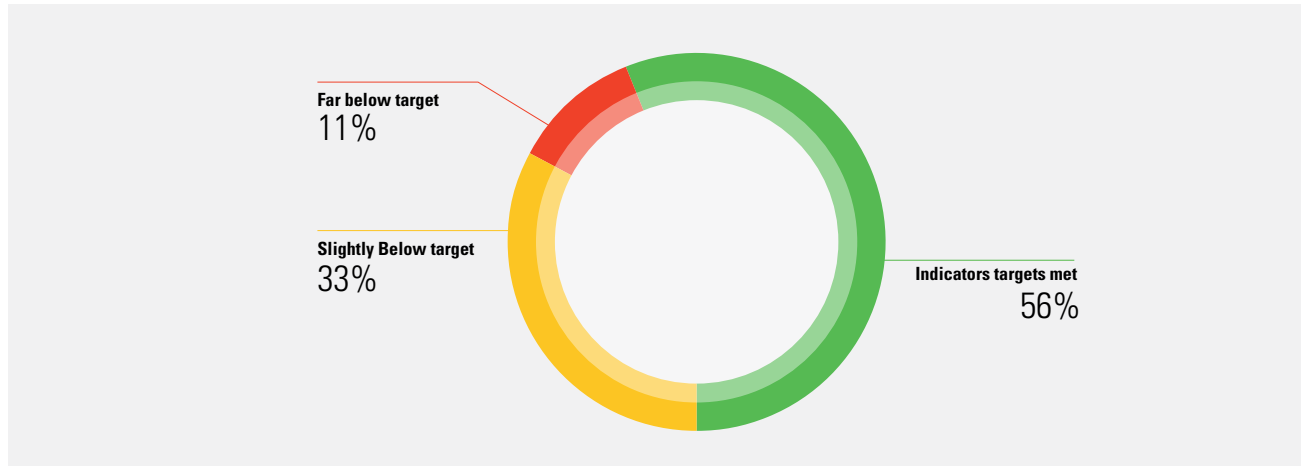


Table 20 and Figure 24 present the planned budget and expenditure for 2015. The budget for 2015 amounted to \$5.1 million comprising of \$2.4 million foundation general purpose, \$0.9 million regular budget, \$1.5 million foundation special purpose and \$0.3 million technical cooperation. Final expenditure amounted to \$6.0 million representing \$3.5 million foundation general purpose, \$1.2 million regular budget and \$1.4 million foundation special purpose. This division is mostly funded by foundation general purpose and foundation special purpose.

Table 20: Planned budget and expenditure for Management and Operations Division (USD millions)

Management and Operations Division			
Category	2014-2015 Budget	2015 Budget	2015 Expenditure
Foundation general purpose			
Subtotal	4,736	2,368	3,466
Regular budget			
Subtotal	1,912	956	1,165
Foundation special purpose			
Subtotal	3,011	1,506	1,366
Technical cooperation			
Subtotal	579	290	22
Total	10,239	5,119	6,019

Figure 24: Planned budget and expenditure for Management and Operations Division

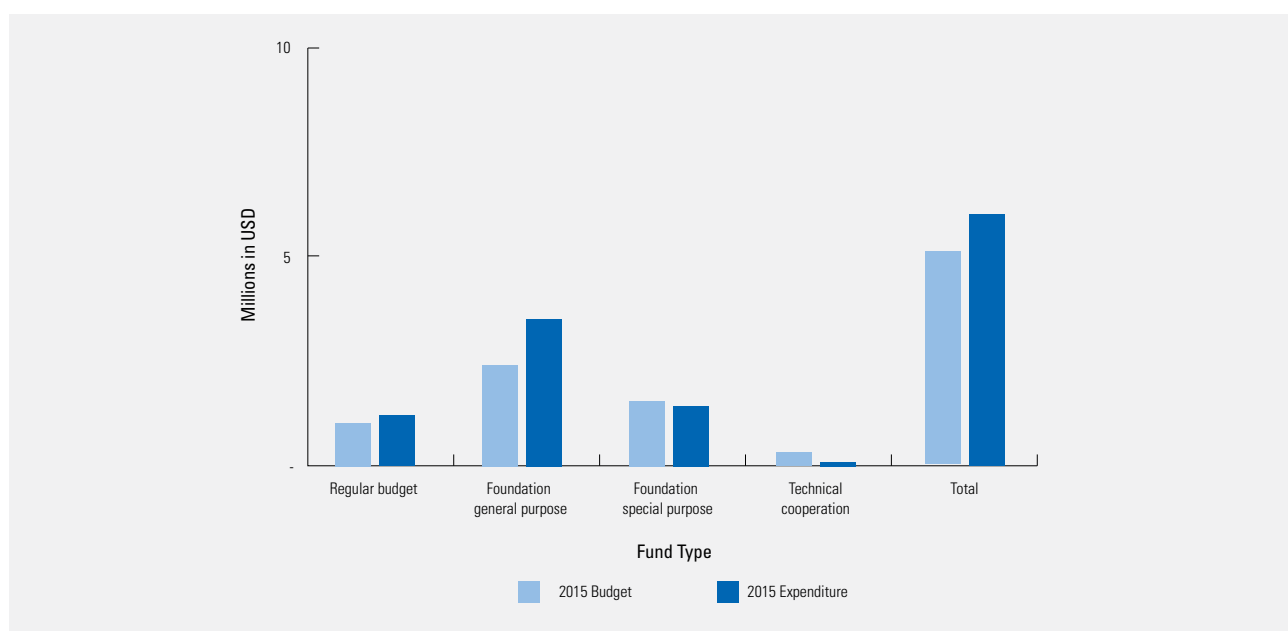


Table 21 below presents the three expected accomplishments to which UN-Habitat and partners are contributing in the six year period. It also includes the indicator targets for the biennium.

Table 21: Progress made towards indicator targets for Management and Operations Division

EXPECTED ACCOMPLISHMENT (EA)

Indicator of achievement	Baseline 2013	Actual 2014	Target 2015	Actual 2015	
EA a) Improved financial accountability and efficiency					
Increased percentage of projects compliant with financial policies and procedures in PAAS	90%	96%	98%	100%	●
Increased percentage of mandatory reports streamlined and automated	70%	95%	98%	80%	●
UN-Habitat financial statements comply with IPSAS	NA	100%	100%	100%	●
EA b) Staff skills aligned with organizational priorities					
Percentage of staff whose skills are aligned to organizational priority areas	85%	99%	100%	90%	●
EA c) Results- based management principles applied					
Programmes derived from the six- year strategic plan	80%	95%	90%	100%	●
Percentage of staff applying result based management skills in their work	40%	71%	75%	75%	●
Percentage of accepted audit and inspection recommendations on UN-Habitat implemented with the required time frame	92%	95%	95%	64%	●
EA d) Increased efficiency in the completion of key business processes					
Number of days taken for project approval	7	10	14	14	●
Number of out posted offices with easy access to UN-Habitat corporate administrative and internal communication systems	7	8	10	8	●

Improving financial accountability and efficiency

A number of systems and processes adopted in 2014 continued to contribute to improved financial accountability and efficiency in the organization. Two of the three indicator targets were fully met by the end of the biennium. The target on mandatory reporting was not met, as these reports have to be redesigned using the new financial databases in Umoja.

Implementation of the Umoja Enterprise Resource Planning System, launched in June 2015, created an enabling environment for enhanced financial accountability. Most significantly, the system provides features to support IPSAS compliance and introduces controls that ensure fund sufficiency before expenditure is incurred; mandatory recording inspection of services and goods before payments are made; enhanced management of agreements and business partners; and support for decentralization of business processes. These features help to reduce financial risks, promote better accountability through clearer definition of financial roles and responsibilities, and support greater efficiency by enabling greater decentralization and delegation of authority nearer to the point of delivery.

The financial aspects of PAAS have been moved to Umoja and all active projects migrated to Umoja are now compliant with the system's financial policies and procedures. Implementation of Umoja has necessitated the redesigning of mandatory reports, affecting progress on streamlining reporting. This is because the Umoja system significantly changed the underlying databases that generate these reports. Development is underway to redesign the reports and consolidate them with the reports from PAAS on the delivery of substantive outputs and results. UN-Habitat achieved full IPSAS compliance in 2014 with a clean audit opinion. Business processes to support IPSAS are streamlined and embedded in Umoja. This includes tracking of assets, accurate and complete recognition of income, and tracking of delivery of goods and services.

The work on IPSAS compliance, Umoja implementation, and related policies and procedures that underpin the achievement of enhanced financial accountability and efficiency procedures were pursued in close collaboration with UN Headquarters and other UN Secretariat agencies, particularly those based at the Nairobi duty station.

As previously noted, the implementation of Umoja caused significant difficulties for UN-Habitat in the imple-

mentation of its programme, in maintaining stable working relationships with clients and partners, and in reporting financially. These issues will continue to be addressed in 2016.

Aligning Staff skills with organizational priorities

Staff continued to get training on skills aligned to their respective jobs. Umoja Academy conducted training sessions on Funds Management, Grants and Project Management, Source to Acquire, Financial Accounting, Logistics Execution, Travel, Travel ESS Focal Point, HR, Service Delivery, HR Admin, Fixed Assets, Plant Maintenance, Real Estate and Organization Management, and CBTs.

In 2015, UN-Habitat conducted training for its regional staff Rio, Fukuoka and Beirut before and after Umoja went live. Further "Learning by Doing" workshops for the regional offices were held in Nairobi, organized by the UN-Habitat Training Coordinator. Staff attended mandatory classes, including training on Ethics and Integrity; Management Development Programme Parts I & II; Information Security Awareness; and United Nations Human Rights Responsibilities. Staff were also trained on Client Service Skills (Webex-based); Competency-based Selection and Interviewing Skills for Panel Members & Managers; Negotiation & Conflict Resolution; and Results-Based Management.

Applying Results-based management principles

There has been strengthened institutionalization of Results-Based Management (RBM) as demonstrated by the improved planning, performance monitoring and reporting at strategic and programme levels, as well as project formulation. The Strategic Framework (2018-2019) and Work Programme and Budget (2016-2017) were fully aligned to the Strategic Plan (2014-2019), as were projects formulated in 2015. The percentage of staff applying RBM skills in their work increased from 71% in 2014 to 75% by end of 2015, while the percentage of programmes and projects derived from the Strategic Plan rose to 100%. This was mainly attributed to better planning, the role of the Project Advisory Group, and the PAAS system, all of which ensured that all programmes and projects formulated were contributing to expected accomplishments and delivering outputs from the approved Work Programme and Strategic Plan.

There is notable embedment of the culture of results manifested through improved staff knowledge, skills and capacities in RBM, and ease of application of RBM concepts and techniques for many staff members. The percentage of programmes and projects derived from the Strategic Plan rose from 95% in 2014 to 100% in 2015. In addition, there was evidence that the culture of results is being entrenched as demonstrated by improvements in logframe development, relative ease of application of RBM techniques and tools, as well as more positive attitudes towards RBM in general. Staff benefited from group training and individual coaching and practice in programme planning, monitoring and reporting as well as project formulation, including development of logframes. Staff capacity was enhanced through easy access to updated RBM tools, including the RBM manual and reference materials on the RBM e-library on the Agency's intranet (Habnet). The capacity of staff working on UN-Habitat projects and partners in **Cameroon, the Middle East and Southern, East and Central Africa** was enhanced through tailored RBM training. Furthermore, the senior management programme performance review meetings on the annual progress report on implementation of the Strategic Plan and Work Programme and Budget enhanced adaptive management, performance improvement, and transparency and accountability. Evidence is now systematically collected to support results and performance reported in line with recommendations of the OIOS and the UN Board of Auditors.

During 2015, there were a total of 42 outstanding recommendations: six from the external auditors (Board of Auditors) and 36 from internal auditors (Office of Internal Oversight Services). Twenty one of the 33 recommendations were implemented in line with the schedule of implementation for 2015. This resulted in an overall implementation rate of 64%. Implementations of the remaining 12 recommendations commenced prior to 31 December 2015 and were at advanced stages of finalization at the time this Report was prepared. Of these 12 recommendations, the finalization of two recommendations is dependent on UN HQ, while seven are linked to the Global Service Delivery Initiative at UNHQ.

Increasing efficiency in the completion of key business processes

The most transformational work towards enhancing efficiency of key business processes relates to the deployment of the Umoja Enterprise Resource Planning System. The System defines new roles to support greater decentralization of administrative tasks, and achieve greater ef-

iciency and responsiveness to operational requirements. The redesign and streamlining of new business processes will continue throughout 2016 to attain improvements in critical areas, including reduced time taken to process recruitment, procurement, and payments. In this context, the management office undertook a review of the main business processes following Umoja's deployment and drew up recommendations to address bottlenecks and minimize transactional steps. For example, the number of days taken to receive project approval increased from 10 in 2014, to 14 in 2015. The increase is attributed to delays associated with new processes under Umoja

UN-Habitat undertook a review of out-posted offices' ICT requirements to ensure the requisite infrastructure is in place to connect to the Umoja Enterprise Resource Planning system. Overall, the number of out posted offices with easy access to UN-Habitat corporate administrative and internal communication systems remained at eight against the biennium target of 10. This is because the process was postponed until the full requirements of Umoja system were determined.

Further, in response to the recommendation by the Office of Internal Oversight Services (OIOS) evaluation in 2015, UN-Habitat's intranet was improved with new features, including for monitoring pending tasks, publishing new policies, strategies and procedures by thematic area and cross-cutting issues, and providing easy access to administrative service information and focal points. In response to the OIOS Audit of ICT, a new ICT strategy is being finalized to ensure a coordinated approach that is aligned with the UN ICT Strategy A/69/517.

Efforts in 2015 focused on a review of all out posted offices to assess the ICT infrastructural requirements to enable connectivity to the Umoja Enterprise Resource planning system, now the most critical system for UN Secretariat agencies. Overall, the number of out posted offices with easy access to UN-Habitat corporate administrative and internal communication systems remained 8 against the biennium target of 10. This is because the process was postponed until the requirements of Umoja system were determined.

Significant work was undertaken in the handling of legal instruments to improve efficiency and minimize financial risk. This included improving controls that ensure conditions outlined in legal agreements with partners are consistently met. A new policy on implementing partner management is awaiting approval. New tools are being developed to a) enhance objective assessment and selection of implementing partners; b) provide a central portal for partners to upload progress reports at agreed mile-

stones and thus facilitate timely monitoring of outputs and results delivered by partners, and; c) facilitate evaluation of partners and thus establish a valuable database of partners and their competencies in different regions and thematic areas. Its implementation will enhance the accountability and transparency of UN-Habitat's engagement with implementing partners and support broader and deeper strategic relationships.

Additionally, the management office put in place standard checklists for reviewing common documents, established a target maximum review turnaround time of two days, and an enhanced log for tracking documents awaiting review and approval.

Challenges

The introduction of the Umoja system with no additional resources to support its deployment continued to affect programme delivery in 2015. To minimize this impact, UN-Habitat created a networked team of staff with sub-teams focusing on specific business process areas to coach others during the transition period, as well as for data cleansing, verification and conversion services.

There was also a challenge in managing the transition to Umoja while maintaining adequate administrative support for ongoing activities. This was mitigated somewhat as UN-Habitat worked with other UN Secretariat agencies, and established teams with well-defined roles and responsibilities, including training, coaching, and maintained consistent and continuous communications. The Agency also engaged alternative service providers in an effort to maintain satisfactory delivery rates as much as possible.

Lessons learned

Competence in RBM is a function of practice and continuous learning. It is therefore necessary to provide periodic RBM training, and to keep developing new RBM tools, as well as updating existing ones.

If an ERP is to be implemented in an organisation with the complexity and scale of the United Nations, it would be best to include a budget for that implementation.

Annex 1: Areas of Strategic Importance to Urbanization

Three pronged approach

UN-Habitat's vision of the New Urban Agenda represents a paradigm shift that considers urbanization as a transformative force to harness economic growth, inclusiveness, and prosperity. Specifically, this concentrates on three areas: urban planning and design; municipal finance; and urban governance and legislation. All components act in concert to empower governments at all levels to adequately plan for, design, and manage sustainable urban expansion and growth.

The entry point for the New Urban Agenda at country level lies in National Urban Policies. At sub-national level, the entry point combines a set of normative advisory services with technical solutions to build local governments' capacity to sustainably absorb urban expansion; increase revenues; and ensure equitable and inclusive delivery of basic services.

In 2015 UN-Habitat continued to operationalize this vision in several countries with the development of National Urban Policies, and planned city extensions and in-fills. Much of this work incorporates environmental considerations, such as examining the correlation between transport related emissions and land use change and development. In preparation for the UNFCCC Climate Change negotiations in Paris in December 2015, UN-Habitat developed a Climate Change Marker to encourage project teams to consider local-level mitigation and adaptation opportunities, and developed Guiding Principles on City Climate Action Planning to inspire and assist local authorities implementing the Paris Agreement.

There is empirical evidence of the positive impacts of the New Urban Agenda approach in the five pilot countries of "Achieving Sustainable Urban Development" (ASUD) (Egypt, Rwanda, Mozambique, Philippines, and Colombia). In Rwanda, the government has approved the National Urbanization Policy and the national framework for urban management and planning, allowing proper coordination across the sectors and harmonization of the planning instruments at different levels of spatial aggre-

gation. The city of Kigali is piloting alternative regulatory tools for the implementation of its development plan. In Mozambique, Nacala city authorities approved a concept for a planned city extension. In Egypt, planned city extensions are being piloted in the Greater Cairo Region. In the Philippines, the cities of Cagayan de Oro, Iloilo, and Silay finalized their financial models for planned city extensions, initiated in 2014. The local economic development strategy and action plan for Silay were finalized and presented to the Silay City authority for implementation.

Achieving Sustainable Urban Development (ASUD)

Throughout 2015, UN-Habitat sustained the momentum on ASUD as a path to urban development that can meet current needs without prejudicing those of the future. It aims to build cities that are livable for all and promote economic agglomeration, thereby alleviating poverty. It also aims to support national efforts to spread these benefits across countries by developing systems of cities and making the maximum use of the wealth created by urbanisation to offset its costs, thereby allowing greater scale. ASUD further promotes city structures that are flexible and ready to adapt to the demands of the population, technology, and environment over time. Underlying these considerations is the aim of encouraging urbanisation that is at a scale appropriate to need, and that will mitigate pressures that lead to informality.

In 2015, evidence of progress is demonstrated in Colombia and Rwanda, where national policies incorporating ASUD concepts have been adopted, with five cities having developed ASUD-based growth strategies. In Egypt and the Philippines, the programme has supported the development of ASUD-based growth strategies in seven cities, with a further three in the pipeline. Evidence-based reviews of national policy are also being launched. In Mozambique, a regional development approach has been taken with the preparation of a growth strategy for the Nampula – Nacala corridor.

National Urban Policies

UN-Habitat maintained its focus on the development of National Urban Policies. An integral component of UN-Habitat's strategy for sustainable urbanization, National Urban Policies provide an overarching and coordinating framework that promotes spatial and institutional integration to maximize the benefits of urbanization and mitigate inequalities and potential adverse externalities. The intended benefits are improved prosperity, livelihoods and employment, especially among young people.

Through the technical support provided by UN-Habitat and partners, awareness of the benefits of National Urban Policies has increased, including through capacity building and use of normative tools. In 2015, National Urban Policies were finalized and adopted in Colombia and Rwanda. The Philippines and Nepal are improving their existing policies; Mongolia, Solomon Islands and Myanmar are pursuing new policies. Sudan had its regional spatial planning strategy validated and physical plans have been developed for two of its cities, Famka and Ed Damazin. Overall, some 25 countries are at different and mostly preliminary stages of the National Urban Policy cycle.

Urbanization and Sustainable Urban Development in the post-2015 development agendas

UN-Habitat sustained its contribution towards preparations for the development of the 2030 Development Agenda by participating in various task forces and thematic working groups on the Sustainable Development Goals (SDGs) and their monitoring indicators. The 2030 Agenda clearly recognized urbanization as an opportunity to deliver sustainable development, particularly through Goal 11, "make cities and human settlements inclusive, safe, resilient and sustainable."⁵ Likewise, acknowledging that over 80% of global GDP is produced in urban areas,⁶ the Addis Ababa Action Agenda on Financing for Development committed to support sub-national finance and municipal development.⁷ The Paris Climate Change agreement also observed the transformative potential of

good urbanization and opportunities for climate mitigation and adaptation at local level. Since the adoption of SDGs in September 2015, UN-Habitat has been working to align its work fully to Goal 11, and other SDG indicators that have an urban component.

In response to the SDGs, UN-Habitat initiated a re-prioritization of existing resources to identify capacity gaps of relevant institutions, partners and stakeholders at national and local levels to monitor urban related SDGs indicators. In close collaboration with UN agencies, UN-Habitat prepared a Global Monitoring Framework for Goal 11 to define national targets, including benchmarks and standards. UN-Habitat is also coordinating with UN partners such as UNEP, UNISDR, UNFPA and UN-Women, towards implementation of specific targets of SDG-11⁸.

UN-Habitat's City Prosperity Initiative (CPI) started preparing additional guides and methodological frameworks to assist national governments with country implementation plans and monitoring mechanisms. It is also providing technical advisory services to localize indicators at city level, and facilitate implementation. The CPI directly responds to the 2030 Agenda call to conduct regular and inclusive reviews of progress at national and sub-national levels⁹, with a number of cities using the platform to respond to SDG 11.

UN-Habitat also initiated the fourth phase of the Participatory Slum Upgrading Programme, which would contribute to SDG-11 as a whole and more particularly to the delivery of indicator for Target 11.1 'Proportion of urban population living in slums or informal settlements and inadequate housing'. The initiative demonstrates how 'participatory slum upgrading and prevention' is substantively linked to most targets of SDG-11 and to other goals of the 2030 Agenda, as for example SDGs 1, 6 and 17 in what refers to tenure security, WASH and global partnerships, respectively.

In response to the Addis Agenda, adopted in July 2015, UN-Habitat began developing policies and toolkits to link municipal finance with urban expansion and prosperity. As a member of the UN Inter-Agency Task Force on Finance, UN-Habitat is contributing policy guidance to sub-national governments on sustainable finance, including revenue enhancement, creditworthiness, and land value finance. It is also cooperating with UN agencies, such as UNDESA and UNCDF in Least Developed Countries to advise municipalities on creating local investment vehicles and strengthening technical capacity.

5 A number of other SDGs have a direct bearing on the urban development process. It will be impossible to address poverty (Goal 1), inequality (Goal 10), climate change (Goal 13), gender equality (Goal 5), water and sanitation (Goal 6), economic growth and employment (Goal 8), industrialization and innovation (Goal 9), and consumption and production patterns (Goal 12) without addressing the way cities grow and function.

6 World Bank, 2015. Urban Development Overview: <http://www.worldbank.org/en/topic/urbandevelopment/overview>

7 e.g. "Enhance inclusive and sustainable urbanization and strengthen economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning, within the context of national sustainable development strategies."

8 E.g. UN-Habitat Regional and Metropolitan Planning Unit has contributed to the formulation of an indicator for Target 11.a 'Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning'.

9 Para 79

Annex 2: Implementing partners for the year 2015

REGION	COUNTRY IMPLEMENTING PARTNERS
URBAN LEGISLATION, LAND AND GOVERNANCE	
ROAf	REGION: African Union; African Development Bank and United Nations Economic Commission for Africa; University of London
	MOZAMBIQUE: Cities Alliance; EU (PSUP); The World Bank; IFAD
	UGANDA: IFAD; European Union; World Bank; DFID; GIZ; Ford Foundation; Dutch Relief Agency; UNDP; FAO; Slum Dwellers International/ ACTogether; Uganda Land Alliance
	NAMIBIA: Shack Dwellers International; GIZ
	KENYA: IFAD
	SOMALIA: Benadir Regional Administration
ROAS	IRAQ: Ministry of Municipalities and Rural Affairs; Municipalities and Universities
ROLAC	CUBA: Lincoln Institute of Land Policy
	MEXICO: Colegio Nacional de Jurisprudencia Urbanística
URBAN PLANNING AND DESIGN BRANCH	
Global	UNECE; Cities Alliance; GIZ; UNECA; UNCRD; the Korea Research Institute for Human Settlements; OECD; UCLG; GIZ
ROAf	REGION: UNEP; Tongji University; Government of China
	KENYA: German Federal Ministry of Education and Research
	UGANDA: World Bank
	SOUTH AFRICA: KwaDukuza Municipality
ROAS	IRAQ: Kurdistan Ministry of Planning; Kurdistan Ministry of Municipalities and Tourism; Municipality 1; Kurdistan Department of Water Supply and Erbil Governorate
ROLAC	MEXICO: Ministry of Agrarian; Territorial and Urban Development; Asociación Mexicana de Institutos Municipales de Planeación
	COLOMBIA: Association of Colombian Capital; Department of Antioquia; Caldas; La Estrella; Sabaneta; Envigado; Medellín; Bello and Copacabana municipalities; Bogota City Environmental Administration; the Water Company and the Ministry of Environment
ROAP	THE STATE OF PALESTINE: Ministry of Local Government
	MALAYSIA: Kuala Lumpur Regional Training Center
URBAN ECONOMY BRANCH	
Global	AfDB; EQWIP; CISCO; Ericsson; Samsung C&T; Barcelona City Council
ROAf	KENYA: Kiambu County Government; Mombasa County Government; Kilifi County
ROAS	REGION: League of Arab States; the UN Economic and Social Commission for Western Asia
	THE STATE OF PALESTINE: Saudi Committee for the Palestinian People Relief; Hebron Municipality
ROAP	PHILIPPINES: Municipality of Guiuan; Housing and Urban Development Coordinating Council ; Housing and Land Use Regulatory Board; Bureau of Local Government; Finance and the partner cities
	MYANMAR: Urban Research Development Institute-URDI; Asia Development Bank; Department of Urban and Housing Development (Ministry of Construction); Urban Research & Development Institute; Yangon; Mandalay City Development Committees; Mawlamyine; Monywa; Patheingyi and Lashio Township Affairs Development Committees
URBAN BASIC SERVICES	
Global	European Cycling Federation; ODI; UNESCO-IHE; Global Water Operators' Partnerships Alliance; UCLG; ICLEI; WHO;

REGION	COUNTRY IMPLEMENTING PARTNERS
ROAf	REGION: World Bank; the French Agency for Development Cooperation
	RWANDA: Water and Sanitation Corporation; the Rwanda Utilities Regulatory Authority (RURA); the Ministry of Infrastructure
	GHANA: UNICEF; UNDP; WHO
	KENYA: County Government of Kiambu; Embassy of Sweden; Jomo Kenyatta University of Agriculture and Technology; Fukuoka University; DFID
	SOMALIA: Coperazione E Sviluppo Onlus; Massai Pillar for Development; SOBOCON and Aqualytic; European Union; Somaliland Development Fund
	TANZANIA: International Labour Organization
ROAS	ETHIOPIA: French Agency for Development Cooperation
	EGYPT: Ministry of Local Development; UNIDO; UN-Women; ILO

HOUSING AND SLUM UPGRADING

Global	French Ministry of the Environment-led Global Alliance for Buildings and Construction (Global ABC)
ROAf	REGION: GEF; the International Finance Corporation; the AfDB; Shelter Afrique; McKinsey Global Institute
	CABO VERDE: MAHOT
	KENYA: County Government of Kilifi; University of Cambridge
	CAMEROON: City Council of Yaoundé
	NIGER: Niger Government
	NIGERIA: Shelter Afrique and Power China Kunming
ROAP	REGION: International Ur; Training Center and the Provincial; Government of Gangwon
ROLAC	EL SALVADOR: Habitat for Humanity (El Salvador); Mayors Council and Planning office of the Metropolitan area of San Salvador; COAMSS-OPAMSS; FUNDASAL; Centro American University Jose Simeon Cañas; Comisión Nacional de Pobladores; Architects' El Salvador School; Engineers and Architects' Association of El Salvador
	CUBA: COSUDE

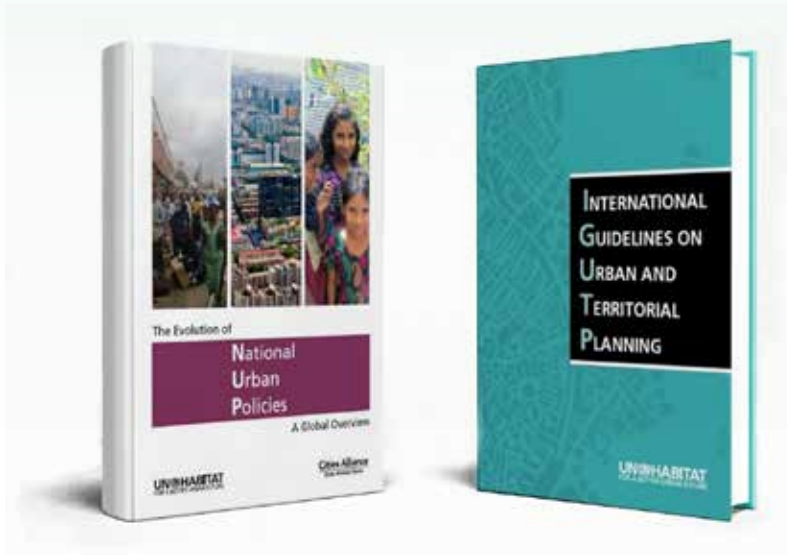
RISK REDUCTION AND REHABILITATION

Global	International Federation of Red Cross and Red Crescent Societies; Medellin Collaboration on Urban Resilience
	Cities Alliance; IASC Shelter Cluster's Strategic Advisory Group
ROAf	KENYA; MALAWI; NIGER: DFID; King's College London
	CABO VERDE: National Association of Municipalities
ROAS	LEBANON: UNHCR; the European Union
	SYRIA: UNDP
	IRAQ: UNDP; International Organization for Migration
ROAP	REGION: Ministry of Local Government; the Municipal Development; European Union
	MYANMAR: Yangon Regional Government; the Yangon City Development Committee; the Relief and Resettlement Department; the Ministry of Social Welfare; Relief and Resettlement; Myanmar Geo-Sciences Society; the Myanmar Earthquake Committee; the City Development Committee; Government of Japan
	NEPAL: Government of Japan
	PHILIPPINES: Government of India
ROLAC	COLOMBIA: City of Bogota; RESURBE; International Association Recycling Cities Network (RECNET); the Institute for Risk Management and Climate Change (IDIGER).
	MEXICO: Federal Government of Mexico

RESEARCH AND CAPACITY BUILDING

ROAf	NAMIBIA: Namibian Association of Local Authority Officers; the Polytechnic University of Namibia
	KENYA: Swedish International Center for Local Democracy
ROAS	THE STATE OF PALESTINE: King Abdullah Bin Abdul Aziz Technical; Vocational Training Center
ROLAC	BRAZIL: Government of the State of Ceará; Insituto Dialog
	MEXICO: Centro de Investigación Docencia Económica; Government of Michoacán; UNICEF; Telmex; Public Space Authority of Mexico City; Mexican National Architect's Union; Technological Institute of Monterrey.
	CUBA: Swiss Agency for Development and Cooperation

Annex 3: Overview of selected UN-Habitat support to NUPs (2016)



1. UN-Habitat (2014). *The Evolution of National Urban Policies: A Global Overview* (English, French & Spanish)
2. Tools on National Urban Policies (NUP)
 - NUP Framework for a Rapid Diagnostic
 - NUP Guiding Framework
 - Assessment Framework on NUP
 - NUP Regional Assessments (Africa, Arab States, Asia and the Pacific, Europe and North America, Latin American and the Caribbean).
 - NUP Case studies
 - Worldwide Database on NUP
 - NUP: Consolidated Regional Report
3. International Guidelines on Urban and Territorial Planning (IG-UTP)
 - Available in 11 languages:
 - Compendium of Inspiring Practices
4. Other Resources & Events of Focus supporting NUP
 - NUP EGM (Madrid), NUP Conference (Incheon)
 - NUP GC events (Seminar, NUP side events)
 - NUP Policy Unit (Towards Habitat III) - Framework
 - Policy Unit EGM in Paris & Incheon, Pilot Training
 - EGM on Urban-Rural Linkages & Discussion Paper
 - National Spatial Frameworks: Case Studies on China, Germany, Malaysia, Morocco and Republic of Korea.

	Project Name(25)	Start Date	Funding	Counterpart	Status
AFRICA (12)					
Angola	Politica Nacional de Urbanismo e de Ordenamento do Territorio	2015	USD 683,000 (GoA)	Ministerio do Urbanismo e Habitacao	Feasibility(draft Discussion Paper)
Cameroon	Politique Urbaine Nationale	2014	Euro 381 000 (GoC); USD 75,000 (Booyoung)	Ministère de l’Habitat et du Développement Urbain	Feasibility (Discussion Paper)
Cape Verde	Politica Urbana Nacional	2015	Fundraising on-going	Ministério do Ordenamento do Território	In preparation (on-going negotiations)
Kenya	National Urban Development Policy	2012	Kenya (GoK)	Ministry of Land, Housing and Urban Development	Policy Formulation (draft Policy and NSF)
Liberia	National Urban Policy	2015	USD150,000		In preparation (on-going discussions)
Madagascar	Politique Nationale Urbaine	2014	Seed Funding: USD 60,000 (UNDP)	Ministère d’Etat en charge des Infrastructures, de l’Equipement et de l’Aménagement du Territoire	Feasibility(draft Discussion Paper)
Malawi	National Urban Policy	2013	(GoM)	Ministry of Lands, Housing and Urban Development	Feasibility
Rwanda	National Urbanization Policy	2013	USD 180,000 (GOR)	Ministry of Infrastructure	Formulated and adopted
South Sudan	National Urbanization Policy Framework	2012	Fundraising on-going	Ministry of Housing and Physical Planning	Policy Formulation (draft Policy)
Uganda	National Urban Policy	2014	(Cities Alliance)	Ministry of Lands, Housing and Urban Development	Policy Formulation (draft Policy)
Zambia	National Urban Policy	2014	USD 300,000 (GOZ)	Ministry of Local Government and Housing	Feasibility(draft Discussion Paper)
Zanzibar	National Urban Policy	2015	Fundraising on-going	Ministry of Lands, Housing and Human Settlements	In preparation (on-going negotiations)
ARAB STATES (7)					
Afghanistan	National Urban Policy	2015	TBA	Ministry of Urban Development affairs	In preparation (on-going negotiations)
Egypt	National Urban Policy	2015	USD 300,000 (GoE)	Ministry of Housing, Utilities and Urban Development	Feasibility(draft Discussion Paper)
Jordan	National Urban Policy	2016	USD 451,000	Ministry of Municipal Affairs	In preparation (on-going negotiations)
Lebanon	National Urban Policy	2016	UN Dev. Account		In preparation (on-going negotiations)
Morocco	National Urban Policy	2016	UN Dev. Account	Ministere de l’Habitat et de la Politique de la Ville	In preparation (on-going negotiations)
Sudan	National Urban Policy	2016	UN Dev.Account	Environment, Natural Resources and Physical Development	In preparation (on-going negotiations)
Saudi Arabia	National Spatial Strategy	2014	USD 92,300 (Riyadh Office)	Ministry of Municipal and Rural Affairs	Review of the NSS
ASIA & THE PACIFIC (3)					
Mongolia	National Urban Policy	2015	(GoM)	Ministry of Construction and Urban Development	Diagnostic (draft Rapid Assessment)
Myanmar	National Urban Policy	2014	Fundraising on-going	Ministry of Construction/Department of Human Settlements and Housing Development	In preparation (on-going negotiations)
Philippines	National Urban Development and Housing Framework	2016	Fundraising on-going	Housing and Urban Development Coordinating Council	Policy under revision
LATIN AMERICA & THE CARIBBEAN (3)					
Colombia	Política Nacional Urbana-sistema de ciudades	2013	(ASUD)	Departamento Nacional de Planeación	Formulated
Cuba	Política Nacional Urbana en Cuba	2016	USD 300,000		In preparation
Haiti	Politique Nationale Urbaine	2015	Fundraising on-going	Comité Interministériel a l’Aménagement du Territoire	In preparation (on-going negotiations)
Total (to be revised)			USD 2, 999, 300		



United Nations Human Settlements Programme (UN-Habitat)

P. O. Box 30030, 00100 Nairobi GPO KENYA

Tel: 254-020-7623120 (Central Office)

www.unhabitat.org

